Subject: Business Economics

Course: B.A., 4th Semester, Undergraduate.

Paper No: 402

Paper Title: Organisational Behaviour.

Unit No.: 3 (Three)

Title: Group Behaviour.

Lecture No: 2 (Two)

Title: Leadership

Glossary

Atmospherics the overall impression conveyed by a store's physical layout, décor, music, lighting and surrounding.

Charisma-
The ability to command strong loyalty and devotion from followers and thus have the potential for strong influence among them.

Contingency Theory-
Fred Fiedler's theory that states that the association between leadership orientation and group effectiveness is contingent on how favourable the situation is for exerting influence.

Developmental leadership-
A style of leadership that involves working with organizational members as partners and using persuasion and negotiation rather than formal power and authority to achieve high levels of commitment rather than compliance.

Global leadership-
A set of leadership capabilities required to function effectively in different cultures and the ability to cross language, social, economic, and political borders.

Leader-Member Exchange (LMX) Theory-
A theory of leadership that focuses on the quality of the relationship that develops between a leader and an employee.

Leadership-
The influence that particular individuals exert on the goal achievement of others in an organizational context.

Participative leadership-
Involving subordinates in making work-related decisions.

Path-Goal Theory-
Robert House's theory concerned with the situations under which various leader behaviours (directive, supportive, participative, achievement-oriented) are most effective.

Strategic leadership-
Leadership that involves the ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization.

Substitutes for leadership-
Factors in the work setting that can take the place of active leadership, making it unnecessary or redundant.

Task leader-
A leader who is concerned with accomplishing a task by organizing others, planning strategy, and dividing labour.

Traits-
Individual characteristics such as physical attributes, intellectual ability, and personality.

Transformational leadership-
Providing followers with a new vision that instills true commitment

Links:
1. https://www.psychologytoday.com/basics/leadership
2. https://hbr.org/topic/leadership
3. http://www.mastersinleadership.org/exemplary-leadership.html
4. http://growingleaders.com/
5. http://www.theleaderinme.org/students/
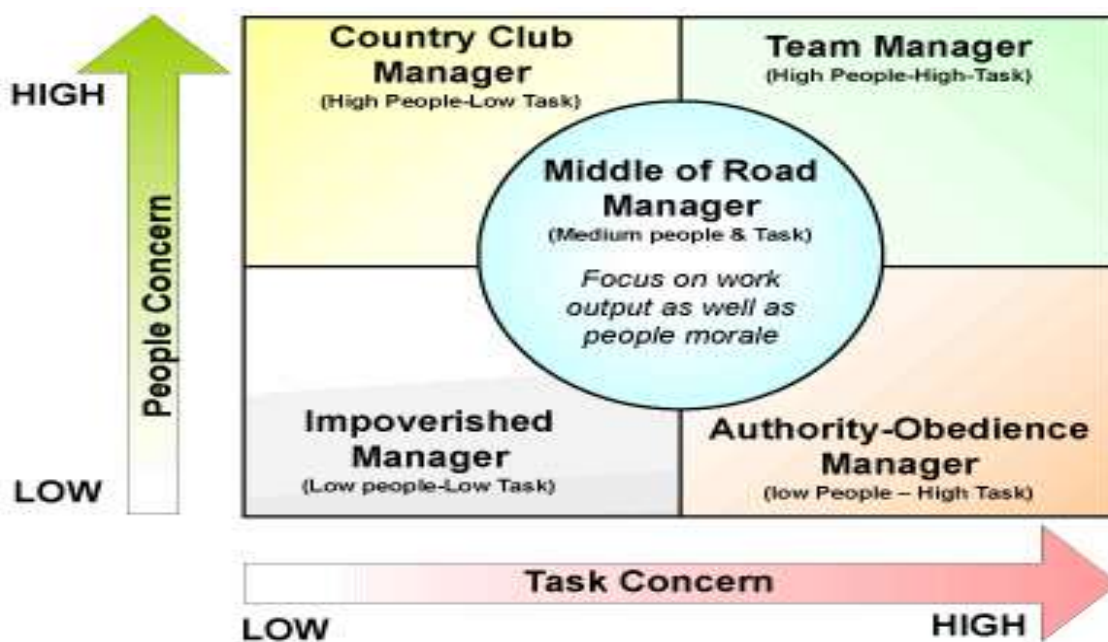6. http://management.about.com/od/leadership/

LOR:

1. Leadership can be hard to define and it means different things to different people. In the transformational leadership model, leaders set direction and help themselves and others to do the right thing to move forward. To do this they create an inspiring vision, and then motivate and inspire others to reach that vision.

2. The trait model of leadership is based on the characteristics of many leaders - both successful and unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure.

3. Contingency theory is a behavioural theory based on their views that there is no "one best way" to lead an organization, organize a cooperation or to make a decision. Contingency theory states that these actions are dependant (contingent) to the internal and external factors. Thus it states that there is no single theory of contingency management. Some important contingencies for organizations are: Customers and Competitors, Suppliers and Distributers, Technology Unions, Government and Consumer Interest Groups. the four contingency theories of leadership are (Fiedler, Hersey and Blanchard, Path-Goal

4. The Behavioural Theory of Leadership. In response to the early criticisms of the trait approach, theorists began to research leadership as a set of behaviours. They evaluated what successful leaders did, developed a taxonomy of actions, and identified broad patterns that indicated different leadership styles.

5. Authentic leadership is an approach to leadership that emphasizes building the leader's legitimacy through honest relationships with followers which value their input and are built on an ethical foundation. Generally, authentic leaders are positive people with truthful self-concepts who promote openness.

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7. Mentoring is an essential leadership skill. In addition to managing and motivating people, it's also important that you can help others learn, grow and become more effective in their jobs.

8. Self-leadership is the ability of someone to guide themselves to positive places that they have never been before. It enables a person to fulfil their potential while building a strong foundation from which to make daily decisions -- both professionally and personally.

9. Leadership at distance is online leadership.

10. Inspirational leadership can be defined as "an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Rost)."
There are eight principles (Rethink and reframe, Embrace Transparency, Pursue significance, Lead through culture, Earn and extend trust, Embrace transparency, Connect with others, Collaborate across boundaries) of inspirational leadership that a leader demonstrates that become infused into the culture. These eight principles of inspirational leadership interact and build on each other.

Visuals:

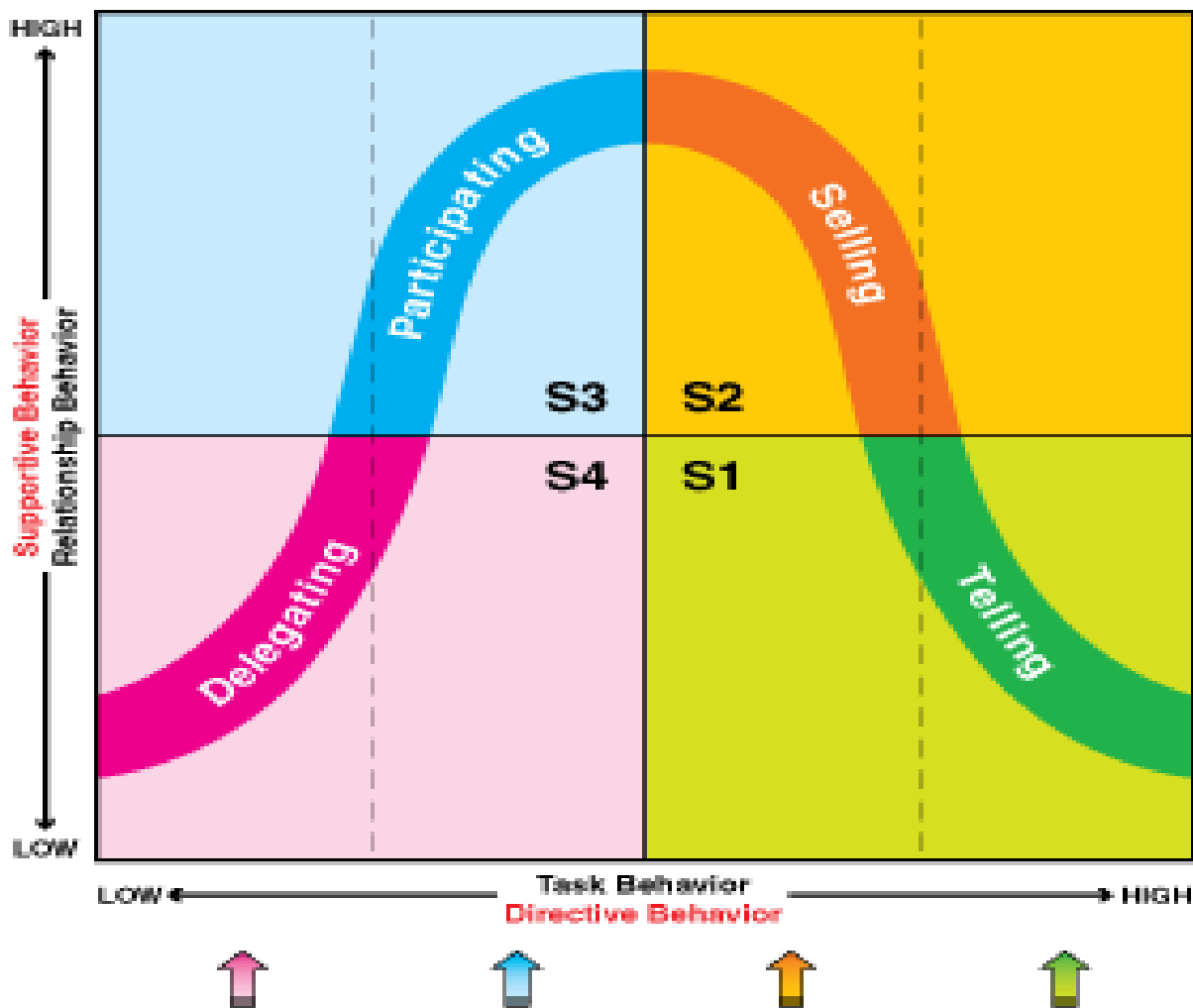1. MANAGERIAL GRID MODEL

Blake & Mouton's Leadership Grid

Continuum of Decision Procedures

No
Participation
by Followers

High
Participation
by Followers

Autocratic
Decision

Consultative
Decision

Joint
Decision

Delegated
Decision

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4. VROOM AND YETTON'S NORMATIVE MODEL
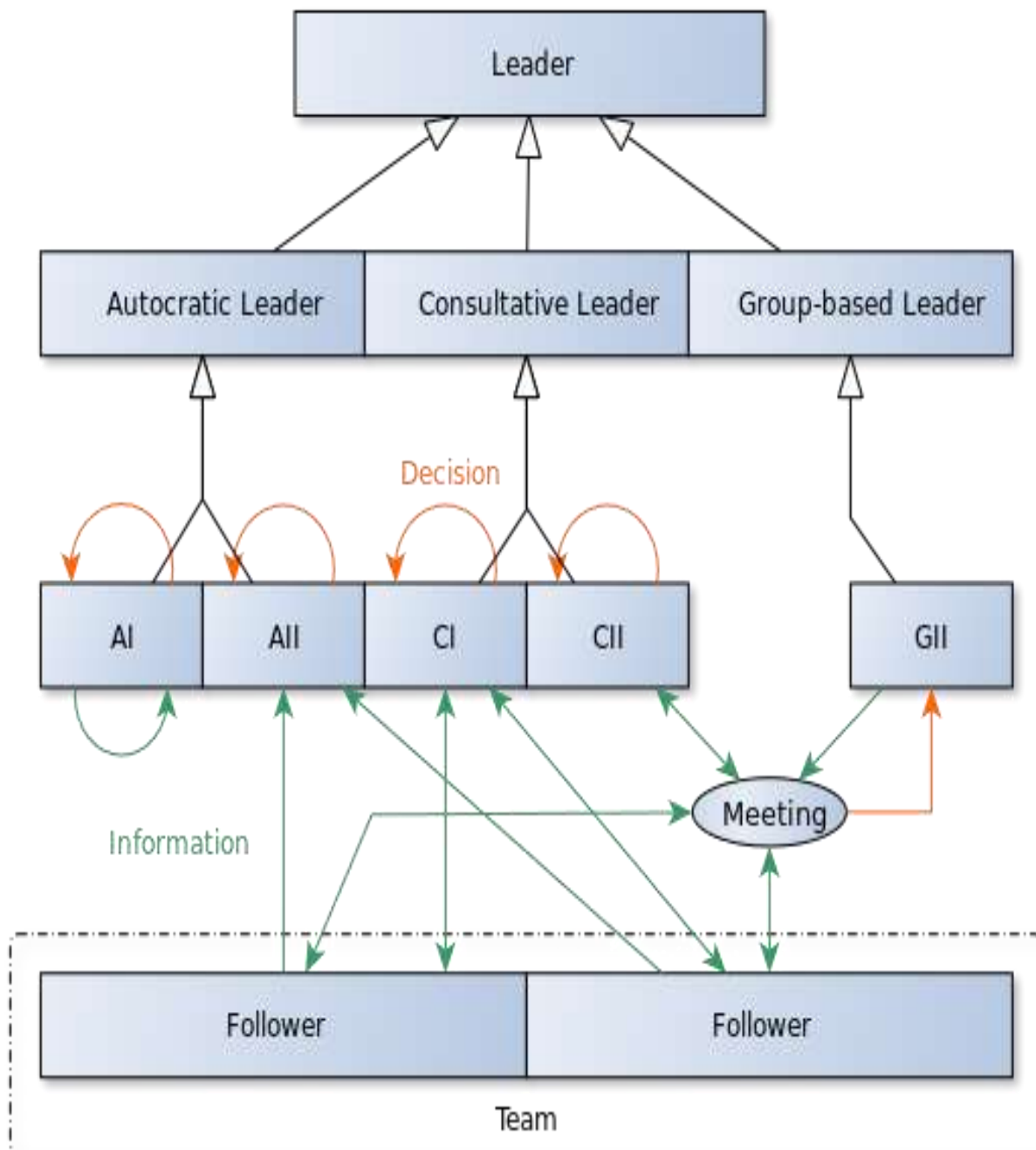
5. HOUSE'S PATH-GOAL THEORY OF LEADERSHIP

Task and Environmental Characteristics
Obstacles:
- Design of the task
- Formal authority system
- Work group

Employee
Characteristics:
- Experience
- Ability
- Locus of control

Goals

Path

Path-Goal Leadership

Consider:
- Employee characteristics
- Task & environment characteristics

Select Leadership Style:
- Directive
- Supportive
- Participative
- Achievement-oriented

Focus on Motivation:
- Define goals
- Clarify path
- Remove obstacles
- Provide support