

Q1. Define Leadership ?**[3 Marks]**

Ans. Leadership is the quality of behaviour of a person whereby he is able to persuade others to seek group goals enthusiastically. It is the influence relationship in which one person (the leader) influences the behaviour of others (the led to followers) in a given situation to work together on related tasks attain what former desires.

Definitions of Leadership :

According to Robert Tannenbaum, "Leadership is the inter-personal influence exercised in a situation and directed through communication, process towards the attainment of specified goals".

According to James Gibbin, "Leadership is a process of influence on a group in a particular situation at a given point of time and in specific set of circumstances that stimulates people to strive willingness to attain organizational objectives, giving them the experience to attain the common objectives and satisfaction with the type of leadership provided".

According to Theo Haimann, "Leadership is the process by which an executive imaginatively directs, guides and influences the work of others in choosing and attaining specified goals by mediating between the individuals and the organization in such a manner that both will attain maximum satisfaction".

Q2. Explain the nature and features of leadership?**[3 Marks]**

Ans. Nature of Leadership :

1. It is a process of influence. The basic purpose of leadership is to influence the behaviour of followers.
2. It involves the interaction between the leader and the followers.
3. It implies pursuit of common goals in the

interest of individuals as well as a group as whole.

4. Leadership is related to a situation. When we talk about leadership, it is always related to particular situation, at a given point of time and under a specific set of circumstances.

Features of Leadership :

1. Leadership is a continuous process of behaviour.
2. Leadership may be seen in terms of relationship between a leader and followers which arises out of their functioning for common goals.
3. By exercising his leadership the leader tries to influence the behaviour of individual or groups around him to achieve the goals.
4. The followers work willingly and enthusiastically to achieve the goals.

Q3. Explain the function of leadership?**[3 Marks]**

Ans. Functions of Leadership :

1. **Setting Goals :** A leader provides guidance to the group by setting and explaining goals to his subordinates. He acts as a guide of his followers by setting the main goals of the group.
2. **Organizing :** The leader creates and moulds the organization by assigning roles appropriate to individual abilities. He shapes the character of the group, shows the way and leads it towards the goals.
3. **Motivation :** A leader create enthusiasm among the followers. He inspires them to perform the allotted tasks with confidence and zeal. He establishes a motivational system that enables people to meet both organizational and personal goals.

4. **Coordination** : A leader resolves internal conflicts and create a community of interest group. His main task is to develop voluntary cooperation and mutual understanding and team work.
5. **Representation** : A leader represents the group to his superiors and peers. An effective leader is the guardian of the interests of the subordinates. He is the personal embodiment of the inside and outside organization.
6. **Control** : The leader maintains order and discipline and creates positive response on the part of members of the group. The first test of a leader's competence is its ability to keep people working with minimum of disruption and the maximum of effectiveness.

Q4. Explain the importance of Leadership?

[7.5 Marks]

Ans. Importance of Leadership :

1. **Creation of Confidence** : Sometimes, individuals fail to recognize their qualities and capabilities. The leader creates confidence among them by his superior knowledge. He provides psychological support and increase the spirit of enthusiasm in the followers by his conduct and expression.
2. **Providing inspiration to Employees** : A leader creates a strong need in employees for higher performance. By showing the proper way to do their job, the leader helps employees to their best to the organization.
3. **Securing Cooperation** : A dynamic leader brings life into the group. He influences the behaviour of employees in such a way that they readily work for organizational objectives, to circulates a sense of collectivism in the employees and forces them to work as a team. Leadership is essential to group action.
4. **Providing good Environment** : Efficiency of performance depends on the work environment. Leadership aims at creating and maintaining a satisfactory environment for employees to contribute their maximum towards achieving the goals.
5. **Building Higher Morale** : Good leadership is effective for high employee morale. The leader shapes the thinking and attitudes of the

group and maintains discipline. He develops good human relations and facilitates interactions between the member of group.

6. **Facilitation of Change** : Dynamic leadership is the effective for organizational change and development. A good leader prepares the people for change and gives them the necessary support to adapt to change.

Q5. What is the purpose of leadership? How does it impress people in an organisation?

[7.5 Marks]

Ans. Purpose of Leadership :

A successful leader should have various purposes:

1. A leader gives more importance to result rather than on activities.
2. Be accessible to his workers and develop trust in them.
3. Allow his workers to freely express their disagreement, if any, and make them feel like contributing.
4. Select the most capable persons and mentor them.
5. Exploit opportunities rather solving problems.
6. Supervise the whole group instead of tackling individuals.
7. Take interest in group carder, for they can give new and creative suggestions.
8. He coaches, inspires and provide enthusiasm in them.
9. Inspiring and motivating people to work together with a common vision and purpose.
10. A good leader develops high morale in his employees to ensure high productivity and stability in the organisation.
11. A leader can do work efficiently and effectively in an organisation.
12. A good leader motivates the employees for high performance as higher the motivation, better would be the performance.
13. A good leader creates confidence in his subordinates by directing them and giving them advice to get good results from them.

Leader is one who knows the way, shows the way, and goes the way :

A leader can impress people in an organisation through various ways.

1. A great deal of physical and nervous energy, endurance and vigour of body and mind.
2. Readiness to shoulder responsibility and ability

to discharge it.

3. Unfaltering friendliness and affection.
4. Tolerance and patience.
5. Sense of fair play and justice.
6. A high degree of integrity.
7. Knowledge of man.
8. Decisiveness and initiative.
9. Ability to face rough weather, opposition, callousness and ridicule.
10. A leader should develop friendly relations with his followers. He should maintain personal contact and should be able to recognise the problems and feelings of his followers. He must be conversant with human behaviour.
11. He is aware of the duties and obligations associated with the position he holds.
12. Sometimes, individuals fail to recognize their qualities and capabilities. The leader creates confidence among them by his superior knowledge. He provides psychological support and infuses the spirit of enthusiasm in the followers by his conduct and expression.

Q6. Discuss types of Leaders ?

[7.5 Marks]

Ans. Types of Leaders :

Various kinds of leaders are found in different spheres of life. Alford and Beatty have classified into following categories :

1. **Intellectual Leaders :** As the term implies, intellectual leaders are those who win the confidence of their followers, by their superior intellect or knowledge.
2. **Democratic Leaders :** A democratic leader is one who acts according to the wishes of his followers. He does what the group wants. He follows the majority opinion as expressed by his group. He holds his leadership position because he is loyal to his group and behaves friendly to others.
3. **Autocratic Leaders :** Such a leader dominates and drives his group through coercion, command and the instilling of fear in his followers. Such a leader prefers the use of power in promoting their own ends.
4. **Persuasive Leaders :** The persuasive leader possesses magnetic personality that enables him to influence his followers to join him in doing things. He is the type who can say 'Let's go Guys' and the whole group responds

because they love and respect him, have confidence in him.

5. **Creative Leaders :** The creative leader uses the technique to encourage ideas to flow from the group to him as well as from him to the group. He draws out the best in his followers without creating an undue personal influence on the people. The creative leader controls through united, voluntary, enthusiastic activities by group members to achieve the goal.
6. **Institutional Leaders :** An institutional leader holds his position because of the prestige attached to his office. The position he holds enables him to influence his followers, sometimes because of the habits of obedience that certain followers have, sometimes, because of respect for the position, and sometimes because of the dependence of the subordinates upon his superior for certain benefits.

Q7. What are the qualities of a successful leader ?

[7.5 Marks]

Ans. Traditionally it is believed that leaders are born not made. Successful leaders are said to possess certain qualities that separate them from the crowd. Some of the qualities that commonly make for good leadership are :

1. **Intelligence :** A leader should be intelligent enough to examine problems in the right perspective. He should have the ability to think scientifically and analyse accurately the problems before a person. It is a natural quality.
2. **Physical Features :** Physical characteristics and level of maturity determine personality of an individual which is an important factor in determining success of leadership. Height, weight, physique, health and appearance are important for leadership.
3. **Maturity :** A leader should possess a high level of emotional stability and cool temperament. We need a high degree of tolerance. He must have an open mind to absorb new ideas as and when necessary.
4. **Vision and Foresight :** A leader should be able to visualize events well in advance. He should have a high degree of imagination,