



**Media Management And Entrepreneurship
(BA(JMC)-302)**

Unit – II

Management - Functions and Principles

by

Dr. Jagriti Basera

(Assistant Professor, BVICAM, New Delhi)

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Syllabus- Unit II

Management - Functions and Principles

1. Management: Definition, Need and Principles
2. Management Functions: Planning, Organizing, Directing, Staffing, Controlling and Coordination
3. Management: Responsibility, Authority and Accountability
4. Leadership: Importance, Needs and Types

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Management: Definition, Need and Principles


Management is the creation and maintenance of an internal environment in an enterprise where individuals, working in groups, can perform efficiently and effectively towards the attainment of group goals. —Harold Koontz and Cyrill O'Donnell.

Management is the coordination of all resources through the process of planning, organising, directing and controlling in order to attain stated objectives. —Henry L. Sisk.

Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way. —F.W. Taylor.

To manage is to forecast and to plan, to organise to command, to coordinate and to control. —Henry Fayol.

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 **Management: Definition, Need and Principles**

A manager may have the power to hire or fire employees or to promote them. In larger companies, a manager may only recommends such action to the next level of management. The manager has the authority to change the work assignments of team members.

A manager's title reflects what he/she is responsible for. An Accounting Manager supervises the Accounting function. An Operations Manager is responsible for the operations of the company.

There are many management functions in business and, therefore, many manager titles. Regardless of title, the manager is responsible for planning, directing, monitoring and controlling the people and their work.

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 **Management: Definition, Need and Principles**

Principle of management:

The definition of management is taken as "The process of coordinating and integrating work activities so that they are completed efficiently and effectively with and through other people."

Division of work - specialization provides the individual to build up experience, continuous improvement in skills, and thereby be more productive.

Authority - the right to issue commands, along with which must go the balanced responsibility for its function.

authority with corresponding responsibility If responsibilities are allocated then the post holder needs the requisite authority to carry these out including the right to require others in the area of responsibility to undertake duties. Authority stems from:

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 **Management: Definition, Need and Principles**

1-That ascribed from the delegation process (the job holder is assigned to act as the agent of the high authority to whom they report - hierarchy).


2-Allocation and permission to use the necessary resources needed (budgets, assets, staff) to carry out the responsibilities.

3-Selection- The person has the expertise to carry out the responsibilities and the personal qualities to win the support and confidence of others.

Discipline - which is two-sided, for employees only obey orders if management play their part by providing good leadership.

Unity of Command - each worker should have only one boss with no other conflicting lines of command. The idea is that an employee should receive instructions from one superior only.

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 **Management: Definition, Need and Principles**

Unity of direction - people engaged in the same kind of activities must have the same objectives in a single plan The unity of command idea of having one head (chief executive, cabinet consensus) with agreed purposes and objectives and one plan for a group of activities) is self explanatory, and requires no further examination here.

Subordination of individual interest to general interest - management must see that the goals of the firms are always paramount. Fayol's line was that one employee's interests or those of one group should not prevail over the organization as a whole.

Remuneration - payment is an important motivator although by analyzing a number of possibilities, Fayol points out that there is no such thing as a perfect system the price of services rendered.

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 **Management: Definition, Need and Principles**


Centralization or decentralization - this is a matter of degree depending on the condition of the business and the quality of its personnel . Centralization for Fayol is essential to the organization and a natural consequence of organizing.

Scalar chain (line of Authority) - a hierarchy is necessary for unity of direction but lateral communication is also fundamental as long as superiors know that such communication is taking place.

Order- both material order and social order are necessary. The former minimizes lost time and useless handling of materials. The latter is achieved through organization and selection.

Orderliness implies steady evolutionary movement rather than wild, anxiety provoking, unpredictable movement - in a modern concept Job Evaluation, Job Specification and particularly Job Analysis should both inform and influence Fayol's terminology of 'order'.

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 **Management: Definition, Need and Principles**


Equity - in running a business a 'combination of kindness and justice' is needed in treating employees if equity is to be achieved.

Stability of tenure - this is essential due to the time and expense involved in training good management.

Initiative - allowing all personnel to show their initiative in some way is a source of strength for the organization even though it may well involve a sacrifice of 'personal vanity' on the part of many managers.

Esprit de corps - management must foster the morale of its employees. He further suggests that, "real talent is needed to coordinate effort, encourage keenness, use each person's abilities, and reward each one's merit without arousing possible jealousies and disturbing harmonious relations."

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 **Management: Definition, Need and Principles**


Span of control This is about actual numbers of subordinates looking downwards. The direct control a manager has is fewer in terms of people higher up the scale, and more people by managers lower down.

Span of Control means the number of subordinates that can be managed efficiently and effectively by a superior in an organization. It suggests how the relations are designed between a superior and a subordinate in an organization. **Span of control is of two types:**

Narrow span of control: Narrow Span of control means a single manager or supervisor oversees few subordinates.

Wide span of control: Wide span of control means a single manager or supervisor oversees a large number of subordinates.

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 **Nature of Management**


Nature of management can be described as follows.

Continuous Process: Management is a never ending process. It will remain the part of organization till the organization itself exists. Management is an unending process as past decisions always carry their impact for the future course of action.

Universal in Nature: Management is universal in nature i.e. it exists everywhere in universe wherever there is a human activity.

Multidisciplinary: Management is basically multidisciplinary. Though management has developed as a separate discipline it draws knowledge and concepts of various other streams like sociology, psychology, economics, statistics etc.

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 **Nature of Management**


Management is a group activity. Management is a vital part of group activity. As no individual can satisfy all his needs himself, he unites with his co-workers and work together as an organized group to achieve what he cannot achieve individually.

Management is goal oriented: Management is a goal oriented activity. It works to achieve some predetermined objectives or goals which may be economic or social.

Dynamic: Management is dynamic in nature i.e. techniques to manage business changes itself over a period of time.

System of authority: Authority is power to get the work done by others and compel them to work systematically. Management cannot perform in absence of authority.


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 **Nature of Management**

Management is an art: Management is considered as art as both requires skills, knowledge, experience and creativity for achievement of desired results.


Management is Science. Management is considered as science. Science tells about the causes and effects of applications and is based on some specific principles and procedures. Management also uses some principles and specific methods. These are formed by continuous observations.

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 **Need of Management**

- **It helps in Achieving Group Goals** - It arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to achieve goals. Management converts disorganized resources of men, machines, money etc. into useful enterprise.
- **Optimum Utilization of Resources** - Management utilizes all the physical & human resources productively. This leads to efficacy in management. Management provides maximum utilization of scarce resources by selecting its best possible alternate use in industry from out of various uses.
- **Reduces Costs** - It gets maximum results through minimum input by proper planning and by using minimum input & getting maximum output.

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 **Need of Management**

Establishes Sound Organization - No overlapping of efforts (smooth and coordinated functions). To establish sound organizational structure is one of the objective of management which is in tune with objective of organization and for fulfillment of this, it establishes effective authority & responsibility relationship i.e. who is accountable to whom, who can give instructions to whom, who are superiors & who are subordinates.

Establishes Equilibrium - It enables the organization to survive in changing environment. It keeps in touch with the changing environment.

Essentials for Prosperity of Society - Efficient management leads to better economical production which helps in turn to increase the welfare of people. Good management makes a difficult task easier by avoiding wastage of scarce resource. It improves standard of living.

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Management Functions

Management can be described as a process encompassing several core functions of management. The list of functions that constitutes total management prepared by different authors and experts may differ to some extent from each other, but the basic the overall nature of management implicit in these different lists remains the same.

The most common classification of management function includes the following four functions. 1. Planning 2. Organizing 3. Leading 4. Controlling.

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Management Functions

Functions of Management

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Management Functions


Planning covers the process of objectives and deciding on actions to be taken to achieve these objectives.

Organizing is the process of designing and developing structure of relationships between members of the team or group assigned to carry out the planned tasks, and filling and keeping filled the positions in the organization.

Leading refers to motivating, directing and guiding people in the organization It involves ensuring that the people in the organization are willing and capable of performing the required tasks.

Controlling involves ascertaining the actual results and situation of the organization and taking corrective action when significant deviations from expectations occur.

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 **Management Functions**

These management functions are common to all the managers irrespective of the business activity managed by them – for example, procurement, manufacturing, marketing, finance, human resources management, and so on, or their level in organizational.

However, the total time and effort devoted by individual managers to each of the management function as well as the total effort spent on all the management function in proportion to other non-managerial, technical and operational, tasks depends on many factors such as nature of business and organizations structure.

However, for ease of understanding these are often grouped in three levels:

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 **Management Functions**

Top-management: This refers to the top one or two hierarchical levels in the organization structure. Managers at these levels have responsibilities for the total organizational performance covering multiple business activities.

Middle-management: These are the managers between the top and first-level management. They generally do not have the responsibility for more than one type of business activity, and even within that may be responsible for only a segment of the total work in the organization.


First-level-management: They are at the lowest one or two levels of management hierarchy. They are the people responsible for directly supervising the work of operational staff, and form a link between them and the management.

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 **CLASS ACTIVITY**

1. Prepare the work breakdown structure and mark important functions of management.
2. What are the different functions of management?


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 **Management: Responsibility, Authority and Accountability**

Authority is delegated, responsibility is created and accountability is imposed. Accountability arises out of responsibility and responsibility arises out of authority.

A manager alone cannot perform all the tasks assigned to him. In order to meet the targets, the manager should delegate authority. Delegation of Authority means division of authority and powers downwards to the subordinate. Delegation is about entrusting someone else to do parts of your job. Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.


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 **Management: Responsibility, Authority and Accountability**

Elements of Delegation:

- 1. Authority** - in context of a business organization, authority can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives. Authority must be well- defined. All people who have the authority should know what is the scope of their authority is and they shouldn't mis utilize it. Authority is the right to give commands, orders and get the things done. The top level management has greatest authority. Authority always flows from top to bottom.It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it.

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 **Management: Responsibility, Authority and Accountability**

Types of Authority :

- 1. Formal Authority (or Structure)**
 The organizationally-sanctioned way of getting the job done. Organizational charts illustrate formal lines of authority in firms.
- 2. Informal Authority**
 The patterns of relationships and communication that evolve as employees interact and communicate that is not sanctioned by the organization.

Level of Authority:

- 1. Authority to Inform:** Inform a superior of action alternatives and the superior makes the decision.
- 2. Authority to Recommend:** List alternatives/actions and recommend one action; superior makes action decision.

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Management: Responsibility, Authority and Accountability

3. Authority to Report: Select and implement a course of action, reporting action to superior.

4. Full Authority: Acting independently without supervision.

2. Responsibility -is the duty of the person to complete the task assigned to him. A person who is given the responsibility should ensure that he accomplishes the tasks assigned to him. If the tasks for which he was held responsible are not completed, then he should not give explanations or excuses.

Responsibility without adequate authority leads to discontent and dissatisfaction among the person. Responsibility flows from bottom to top. The middle level and lower level management holds more responsibility. The person held responsible for a job is answerable for it. If he performs the tasks assigned as expected, he is bound for praises. While if he doesn't accomplish tasks assigned as expected, then also he is answerable for that.

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Management: Responsibility, Authority and Accountability

Types of responsibility:

General Responsibility- The individual who guide and directs the execution of the function through the person accepting operating responsibility.

Operating Responsibility: The individual who is directly responsible for the execution of the function.

Specific Responsibility: The individual who is responsible for executing a specific or limited portion of the function.

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Management: Responsibility, Authority and Accountability

Accountability - means giving explanations for any variance in the actual performance from the expectations set. Accountability cannot be delegated. For example, if 'A' is given a task with sufficient authority, and 'A' delegates this task to B and asks him to ensure that task is done well, responsibility rest with 'B', but accountability still rest with 'A'. The top level management is most accountable. Being accountable means being innovative as the person will think beyond his scope of job. Accountability, in short, means being answerable for the end result. Accountability can't be escaped. It arises from responsibility.

For achieving delegation, a manager has to work in a system and has to perform following steps: **1. Assignment of tasks and duties 2. Granting of authority 3. Creating responsibility and accountability.**

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Management: Responsibility, Authority and Accountability

Delegation of authority is the base of superior-subordinate relationship, it involves following steps:-

- 1. Assignment of Duties** - The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.
- 2. Granting of authority** - Subdivision of authority takes place when a superior divides and shares his authority with the subordinate. It is for this reason, every subordinate should be given enough independence to carry the task given to him by his superiors.
- 3. Creating Responsibility and Accountability** - The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them.

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Authority and Responsibility

Authority is the legal right of person or superior to command his subordinates while accountability is the obligation of individual to carry out his duties as per standards of performance Authority flows from the superiors to subordinates, in which orders and instructions are given to subordinates to complete the task. It is only through authority, a manager exercises control. In a way through exercising the control the superior is demanding accountability from subordinates.

Therefore, we can say that authority flows from top to bottom and responsibility flows from bottom to top. Accountability is a result of responsibility and responsibility is result of authority. Therefore, for every authority an equal accountability is attached.


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Authority and Responsibility

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AUTHORITY	RESPONSIBILITY
Authority is the legal right an official in a formal position has to give commands, instructions, or orders to subordinates in order to make them perform a particular task	Responsibility is the obligation of the subordinate regarding a specific duty or task assigned by the superior
Authority flows downwards from superiors towards subordinates	Responsibility is usually exacted upwards
Basically a legal right	A result of authority
The position of an employee in an organization is the deciding factor of his or her degree of authority	The superior-subordinate relationship determines the basis for responsibility
An employee with authority is expected to have the ability to command, order, and instruct subordinates	Employees who hold the responsibility to carry out an assigned task need to have the ability to follow orders and be obedient


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 **Importance of Delegation**

Delegation of authority is a process in which the authority and powers are divided and shared amongst the subordinates. When the work of a manager gets beyond his capacity, there should be some system of sharing the work. The importance of delegation can be justified by -


1. **Through delegation, a manager** is able to divide the work and allocate it to the subordinates. This helps in reducing his work load so that he can work on important areas such as - planning, business analysis etc.
2. **With the reduction of load on superior**, he can concentrate his energy on important and critical issues of concern.
3. **Delegation of authority** is the ground on which the superior-subordinate relationship stands. An organization functions as the authority flows from top level to bottom.

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 **Importance of Delegation**

4. Delegation of authority in a way gives enough room and space to the subordinates to flourish their abilities and skill. Through delegating powers, the subordinates get a feeling of importance. They get motivated to work and this motivation provides appropriate results to a concern. Job satisfaction is an important criterion to bring stability and soundness in the relationship between superior and subordinates.
5. Delegation of authority is help to both superior and subordinates. This, in a way, gives stability to a concern's working. With effective results, a concern can think of creating more departments and divisions flow working.

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 **Leadership: Importance, Needs and Types**

According to Peter Drucker, "Leadership means the lifting of man's visions to higher sights, the raising of man's performance to higher standard, the building of man's personality beyond its normal limitations".

Leadership is an integral part of management and plays a vital role in managerial operations. It provides direction, guidance, and confidence to the employees and helps in the attainment of goals in much easier way. In business and industrial organizations, managers play the role of leader and acquire leadership of subordinates, their efforts towards the achievement of organizational goals and activate the individuals of an organization to make them work.

Leadership influences behavior of the individuals. It has an ability to attract others and potential to make them follow the instructions.

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 **Leadership: Importance, Needs and Types**

According to Wendell French, "Leadership is the process of influencing the behavior of others in the direction of a goal or set of goals or, more broadly, toward a vision of the future",

According to Keith Davis, "Leadership is the process of encouraging and helping others to work enthusiastically towards objectives".

Thus, leaders are people who are able to influence the behavior of others without recourse to threats or other forms of force towards the individuals. Leaders are the people who are accepted by the other individuals, as a superior person to them.


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 **Leadership: Importance, Needs and Types**

Features Of Leadership:


1. Leadership is the process of influencing behavior of individuals of an organization.
2. Leadership uses non-coercive methods to direct and coordinate the activities of the individuals of an organization.
3. Leadership directs the individuals to attain the tasks assigned to them by following the instructions of their leaders.
4. A leader possesses qualities to influence others.
5. Leadership gives the individuals, a vision for future.
6. Leadership is a group activity. Leader influences his followers and followers also exercise influence over his leader.
7. Leadership is meant for a given situation, given group for a predetermined period of lime.

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 **Leadership: Importance, Needs and Types**

8. Leadership is continuous process of influencing behavior. It encourages liveliness in the group.


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 **Leadership: Importance, Needs and Types**

Importance of Leadership:


- a. A leader should act as a friend of the people whom he is leading.
- b. A leader must have the capacity to recognize the potentials of the individuals and transform them into realities.
- c. A leader should have the confidence of the individuals of the organization.
- d. A leader must be able to unite the people as a team and build up team spirit.
- e. A leader should be able to maintain discipline among his group and develop a sense of responsibility.
- f. A leader must be able to build up a high morale among the individuals of the organization.
- g. A leader should motivate his people to achieve goals.

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 **Leadership: Importance, Needs and Types**

- h. A leader should try to raise the morale of the individuals and should maintain ethical standards among the individuals.
- i. A leader should act as a link between the work groups and the forces outside the organization.

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 **Leadership: Importance, Needs and Types**

Types Of Leadership:

Autocratic or Authoritarian In this type of leadership, there is a complete centralization of authority in the leader, i.e., authority is centered in the leader himself. He has all the powers to make decisions. A leader thinks that he is the only competent person in the organization. According to **Edwin B. Filippo**, there are following three types of leaders in autocratic:

1. Hard Boiled or Strict Autocrat: Leader, under such type uses negative influence and expects that the employees should obey his orders immediately. Non-compliance of his orders results in punishment. He makes all decisions and does not disclose anything to anyone. He is quite rigid on performance.

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 **Leadership: Importance, Needs and Types**

2. Benevolent Autocrat: Benevolent autocrat leader uses positive influences and develops effective human relations. He is known as paternalistic leader. He praises his employees if they follow his orders and invites them to get the solutions of the problems from him. He feels happy in controlling all the actions of his subordinates.

3. Manipulative Autocrat: Leader, under such type is manipulative in nature. He creates a feeling in the minds of his subordinates and workers that they are participating in decision-making processes.

Democratic or Participative Democratic or Participative leadership is also known as group centered or consultative leadership. In this type of leadership, leaders consult their groups and consider their opinion in the decision-making process.

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 **Leadership: Importance, Needs and Types**

Exchange of ideas among subordinates and with the leader is given encouragement. Leaders give more freedom to their group members, who feel that, their opinions are honored and they are given importance. It develops a sense of confidence among subordinates and they derive job satisfaction. It improves quality of decision as it is taken after due consideration of valued opinions of the talented group members.

Laissez-faire or Free Rein:

This type of leadership, there is virtual absence of direct leadership. It is, therefore, known as "no leadership at all". There is complete delegation of authority to subordinates so that they can make decisions by themselves. Absence of leadership may have both positive and negative effects.

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 **Leadership: Importance, Needs and Types**


Bureaucratic:

This type of leadership emphasizes the rules and regulations of an organization. The behavior of a leader is determined by the rules, regulations and procedure to be followed under his leadership. The leader and the subordinates both follow these rules and regulations. Therefore, there is no difference between the management and the administration in this type of leadership.

Manipulative :

This type of leadership manipulates the employees to attain their assigned tasks. A manipulative leader is quite selfish and exploits the aspirations of the employees for his gains. He knows very well the needs and desires of the employees but he does very little to fulfill them. Due to such attitude, he has to face the hatred of the employees at times.

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 **Leadership: Importance, Needs and Types**

Paternalistic The paternalistic leadership believes in the concept that the happy employees work better and harder. It maintains that the fatherly altitude is the right one for better relationship between the manager and the employees. Everyone within the organization should work together like a family.

Expert Leadership The expert leadership emerged as a result of complex structure of modern organizations. This type of leadership is based on the ability, knowledge and competence of the leaders. He handles the situation skillfully with his talent. The employees feel relieved as they are working under a person who is expert and can handle the situation without any problem.

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