

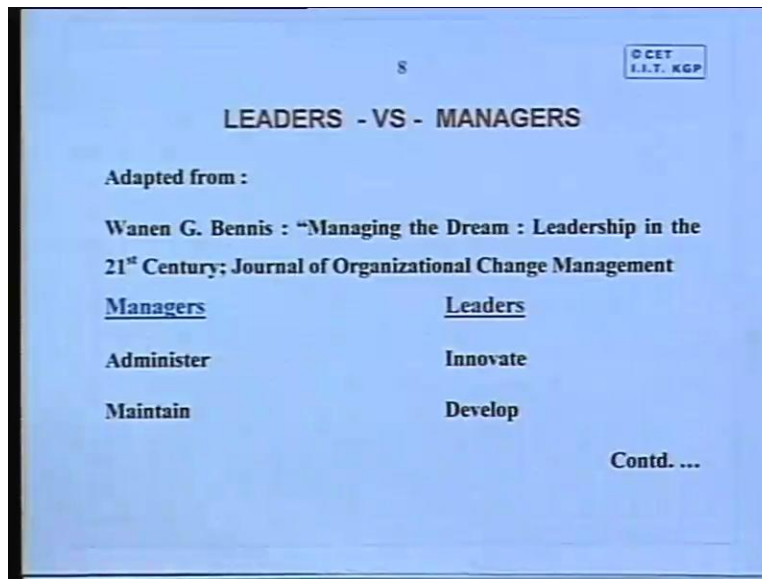
Leadership
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Lecture - 02
Leadership Roles: Leaders Vs Managers: Theories

It is set up all right we are on. So as I said we always have a choice whatever happens to us we are the masters of our faith and the captain of our soul, if you lose your soul do not blame anyone else blame yourself or if you succeed do not praise anyone else praise yourself all right may bosses you know when they give a promotion there is the ritual in companies you know, you should not just send a letter by post that is not good because that is not good management. It is your people they work with you all the time.

So when you have to give them good news, a promotion or a increment you should call them to your cabin and tell them you have done good work, you done great work and I am pleased to you know give you this promotion letter and so on okay and that is the moment you say thank you sir and this is the and very nice I was I have I am so happy please accept my thank and good managers then say do not thank me, you thank yourself because you have earned this if I have given it to you it has no value at all, all right but if you have earned it it has great value you have earned it you do not have to thank me.

So another tip I have given you, say this it will be appreciated. Now someone objected you know why are we talking of leaders versus managers are we pitting one against the other are we making a fight dispute who is manager who is leader and so on but nevertheless we concluded the first session of today's class by saying we all recognize that there is something, something there which is little extra in a leader which may not be there in a manager and then this is adapted again from Warren Bennis this is spelt wrong, he makes a kind of comparison you know managers and leaders and they say one administers, the other innovates what is the difference between administer and innovate, administering is what managing, planning better team leading, controlling your administration following.

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So managing complicity is from this to roles procedures all right and what is innovating that you do not care for the roles and all that right, to hell with the roles, innovating means that part of your time you try to see how you can do your own job in a different way which necessarily is a better way, we were talking a little while ago during the 5 minute break about good companies when they have appraisal of people at the end of the year or the end of half year or at the end of quarter, they have of course formulize forms and so on and then one of the things they have is leadership.

They want to know that this particular person whom we are appraising what are his leadership potential and qualities and attributes okay and another column talks of innovative ability innovative and in fact most of these appraisal systems, they are bilateral systems that means at the beginning of the year or the beginning of appraisal period you have to have the employee set his own goals and then discuss it with his superior and have an agreement that we agree the this is what is my goal and tasks and targets for the coming year and that is then reviewed okay and when you set your goals one of the goals we have to set is what are these things which you will do a little differently here than you have done in the last year.

This is one of the targets or one of the objectives which you have to set this is to encourage innovation amongst people to set them thinking okay. Now innovate is what he feels is what managers must do beyond managing and that takes them into the area of leadership, innovation, maintain and develop what does that mean, you maintain something and you develop something maintenance.

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Focus on Systems and structure	Focus on people
Rely on control	Inspire trust
Short range view	Long range perspective
Asks : how and when	Asks : what and why
Eyes on the bottom line	Eyes on the horizon
Imitate	Originate
Accept the status quo	Challenge the status quo

(Luthans; Organizational Behaviour; Eighth Edition; Irwin McGraw Hill; P. 380)

I remember in brick and motor industry at least engineers from fine schools are like IIT they did not want to get into maintenance at all, why is that because they felt they have no excitement your machinery is there in the work shop if it goes bad, you go and repair it. They felt it is not a lead role it is a following role you know, you are a staff kind of department, you know the line department. So that connotation is used here, it says you maintain like Mira said administer that mean nothing new you are doing someone had led down the down rules procedure etcetera and you are administering that that means you are saying that they are followed.

So that is a connotation here maintaining and versus developing, developing you know like all the engineers they want to joint research and development you know development

as a connotation of something very good, something very bright innovative okay product development, design development these are all words which carry a meaning and connotation of something which is really you know state of the art that you are doing okay so from that then it says focus on system and structure and focus on people this is interesting.

We are all thought in engineering and most of the engineers baring two of them coincidentally sitting side by side okay I do not think we should read meaning into it but we are thought you know that focus on system structure all this. So many of us want to do system as elective you know but here see it is says leaders the among people oriented because you have to lead people when you come right down to it seem so self-evident is not it who are you going to lead, I going to lead machines are going to lead systems or computers, you are essentially going to lead people.

So people orient focus on people rely on control inspired trust by control what you mean this command and control there is the boss subordinate relationship, these are the rules this is a discipline you do it. As I guess that the leaders they try to inspire trust if you trust me do what I ask you to do, it is good for you, it is good for the organization, it is good for me too short range view and long range perspective, so what does that mean yesterday all of us we heard some lecture by Mister Sandeep Naik that was long range perspective you now.

So that was strategy, so vision mission strategy we discussed that a little while ago they say this is what leaders should be doing apart from the other work then asks how and when is what managers do and ask what and why eyes on the bottom line, eyes on the horizon. So does it means that leaders will take a company to bankruptcy he is looking at the horizon while the bottom line is going down till it is washed in rate does it mean so obviously not if you are CEO and you are a leader do not you have to watch the bottom line also.

So what the really mean is the focus focus is do not what bottom line to the exclusion of looking at the horizon and implicit and that is horizon is important why because you are watching the environment then the environment has a terrific impact on the company is health profitability. So as a leader you have to watch it some of the time but at the same time you have to watch in order to prosper in the long run as people say you have to survive in the short run if you die today where is your where is your future and your strategy cut die but you know you in some of us who had the advantage of doing internship in America. We have we have 4 of us here right have you all four, what you find in the American managers or leaders what is their orientation today did you observe that.

Student: Sir, mix of both.

Mix of both.

Student: Sir, because we have also plan what steps we want to take for future. besides the regular task that you are handling there should be some good orientation

But where will they put more emphasis I mean this is your subjective judgment from whatever little you saw I mean you saw one company and you were there for 5 months.

Student: Currently it is the bottom line.

Currently it is the bottom line.

Student: Situation is being bad over there.

So it is environment specific is it not yes.

Student: Sir but I mean I in my work experience I found in my company at Infosys Infosys is much more posturing me to learn keep changing be a ready for change

management whereas in the company abroad American Express, it was not that kind it was more of a kind of a place where you know, it is every week Monday afternoon you have to give a status report of all the projects and you go and come back and do the work. So why you change you must have analyzed.

Why do you think this, this difference quite a radical difference why, do you think suppose something do with leadership anyone would like to say why is this in what way different.

Student: Sir, if we refer to the theory we can take examples of Indian firm where the application of rules and other systems are done on a very non-written basis I mean things happen on subjective whereas if you take business organisations in US or in the European countries where people tend to perform greater than they are subject to rules and other regulations, enjoy even if the rules and regulations exist, performance is more affected by the subjective behaviour of the people who matter.

Student: Sir it is also influenced by the type of industry there sir, they are a technology company they are always running to be ahead of the current technology and they have to be ready for the change but for the kind of company American Express is there in the one single business of say sir, sir they are in banking it is also changing but the since they are bigger organization they can..

Let him state his view I mean let us respect the views of people then we will then then we will debate.

Student: No he is saying one company is changing the other company is not changing but the other company had changed much more than the first company.

Neeraj, this whole interaction is a learning process also I will give you an example what you said, do you think thin-plate company limited is a fast changing company kind of thing or

Student: Yes sir right now in it is in the fast changing mode.

That industry is fast changing, the company has changed but what about the industry. So when you say American Express you are saying it is a logic kind of banking industry and all that. Do not you think even steel industry is more or less in the same league but within the industry one company has done wonders that is thin-plate company. So that is why he is disagreeing he says that is that is not the reason they can be winners okay in all types of environments, all type of industries and interesting point made by Neeraj who coated some theory and said that basically the finding is that Indian companies all right if they are subject to rules regulations etcetera that does not seem to correlate with their performance okay whereas in American company your first world countries if they rules procedures etcetera accountability they seem to do better, is that what you said?

Student: Yes, sir.

Even in company like Microsoft for instance.

Student: The comparison is difficult I mean we have to take, companies within the same area of work at same developed location I mean if you have to compare Infosys, it is better to compare Infosys with Wipro or TCS for that matter you if you have to compare AMEX, it is better to compare with some other bigger owners in the US or in the European.

So that it will be a more apt comparison is that what you are saying.

Student: Yes sir.

Yes, Devash what is your view you have been 5 months now.

Student: Right first I would like to comment on what Srivats said, the example he gave that the role he was performing maybe it was because of the kind of work he was doing Infosys might be grooming him as a future employee while he was there in American express for a temporary work. So there nature of work is like, it is like that they might do expect that whatever work they get, they are not trying groom him while Infosys is trying to groom him as a future employee that might have a impact.

What kind of experience did you have instead of what he just said in the in where you worked in America.

Student: Right the question you asked what I felt was the procedures in a work for a day today work is much more defined as in US rather than in India where I whatever little experience I have had the person has been given work and he finds his own way to do it while there the procedures and methods are led down the work culture is more of a deadline driven it does not matter you work in night or day depends on you should suppose to deliver.

Targets are sacrosanct.

Student: Yeah and you are suppose to deliver otherwise you are out here it is not like that you are you are given so much levy even if you do not perform there is no firing or such extreme steps here. I would like to totally disagree with this.

All right you will get your chance anything else.

Student: The other thing is the goal the company may work for the kind of project I worked on was suppose to be is going to be implemented in 2004 and they were to plan and think of in such advance while I do not see many companies in India doing for a routine and for was small work even plan out such in such advance and try to moving down small particular strategy for small thing. So that is a big difference there and here.

Okay, okay yes.

Student: I agreed to everything except for the fact that if you do not do your work, you are not in the firing line you are very much in the firing line even in Indian companies, not in firing line you are you may not have a job next day there if you do not perform, that is fine it is a social reality is something which is accepted there and not here, people do not get pink slips as often as in America as in the as in India if you do not perform.

Sir, what I feel the reason for the difference in the nature of job else because of United States or the developed country has the resources or has the experience and they have developed there JDP to a such extend or more specifically industry to such a extend that they can afford to have a specialist. I came to know that there is a programmer who programs for continuously for 10, 15th years and then he charge 300, 400 dollar a hour while in India we neither can afford to have one percent programming just C for 10 year and we and we will be able to give the so much value because our...

So what is the point you are making.

Student: Point I am making is our economy is not developed to that extend in which we can afford to have a specialist in any particular thing, we need to have some generalist.

Sir, I am like to comment on the culture of working at in US okay, here most of the important decisions are taken in by the even when even when the different delegations and there the kind of setting is very informal where if you look at India they are they are very strict norms they have very strict procedures from the dress code and stuff like that it is it is not the case with US it is very friendly environment.

Are you sure your sample size was big enough because I suspect it may not be so you know the company you worked is kind of informal, it is kind of informal but there are many industries which are quite formal I mean if you look at the number of black suited briefcase chaps going around New York or bigger cities, yes.

Student: This particular change in attitude in so far US, I mean even if happening there they just look in formal, they are more formal that what happens in the Indian settings, Indian settings you individual may be dressed in a formal manner the settings maybe formal but the going on may end up being a informal one but in US cities the procedures are highly formal they may not look formal.

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So which is better, it all depends that is right nothing, nothing is really cut and right okay. Now just you run through this imitate and originate which is again innovating and so on accept the status quo challenge the status quo, have you challenged any status quo at all in the last six months anyone of you, Darshapit you have challenge any status quo in the last six months, okay()

Good that is good. You know somewhere before there was a phrase which are used leaders you know they shift the paradigm okay paradigm what is the paradigm do you know we here of this word with a difficult spelling but what is the meaning of paradigm, you can all spell paradigm right, "P a r a d i m e" all right, so what is paradigm?

Student: Its frame of reference.

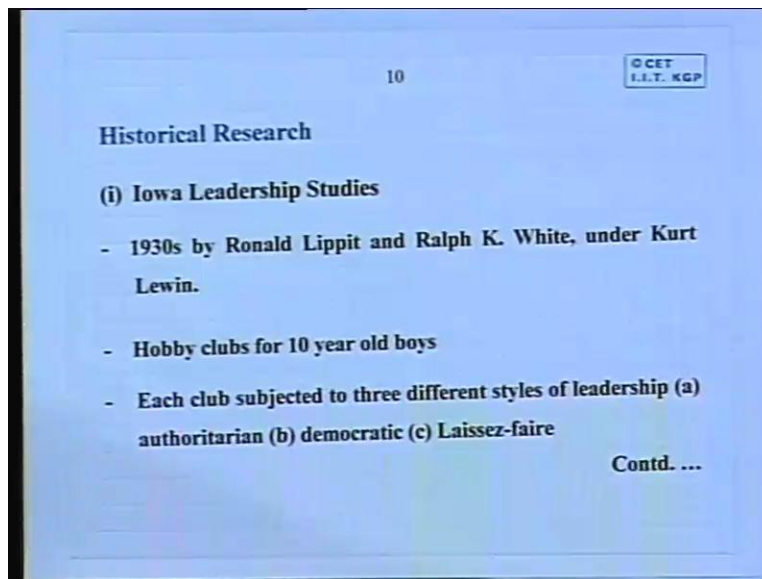
Frame of reference, write the example.

Student: Sir lateral shift.

No, let him give an example frame of reference like what think about it all right you said, you said something paradigms.

Student: It is a lateral or lateral shift, lateral or lateral shift of what, in the process on in the process of.

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In a pattern of thinking, essentially is to do with thinking all right this can be done this cannot be done that is a pattern of thinking. So shifting of paradigm, paradigm is a word which became very popular in the 1980's you find it really was extremely popular and now I do not know of late in the new millennium it is losing a bit of its potency I think because new thing that coming in and they replace the old.

A lot of research I said was done here and this is the Iowa leadership studies in the 1930's way back 70 years and whatever they trying to research they were really trying to research what leadership behaviours would have as their outcome right and this was one research which was done by having three different styles of leadership, this was a research parameter and the subject the target group was hobby clubs, hobby clubs you understand in America they have these hobby clubs photographic club or aero modelling club and so on for the children. So this is hobby club 10 year old boys each club subjected to 3 different styles of leadership: authoritarian, democratic and laissez-faire what is what is the that anyone tell me what is authoritarian? Authoritarian that is you give authority to the people.(()) What wielding power?

Student: One portion gives command and other and others follow.

For authoritarian, one man dictatorship would you say authoritarian.

Student: No sir.

Totalitarian, no.

Student: Yes.

Yes, but why is that hesitant thing Neeraj.

Student: Sir not exactly.

You are not quite sure.

Student: No sir, I am sure but, that is a sir..(())

All right, authoritarian come Viraj you tell me, what is authoritarian? What does it mean? It really means that whoever is the boss, if he is there everything all decisions etcetera he should take himself, I mean he is not very very amenable to listening to any

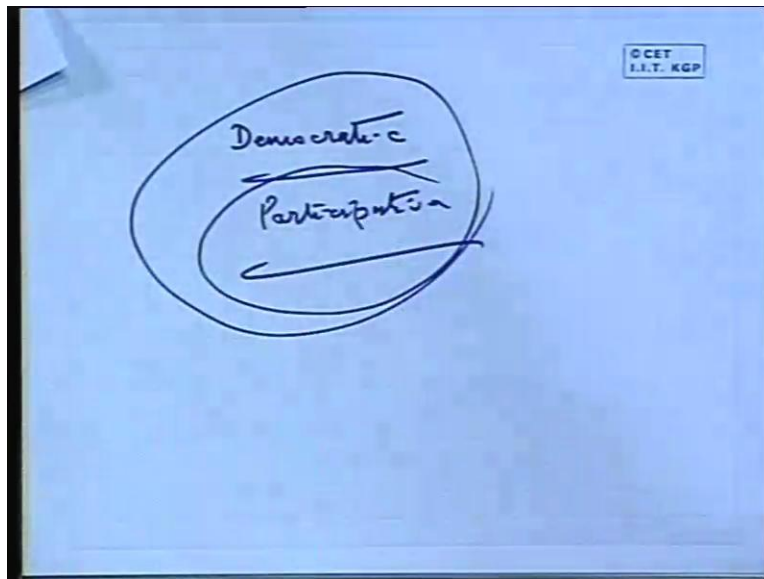
other people he has the authority he is the boss and he does what he thinks best, would you agree with that that is authoritative all right.

Now what is democratic? Democratic means what that you are the boss but you are equal you know it is for the people of the people for the people and by the people. So you have boss and then you say all right you guys you decide is that what is democratic style of leadership.

Student: I will rather call it.

He is bringing in another concept of participative. So is democratic same as participative.

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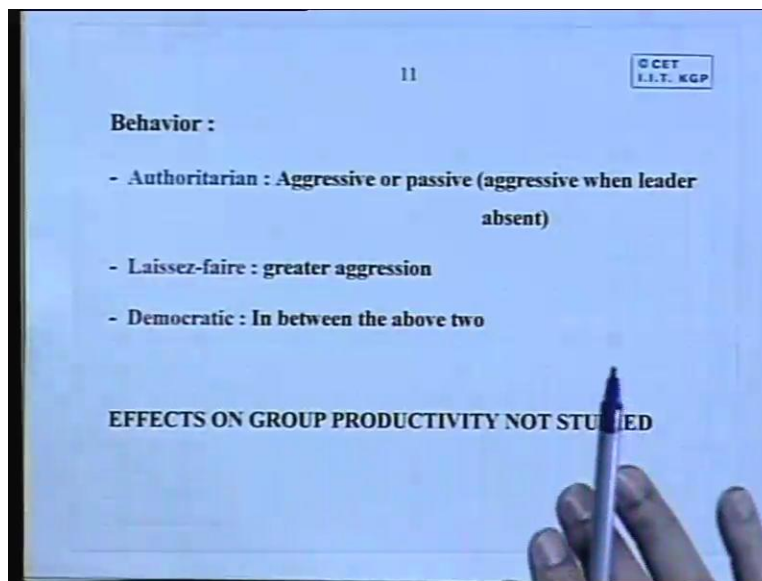
Student: That is sir participative everybody has participant

Are you serious about it that is authoritarian participatory model. No Neeraj, I do not think everyone has to participating participatory but I think the conditions the atmosphere is conducive that if people would like to participate, they participate because if you want

everyone then it becomes coercive does not it, it becomes more towards authoritarian you are forced, okay what does democracy democratic I think what they mean here and what they did is that everyone has a say in it all right but the decision is taken by the person who is in responsibility is not it.

In a democracy someone has to take the responsibility but others are willing have their say and this is given due cognizance of what say is given, majority decision. So basically you require a clerical facilitator you know throw it to vote and that is it , there is no leader because we are talking a leadership, in a democracy, democratic, democratic way of decision right is no doubt by majority but the democratic way of leadership is what even in a democracy you can have leaders your exhibit style which are highly authoritarian is not it.

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We have had a prime minister who shall go unnamed ruled for 17 years but was highly authoritarian right or wrong. So we are talking of styles so participative and democratic is essentially more or less the same you see, you may participate even in a democracy you do not have to come and to a to the parliament and participate except one or two rules are

there, when your new MP you are elected, you are supposed to make a maiden speech you get your term. After that it is not mandatory that you come every time unless a whip is issued when there is important vote then the whip is issued, whip issue means everyone is asked come hell or high water you should be present to cast a vote okay.

So this experiment which was done all right, it showed you know the outcome was some behaviour behaviour who of the target group these boys. So those who are subject to authoritarian kind of leadership, they either you know these boys either they became they showed aggressive behaviour or they showed passive behaviour and aggressive behaviour is put down to a reaction to authoritarian rule, you know if you are not being listened to people do not listen to you the leader then you try to react and the reaction is aggressive but why passive.

Another group it was passive behaviour were exhibited tuned off why may be because of frustration, they felt that whatever you might say nothing going to come out of it because you have a leader who is totally authoritarian. So why raise your blood pressure and why raise conflicts just tune off so passive and that is probably the reason because you see in bracket aggressive when leader absent, when the leader left the room and he was not there then they probably felt that they should now show their true feelings which was aggression and the laissez-faire, this is very curious laissez-faire, what is the meaning of laissez-faire?

Student: Sir.

Take your decisions laissez-faire take your decisions is that it. What is laissez-faire ?.....Is that, what is laissez-faire ?

Student: No sir.

What is laissez-faire? Tell me.

Student: Sir, almost when they aggressive right

Quite right, so what does it mean originally what did it mean and today what does it mean?

Student: Originally, it meant the free clear of market forces and now basically means that that things happen as it happen.

Does anyone accept this laissez-faire means things will find its natural outcome do not try to mould it channel it bend it, it will happen, would you say VGSOM has got a democratic or an authoritarian or laissez-faire type of management. We will do a small research on this I think authoritarian.

Student: No way sir. No way, Laissez-faire sir.

Laissez-faire

Student: Democratic.

Democratic.

Student: Authoritarian.

Authoritarian.

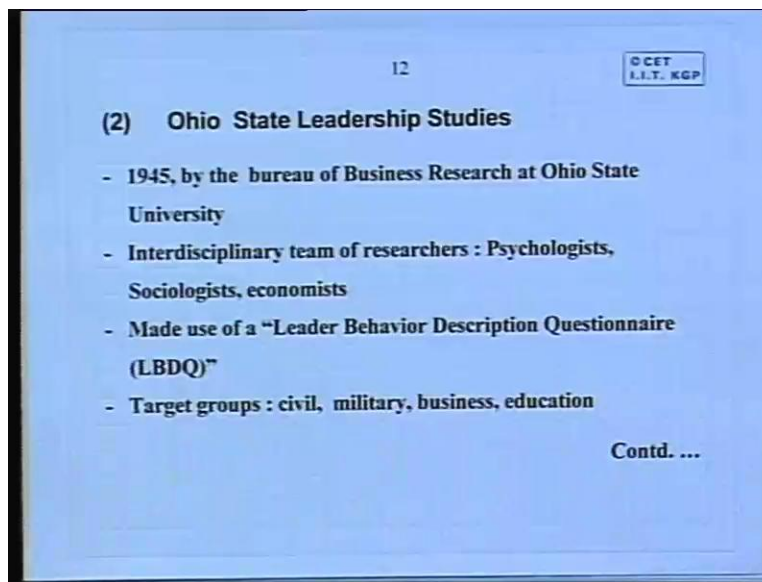
Student: Authoritarian.

Do you think we should research this because we do not know you know finally whichever is a style of management what is the final object you will.

Student: Passive authoritarian.

Passive authoritarian all right. I think the final outcome which the organization wants okay is fulfilment of his objectives and his mission. So a style should align itself best to the fulfilment of that you know there are theories which also say you know we talked of individual that is trait. We also talked of the situation okay and then there, there is a theory which says that you must have the best fit between style and the situation to have the best outcome okay.

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(2) Ohio State Leadership Studies

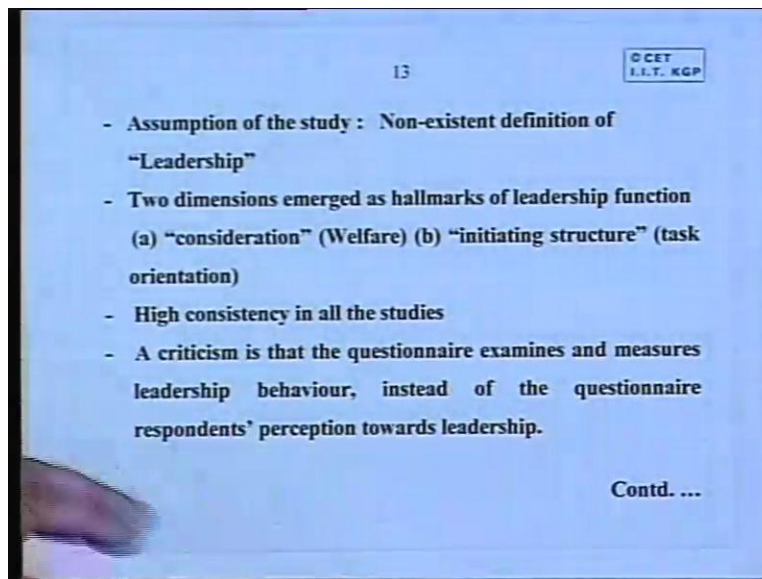
- 1945, by the bureau of Business Research at Ohio State University
- Interdisciplinary team of researchers : Psychologists, Sociologists, economists
- Made use of a "Leader Behavior Description Questionnaire (LBDQ)"
- Target groups : civil, military, business, education

Contd. ...

So we shall flag that for future research now, after the Iowa studies which was in the 30's, 1945 there was very massive research which was commission by the bureau of business research at Ohio State University and what happened here is interdisciplinary team of researchers, psychologists, sociologists and economists right. So you see behavioural science is really a conglomeration the contribution from many, many sciences psychology, sociology, political science, social psychology, anthropology all these sciences they contribute to this subject of organization behaviour and they made use of leader, behaviour, description, questionnaire, this is little more refined the drew up a questionnaire, what they were trying to find out is leader behaviour and the target roofs were massive also huge numbers of people in various sections the US Air Force, the

Department of Navy's Office and the Civilian Office, Educational Institutions, Business Companies, you know Companies and so on and this study set of parameter made a assumption, non-existent definition of leadership. We have been labouring today for the last one and half hours and what is leadership and so on.

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So this study say let us keep open blank plate that we do not assume any definition leadership. Let us see what emerges from this study two dimensions emerged as hallmarks of leadership function and this was a very very important finding, this is the first research with threw up to dimensions, one is people dimension the other is a task dimension in this particular study, they called it consideration which mean the people dimension which is one of the hallmarks of leadership and the second was they called initiating structure that is the task orientation of all the mangers.

So this was a first time you know it emerged that in leadership, there are two very important dimensions and there is a interplay between both one is a leader must accomplish. So he has to have a task orientation but at the same time a leader has to accomplish through people. So he also has to have a people orientation and a people

focus and then thereafter there were several other researches which try to pinpoint which is the best kind of behaviour of a leader to have the best outcome in each type of situation but this is a landmark kind of finding of the research and another important thing is you know the veracity of the research because there was very high consistency that these are the two dimensions which came out in study after study, in various sectors, in various combinations of people, various industries.

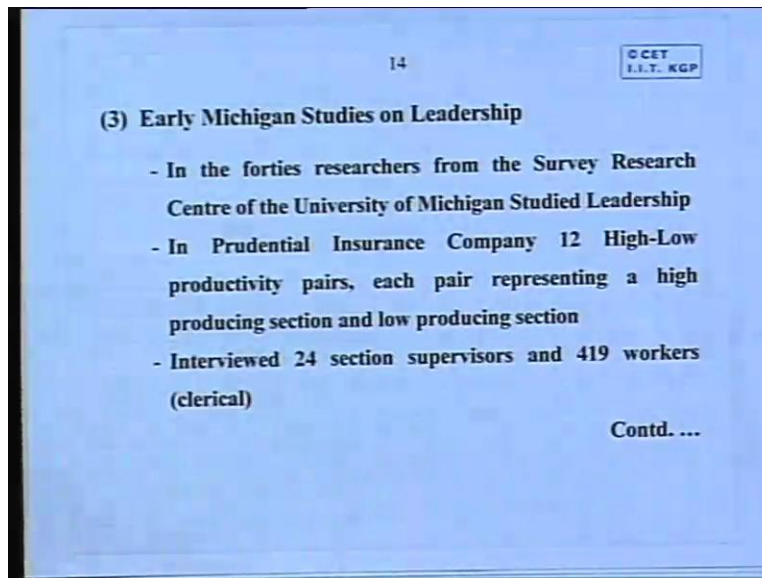
So more or less it was accepted then in behavioural sciences that yes, leadership you have two broad areas which are hallmarks of leadership. The only criticism is that the questionnaire examines and measures leadership behaviour instead of the questionnaire measuring respondents' perception to a leadership. When you make questionnaire, what are you trying to do you take a sample of people and you try to see what is their feeling okay on the various here this is uncriticism which has come each one did they give their own feeling. They gave appropriate answer what they thought they should give about leadership what is leadership the appropriate answer and this is a problem which we have and all kind of questionnaire research, is it not that the respondent instead of giving the answer of what is his feeling he gives, what is in inverted commas the right answer you know, what he feels he should give not what he actually feels but what he feels he should give and that is what skews the finding this is one of the problems of using questionnaire.

So people also then try to supplement it with interviews but interviews face to face are very costly, very time consuming. So if you want large samples you still have to use questionnaires then we have the early Michigan studies on leadership. This is in the 40's also researchers from the survey research centre of the University of Michigan studied leadership, do you see most of these American universities they had very powerful research wing all right and they were constantly commissioning research for which they had huge grants.

So it started off there are several studies but it started off with a study in the prudential insurance company which is a mammoth organization and what they did is they targeted 12 high low productivity pairs, each pair representing a high producing section of the

company and a low producing section, interviewed 24 section supervisors who were leaders of the section and 419 workers who are at the clerical category all right and what did the results find results found that high producing sections had supervisor who were people oriented in their supervisory styles, people oriented whereas low producing sections had task oriented, styles supervisors with low concern for people.

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So what happened in effect these studies Michigan studies it showed that at least in the banking industry all right with employees at the lower level, clerical there is correlation between productivity and leadership style okay. Now someone was saying experience in the US, they found that they have they have worked formalized everything rules, regulations and all that and people perform well there maybe this is some kind of correlation, what you say it is also not a factory setting it is office setting. So correlation established between productivity and leadership style all right.

Now there are several leadership theories, you can about it in the learning material which I have highlighted but what I have tried to do is give you a broad picture of how all these theories evolved you know first if you see this you have the individual leader, it is

focusing on individual like our discussions in the first half hour of the class you know we were discussing and all these came out of discussions, it was a Great Person theory have you seen in history “Alexander the great” “Akbar the great”, great person theory that is your great person or born leader with leadership tricks that is what we discussed.

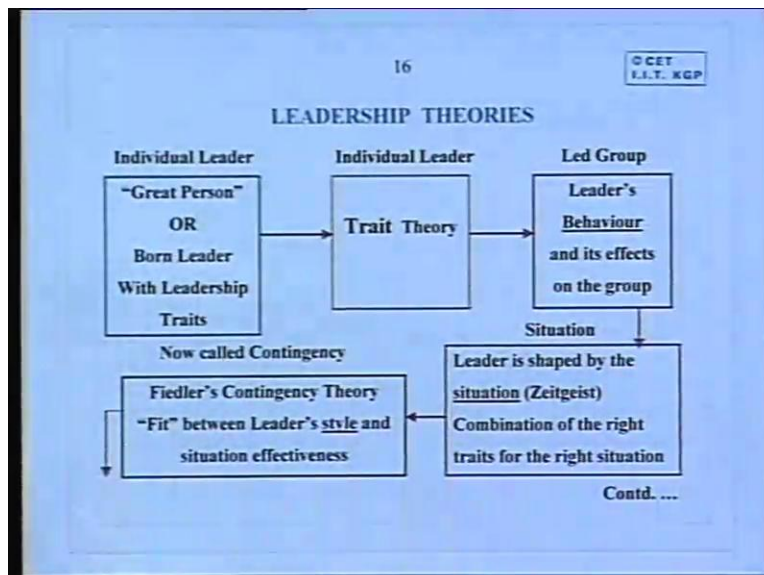
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- Results found that high producing sections had supervisors were people oriented in their supervisory styles, whereas the low producing sections had task oriented style supervisors with low concern for people.
- A co-relation was established between productivity and leadership style.

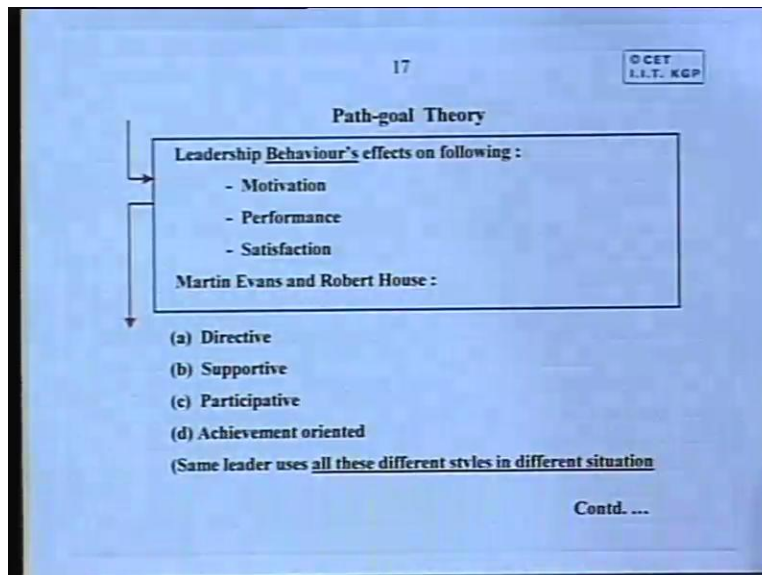
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So that was a theoretical basis of leadership they said you are born with it then next the thinking turned little, you said you have not just born but you have born with some traits earlier of course if we look at history you have the divine right of kings is not it, most of the kings most of the dynasties, they claim that they actually originated either from the Sun God or some other God and that invested in them the right to rule okay then came the trait theory individual leaders trait we discussed it a lot traits for leadership you have the trait.

Then, the focus change lightly to embrace bring into the fold not only the leader but also the follower which also came up during our discussions right. So leaders behaviour and its effect on the group so the followers came into the picture then came the situation that also came up during a discussions right that the leadership has also to do with the situation and which you are leading, leader is shaped by situation, combination of the right traits for the right situation. This had its beginning in Germany and this is German word Zeitgeist which means spirit of the time spirit of the time means the situation that is what they mean.

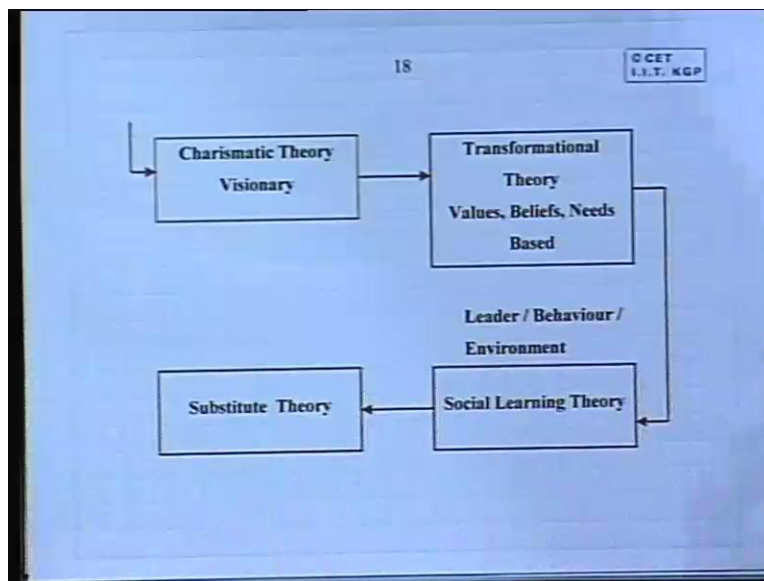
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Then you went into the contingency model has evolved and it was Doctor Fiedler's contingency theory it is recognized this theory which really says that you must have fit we discussed is fit between leaders style and the situation effectiveness, you must adopt the right style for the right situation to be effected okay then it went on to path-goal theory all right.

Leadership behaviours' effect on the following motivation, performance, satisfaction and from this emerged 4 types of leadership styles according to Martin Evans and Robert House who carried out this research originally, directive style, supportive style, participative style and achievement oriented style but the important different that came out from this theory or what it tred to portray is that one person the same leader can use all these different types of styles in different types of situations.

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So a leader is a many splendored thing so to say you have to have plethora you have to have all these styles which we use appropriately that is a theory path-goal theory and then you come to the contemporary the modern read modern as may be last two decades or so

or three decades at the most, charismatic theory, transformational theory, social learning theory and substitute theory okay.

Now what is very interesting is substitute theory, anyone knows what is a substitute theory what what is it substitute theory? Srivats, what what you think is substitute theory of leadership? Substitute a leader get a pretender a fake leader put him there what is it, what it really means is in some situation and with some people there is no need for a leader that is the theory example, you see there are certain professionals you know or professions, one of the example is professors you know that is in the knowledge area or today you may say you see software engineers and so on.

They are so equipped with the profession knowledge and the knowledge for the task which they are carrying out that they do not really require any leadership support, the leader is substituted by his professional expertise and knowledge okay. There is another example you know there are people for whom material rewards are not very important and such people all right do not require any kind of leadership with reward and punishment issue, they are self-motivated, they do not care much more rewards. So you see how interesting this is this theory which says you really do not require leaders in some it goes back to the statement earlier about leadership being a myth right created to up hold our social system beliefs of hierarchy and so on.

Student: It is not a group of people who working for common goal I mean that is not coming out.

Well, if in a in a research in a research organization let us say CSIR, you have a where you have scientist of repute they are working their satisfaction you see who which leader is going to contribute to them because they are experts in some line or the other that is one, second is they can earn name and fame and admiration in their particular line you know by the paper publish all right or the patterns they come out with they do not require rewards from the CSIR organization giving 3 increments that is not important.

They may consult they get sponsored research in which case they have the satisfaction people come and ask them to come and solve their problem that itself is a reward in such it is not only individual it is a whole group working. So in such a group and to some extend education institution. In an educational institution there is a lot of freedom in academic institution or research institution which is so there is academic freedom the formalization okay is only there in administrative matters.

In education matter, there is less formalization not only here but all education institutions because it gives elbow room and levy for the professor to cover a curriculum once that is decided upon the way he wants to cover it you see what he feels is best for the learning for the students and the test of that comes out when the students are examined so that freedom is there and therefore a command control kind of a structure authoritarian and so on.

It is just not appropriate you know this is finding for education institution you have to have a far more informal. Now think in education institution many of them like IIT, you have in rotation a head of department is it not because this pyramid of structure is kind of absent they are all colleges okay. One of the only difference is VGSOM that dean does not rotate why is that why is that dean does not rotate he stays or he goes but he is no one else come and then he steps down and that does not happen.

I think the probably reason is this is the American model which has been followed because in America okay all universities have president okay and all the faculty major faculties like medicine or dentistry or business school they have the deans who are supposed to be the administrative heads and then the deans have a choice whether they want to be a teaching dean also or a non-teaching dean. So that the freedom is given to them many of the deans are professors you know who then choose not to teach because of the heavy administrative work.

So when they assume deanship they do not teach but they may go back and take a professor will appointment. So that is that is the substitute theory the rest of it I think you

read up all right and today we come to an end of our section right, thank you much, I hope you enjoyed.

Student: Thank you sir.

This learning is going to be more interactive all right because in leadership I have no formulae to give you right. We will try and have case studies but let us wait for two or three lectures we will cover a bit of theory and then we will go into that and as I said, I have tried to bring a lot of practical elements into this program. So we will have other leaders coming and giving this leadership lectures. Satya Prakash gave a lecture then we have the transformational kind of leadership you know this which was a very good example given by Mister Bhushan Rehana and we will visit that also we will visit that factory may be around the end of this month and then see the final points of how you bring in a transformation okay. Thank you very much.

Student: Thank you Sir.