

COURSE CODE:	ARD 508
COURSE TITLE:	Administration Programme Planning in Extension
NUMBER OF UNITS:	2 Units
COURSE DURATION:	Two hours per week

COURSE DETAILS:

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COURSE CONTENT:

- (i) Concepts, Theories, Principles and guidelines of administration.
- (ii) Organisation and Supervision as applied to extension.
- (iii) Administrative function and responsibilities in agricultural extension.
- (iv) Staff recruitment, Selection, placement and Supervision.
- (v) Budget development and fiscal control.
- (vi) Importance of programme planning in Agricultural Extension.
- (vii) Educative objective, Learning experience and Clientele participation.
- (viii) Plan of work and Calendar of Work.
- (ix) The role of good public relations.
- (x) Good leadership and cooperation for an extension as applied to agricultural extension programme.

COURSE REQUIREMENTS:

This is an elective course for students in the Agricultural Extension and Agricultural Economics Department. Students are expected to participate in all the course activities and have a minimum of 70% attendance to qualify for writing the final examination. Students will be required to submit a term paper on any of the topics treated in this course. This will account for part of the continuous assessment. Students will be expected to write a short class test and submit assignments. All class assignments should be word processed on A4 paper.

READING LIST:

1. Principles and Practice of Public Administration in Nigeria by Augustus Adebayo
Spectrum Books Limited Ibadan – Owerri – Kaduna – Lagos

2. Personnel Management Theory and Practice, G.A. Cole third edition
3. Administrative Office Management Dr. J.M. Odiagbe
4. Aromolaran, E. A. (2000). Fundamentals of Management. Lagos: BLV Print Tech. p.53
5. Ogunbameru, O. B. (2004). Organisational Dynamics. Ibadan, Spectrum Books Ltd., p.557

LECTURE NOTES

Concepts, Theories, Principles and guidelines of administration.

Definitions of some basic concepts in Administration.

Organization: This is a set up in which different functions are established to be performed.

Or, the process of creating different positions and assigning functions to be performed in each position. E.g. Extension Organization is a process whereby, different extension roles are assigned to be performed in each position in the process of agricultural extension.

Management: This is the act of utilizing various resources to achieve set objectives. Resources Human resources, Material resources, management of human resources is regarded as man power development training. It could also be regarded as personnel management.

Administration: It is the leadership, guidance and control of the activities of a group of people or an organization in attaining common goals.

Supervision: It involves direction, or guidance of employees in an organization so as to attain maximum effectiveness and efficiency.

Organizational structure: It consists of the various hierarchies that make up an organization. An organizational structure could be flat or longitudinal.

- In the longitudinal structure, decision making centers are few, and decision making is largely centralized. The man at the top gives the directive.
- Decentralization of decision making involves making decisions about the organization at many points in the organization. In centralization, it involves making decisions at few centers in the organization. Therefore, in a decentralized

structure, the manager can make use of his initiatives in making decisions about the day to day activities of his organization.

Delegation of authority: This involves giving officials at the various points of the organization the authority to make particular decision.

Assignment of responsibility: This involves giving officials different roles for which they will be responsible. The cardinal principle is that, the authority delegated to an official must be commensurate with the responsibilities assigned.

Span of Control: This is the number of subordinate which a superior can supervise effectively. In an organization, it should be a maximum of 5 positions in order to sustain effectiveness.

Subordinate, super ordinate relationships: This is the relationship between a superior officer and of those under his command.

Line of Command/Control: It traces the flow or route of communication from the topmost officer to the lowest rank within an organization.

Unity of Command: This implies that a whole organization understands the flow of instructions in an integrated manner, and operationalise the flow of messages within the entire set up. It is communication between the organizational set up. E.g. if a decision is taken at the lower level, the information should be quickly passed to the topmost heads for unity of command.

Staff personnel: These are those in executive positions that implement policies of the organization. E.g. Agric Officers, Agric superintendents etc.

Line Personnel: Are those in the decision and policy making centres of the organization.

Auxiliary personnel are those that assist the line and staff personnel in carrying out the functions of the organization e.g. secretaries, messengers, typists. Etc.

Functions of Administration

- ❖ The primary function of administration is the organization, and direction of human and material resources to achieve desired objectives of the group and or the individual.

- ❖ The guidance, leadership and control of the efforts of a group of individuals towards some common goals are referred to as administration.

Good Quality of Administrators

1. Initiative, Imaginative, Creative, Intelligent, Honest, Resourceful.
2. Drive
3. Translation of idealistic goals to tangible results
4. Persistence
5. Efficiency
6. Readjustment to new demand
7. Accommodating
8. Conversion of resources into goals and services.

Components of Administration

1. The establishment of predetermined objectives
 2. The directing and control of resources
 3. The measurement of the achievement of the objectives.
- The goals of any organization are achieved through the setting out of objectives, which later becomes the policy of the organization. The objectives are the guide poles of the work to be done. The administrator therefore must first of all understand all the ramifications of the objectives if he must achieve success.
 - It is the duty of the administrator to be able to direct the attainment of these objectives. This he does by controlling the resources which will be useful in attainment of the objectives.
 - The achievement of the objectives must be measured i.e. evaluated. This measurement is very critical because it helps us to identify the bottle necks and inhibitions that might affect the achievement of the goals.

Evaluation usually injects life into the organizational skeleton because it gives room for flexibility within the system to be able to make adjustments and accept

changes. The built-in evaluation is referred to as feed – back, and feed back shows the difference between the expected accomplishment and the actual accomplishment.

SUPERVISION

Supervision is the act of working with a group of people over whom authority is exercised in a way as to achieve their greatest combined effectiveness in getting work done. Supervision is a dynamic, enabling process by which individual workers who have a direct responsibility for carrying out some parts of an agency's programme or plan are helped by a designated staff member to make the best use of their knowledge and skills and to improve their abilities to do a more effective job and satisfy the objectives of the employing agency. In this context, the administrator's function in a supervisory role is both educational and consultative. Supervision ensures that, action is being taken in accordance with plans and orders. Its major components are: motivation, direction or control and coordination.

MOTIVATION

Motivation is a situation that is created to ensure that, actions that provide net satisfaction to individual members of the enterprise. It is at the same time, actions that make appropriate contributions towards attaining the objectives of the enterprise. In essence, it is trying to increase individual satisfaction or to reduce individual's dissatisfaction.

How can you motivate on individual?

- (1) Higher financial inducement
- (2) Social status and respect.
- (3) Security
- (4) Attractive work
- (5) Opportunity for development
- (6) Worthwhile activity
- (7) Personal power and influence
- (8) Treatment of each subordinate as an individual person

(9) Just and diligent supervision.

It is important that, the executive must understand what motivates the actions of people working for him.

Causes of Motivation

- (1) Sometimes unknown or may far hidden
- (2) Cordial relationship between supervisors and supervisees
- (3) To boost morale

DIRECTION OR CONTROL

Control is synonymous with directing. It can be either of two things:

- (1) The system
- (2) The person or staff

In either way, it should lead to effective coordination which also leads to effective administration so that the overall purpose of the organization is achieved.

Process for Controlling

1. Setting standards at strategic points. The standards must be essential for the overall production unit, not that timing and efficiency are important.
2. Checking and reporting on performance.
3. Taking corrective action.

COORDINATION

Coordination involves the harmonization of the activities of the employees towards the achievement of a recognized purpose. It deals with the synchronization and unification of the action of groups of people.

A coordinated operation is one in which the staff activities are harmonized, dove tailed, and integrated towards a common objective.

Coordination ensures uniformity and consistency throughout the organization. Through coordination, uniform treatment of all employees is attained.

Conditions for Securing better Coordination

- (1) Simplified organization: Harmonized programmes and policies
- (2) Proper timing: To prevent gap or overlap
- (3) Information flow should not be fault to ensure proper coordination.
- (4) Dominant objectives i.e. objectives that cut across all the units.
- (5) Informal and formal contact is necessary.
- (6) Provision of liaison men and other resources whenever/wherever needed to effect coordination.
- (7) Use of Committee for bringing together the main activities.
- (8) Most coordination takes place through voluntary coordination.

Responsibilities of the Supervisor

- (1) Determining the work content or the job content. Job content analysis.
- (2) Determining the need for classification and action. Organizational structure.
- (3) Keeping himself and his employees well informed of the classification process i.e. Organizational Communication.
- (4) Personnel Replacement/Staffing
- (5) Personnel Training and Development
- (6) Programme development, implementation and evaluation.
- (7) General staff supervision.

Organisation and Supervision as applied to extension.

The difference between the two terms if any looked blurred. An administrator is involved in planning, organizing, policy implementation and leading others. The term administration is commonly used in the civil service while management is commonly used in the private sector.

Gulick and Urwick (1937) came up with 7 functions. These include Planning (P), Organizing (O), Staffing (S), Directing (D), Coordinating (Co), Reporting (R) and Budgeting (B), generally called or referred to by the acronym **POSDCORB**

ORGANISING

This is the setting out of the formal structure of authority and flow of work in such a way that the work in the various sub-divisions, sections and branches is carefully arranged, clearly defined and effectively coordinated in order to accomplish the objectives of the organization or department.

Organizing is the function of management that involves establishing roles and responsibilities for people to fill in an organization. Organizing as a management function involves.

- ❖ Identification and classification of required activities
- ❖ Grouping of activities
- ❖ Provision of coordination with peers and superiors \
- ❖ Delegation of responsibilities to managers
- ❖ Selecting the right person for each job
- ❖ Demarcates roles functions and departments
- ❖ Allocation of responsibilities
- ❖ Define relationship between people
- ❖ Establish hierarchies and channel of communication
- ❖ Designing of organization Structure. A major activity of the organizing function is the design of organizational structure.

ORGANIZATION STRUCTURE

Organization structures are set of building blocks that can be used to configure an organization. It is a pattern of arrangement of employee of an organization where responsibilities of each employee is spelt out. Organization structure is like the architectural design between two different position holders and their significance among others and helping in making adjustment in organizational arrangement.

- It deals with organization's assignment in an enterprise
- Describes relationship existing between personnel of an organization usually with emphasis to the position existing within the organization.

As nothing is static organization structure must be dynamic and reviewed periodically so that it can adapt to prevailing development.

STEPS IN DESIGNING ORGANISATION STRUCTURE

- Consider organizations objectives
- Identify functions to be performed (production, marketing, purchasing, accounting)
- Identify and analyze the activities that are related to the functions. Group the activities into position.
- Establish position in relation to the function
- Determine how the positions and functions can combine well into an integrated system

- Determine type of formal relationship that should exist, the responsibilities of each role occupant and span of control
- Prepare job specifications for recruitment, training, promotion and other purposes
- Prepare an organization chart that will show positions and reflect the structure of the organization.

When designing organization structure the benefits of (a) specialization (b) problems of communication should be taken into account.

In addition organization structure can be developed by considering the followings

- ❖ Primary departmentation i.e division of the organization into major operating units.
- ❖ Focus of operating authority i.e focusing on units particularly the levels at which most of the operating discussion are taken
- ❖ Facilitating Units- required guiding and assisting human behaviour. Nature of man in a work environment and general attitude to work were classified into X and Y groups.

Reasons for Creating Organisation Structure

No two organisation are exactly alike in terms of type, size, operational scope, strength and weakness, objectives, policies strategies, procedures and structure. consequently organisation structure vary.

Organisation structure are designed to:

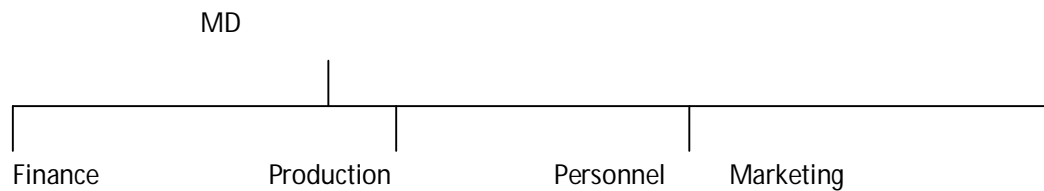
- identify positions within the structure: well designed organisation structure will indicate the relative position of the occupier of any post in the organisation.
- ensure efficiency, avoidance of duplication of functions, personality conflict and proper running of an organisation.
- departmentation and division of labour ensure that functions are not duplicated to the detriment of the business/ organisation
- determine responsibility and establish authority relationship.
- ensure effective staff utilization and organisation balance. Departments are staffed and equipped according to the weight of their functions and the span of management is kept within reasonable limit in order to ensure effectiveness.
- maintain discipline or order. Adherence to the laid than structure ensures smoothness of operations and people do not switch from one section to another without reasonable cause or approval.
- promote division of labour and specialization. Their idea of functional departmentalization is in itself, a promotion of division of labour.
- show channel of communication and span of control. Organisation structure depicts the lines of communication.

PRINCIPLES OF DEPARTMENTALIZATION

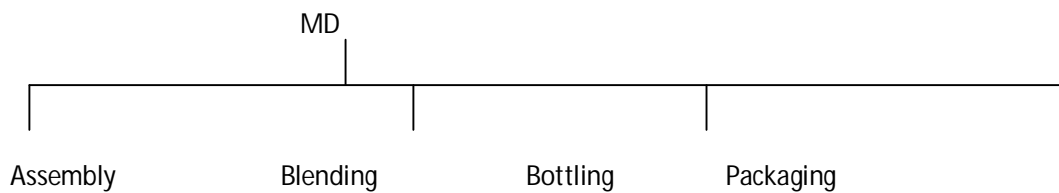
The organising function can also be performed through the principles of departmentalization. This is a process by which people and tasks to be performed are grouped within an organisation. It involves allocating people to specific work within an organisation. When people are allocated to the performance of specific work/duties, it can lead to specialization. Control process becomes much easier, and there is finite location of responsibility and accountability.

There are 4 types of departmentalization.

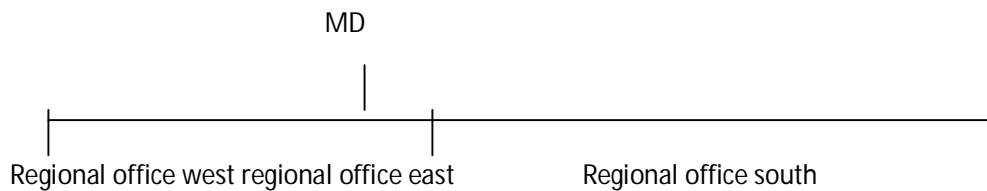
By Function



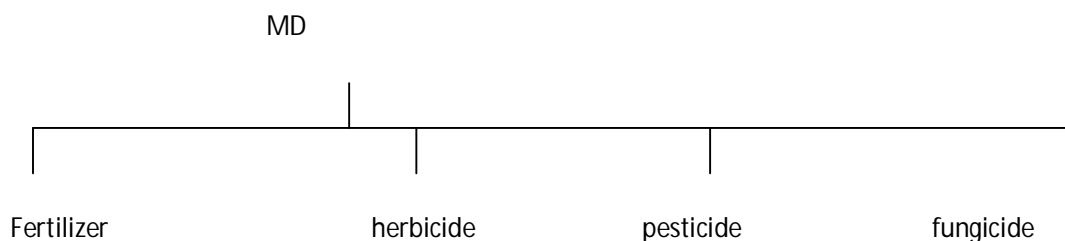
2. By Process



3. By Geographical Location



4. By Product



STAFFING

Letter S in the acronym POSDCORB stands for staffing. Here the administration is concerned with the personnel function of devising an efficient and effective system of staff recruitment, training and providing favourable conditions of work. Or it is the term used to describe activities in getting people into the organization as employees. It involves job analysis, manpower planning, recruitment, selection, planning the career placement, compensating and the socialization process in an organization. It is the act of filling and continuously filling the positions in the organisational structure. This is done by identifying work force requirement, knowing the number of staff available, recruiting, training/development of both new and current job – holders to accomplish their tasks effectively and efficiently. Performance of staff is largely determined by their qualification. Therefore the staffing function should be carefully and competently performed in the organisation.

STEPS INVOLVED IN STAFFING

- A. Staff needs assessment
- B. Categories/ types of staff required
- C. Advertisement to solicit for application
- D. Short listing
- E. Interview
- F. Induction
- G. Placement/ posting

A. STAFF NEED ASSESSMENT

- ❖ Setting up an organization right from the scratch needs people to work in it, i.e to execute all the plans to achieve the organizational objectives.
- ❖ Expansion of an existing organization needs additional staff to cope with the additional scope and responsibility.
- ❖ Staff is needed for replacement of lost staff through deaths, resignations, transfers, etc.
- ❖ Staff to man new innovations and expansion e.g new types services like computer programmes which are higher to non existing, or creation of an entirely new unit.

B. CATEGORIES/ TYPES OF STAFF REQUIRED

It is the expected job to be performed in the organization that determines the staff to be the employed. Therefore, the management prepares a package of job description. This will provide a guide to the type and quality of staff required.

C. ADVERTISEMENT TO SOLICIT FOR APPLICATION

The job description, with the required gender, i.e. male, female or even both genders, give academic qualification, due expected job experience and in certain cases, the nature of the jobs to be

performed are advertised in the newspaper, newsletters and even notice boards, depending on the desired catchment area for the recruitment. The closing date for the entry is usually indicated.

D. SHORT LISTING

After the last day of the entry for the job application all that entries are collated both from the unsolicited applications i.e. those pending from the casual applications in the office. These applications are carefully scrutinized in line with the stipulated qualification in the advertisement. Successful applications are invited for interview.

E. INTERVIEW

This is to discover those things believed that are likely to prove satisfactory. The interviewers should have a pro-agreed standard to be used. They should also have the idea of the jobs for which they are selecting. The following area should be covered during the interview: work history, family background, educational background, emotional stability, attitudes, personality, health and apparent physical appearance, integrity, and most probably, the anticipated remuneration. Written or oral tests could be used to detect smartness and intelligence. The interviews must be briefed on the job contents expected to be performed if employed. He/she should be allowed to ask questions if any. Each panelist must grade each candidate from very poor, poor, good or excellent. Average of the scores will be calculated to determine candidate that are appointable who in turn could be contacted to take up the employment. Appointment letters are sent to the selected candidate.

F. INDUCTION

Selected candidates that reported for duty in the organization are made to undergo an induction which may last for a certain period of time, usually 2-3 weeks depending on the type of organization. During this induction period, the new employee is adequately briefed about the organization. He/she is made to know as much as possible about each unit and the dos and don'ts of the establishment. This is to prevent him from making costly mistakes on posting. The newly recruited staff member would have been closely watched to determine his potential during the induction period so that he would be placed in an appropriate place to work. This is equivalent to orientation in some organizations.

G. PLACEMENT/ POSTING

Placement is the process, which ensures that individuals are actually put on schedules of responsibility which they are most qualified. The newly – recruitment staff that had been inducted would be finally placed in the appropriate unit or section to work. There are some factors to be considered before posting. They are programmes (objectives or organisation needs, abilities and specialties of the individual, job description developed for the particular position under

consideration, the desires of the individual may be considered, ability to perform, qualification, temperament, technical competency etc.

Budget development and fiscal control

The importance of budgets and fiscal control can not be overemphasized in any organisation. This is because the human and physical resources put in place for production can not be utilised without fund. The sourcing, spending and records of the materials produced per unit time. With budgets, control can be affected in such a way as to regulate operations in confirmation with set procedures and plans. Budgets help to determine sources of fund, how to use it within members of the organisation, what to produce with the fund and also to check how the organisation is progressing within the period covered by the budget.

Budgeting is concerned with prediction and projection of what is likely to happen financially in an organisation. Operating budgets include sales, production, and control which is thought of as a plan or a forecast of the profit objective of the firm's operations.

Programme Planning in Agricultural Extension

Programme planning in extension is a conscious effort to use our resources and organisational abilities to achieve the best possible results in helping to improve agriculture and its farmers. It is a list of activities. It is a statement of situation, needs, problems, solutions (objectives), priorities, and who is to do what, when, where and how. An extension programme is a direction of movement. It is a statement of all the predetermined actions of products to be reached through educational means. The statement includes how the objectives are to be met through setting up teaching situations to change people in attitudes, knowledge and skills.

Importance of programme planning in Agricultural Extension

Programme planning is important because nobody plans to fail; and if there is failure, the cause or causes would be identified for readjustment. Therefore, planning would enable planners to:

- (i) Maximise the use of resources such as time, funds, material and human efforts committed to extension programmes.
- (ii) Prevent role misperception and facilitate appreciation of the relationships among various individuals, groups and agencies connected with extension programmes.
- (iii) Facilitate smooth implementation of the programme by identifying the sequential steps to be followed.
- (iv) Serve as motivational instrument for the extension workers through advance appreciation of what is to be done. Also, the farmers who on seeing that their welfare is being taken care of through systematic planning, are encouraged to commit their resources such as time, funds and land to extension programmes.

- (v) Facilitate systematic evaluation of the programme by setting out specific process and expected product of the programme which could later be determined.
- (vi) Allow continuity of extension programmes from one extension officer to another in the same station.
- (vii) Argue for budgetary support of extension programmes by the sponsoring institutions.
- (viii) Serve as a guide to be followed by the various individuals and groups involved in the programme.
- (ix) Provide the knowledge of the appropriate time to be involved in the programme to the various relevant individuals and groups.

Educative objective, Learning experience and Clientele participation.

Extension teaching makes use of the same general methods of communication that are used in other fields of teaching. In the university, for example, a Professor of Agroforestry lectures to his class. He is using oral instruction or the spoken words. Following the lecture he leads his class in discussion. This is a group meeting with all participating. He shows slides illustrative of his lecture. This is visual instruction. From his platform before the class he carefully shows them how to use delicate scales – a method demonstration. He leads the class to the fields in the university farm to witness the difference in fields of experimental varieties. This is a result demonstration. As the class is dismissed, he gives each student a sheet of directions for a laboratory exercise. This is instruction by use of written words. These basic methods modified or combined as occasion may demand are the tools of the extension worker also but employed in a totally different setting than a university classroom and with totally different objectives. The extension worker may teach an individual farmer by the roadside or a group meeting of thirty in a village. In the same class he may have illiterate and highly literate individuals with varied interest. He is not teaching an organized course of study. This course of study is the immediate problems of the farmer and his family, the solution of which will lead to greater production of happier living.

The end result of all is to bring about desirable changes in human behaviour. Whether the extension worker is attempting with an individual or with a group to develop awareness of problem or of steps in its solution, the effectiveness of his efforts will be strongly influenced by his choice of teaching

methods. He must have a thorough knowledge of the capabilities and the limitations of each method and its adaptability to varying situations.

Plan of work and Calendar of Work.

The plan of work is largely concerned with the projects which are of immediate importance to the people, which will yield satisfactory results quickly and therefore will encourage them to take part in successive stages (plans) of the extension programme. The plan of work provides detailed breakdown showing how the extension programme is to be carried out. It includes only those projects which by agreement with the people are to be undertaken within the next few months. The plan of work is concerned with projects of more immediate importance to the people, and it is designed to show how, when, with what help and by whom the various steps in the project will be taught to the people. The people through their leaders must be involved in preparing the plan of work.

Calendar of work on the other hand is the time table for the various operations to be carried out in the plan of work. It shows the definite dates, when certain operations are to be carried out. It covers the next few weeks or months, although it may be made in a skeletal form for one year or more.

Good leadership and cooperation for an extension as applied to agricultural extension programme.

Concept of Leadership

There are many definitions we can use for a leader in organizations. But the following statements will satisfy our needs.

- A leader is one who inspires others to work willingly towards the achievement of a goal through maximum application of his personal capabilities and qualities. In other words, people are said to be leaders to the extent that they succeed in their attempt to influence others. In doing so, the leader is expected to have some basic attributes such as skill, intelligence, determination, imagination, endurance and courage.
- A leader is an individual whose ideas and actions influence the thoughts and behaviors of others.

- Another definition of leadership sees it as a process in which there is a give and take between the leader and the follower. The role of the leader is often self evident; the function of the follower may be obscure, yet the follower is vital, for without him, there can be no leader.

This means that, leadership is the process of influencing the activities of an individual or a group in their efforts towards the accomplishment of goals and objectives of the organization.

From the above definitions, one can summarize that leadership involves social influence and interaction between the leader and the subordinates, the aim of which is to achieve a stated goal.

Importance of Leadership in an Organization

1. Leadership includes the issuing of orders that are clear, complete and within the capabilities of workers to accomplish.
2. Leadership implies a continuing training activity in which subordinates are given instructions to enable them carry out the particular assignment in the existing situation.
3. Leadership necessarily involves the motivation of workers to meet the expectations of the manager.
4. Leadership consists of maintaining discipline and rewarding those who perform properly.

In summary, leading is the final action of a manager in getting others to act, after all preparations have been completed.

CHARACTERISTICS OF A LEADER

A leader must possess some attributes to become successful.

1. Group oriented: The leader must be a person who thinks himself in relation to the group, and that whatever he does must be thought of as to its effects on the group. To be properly group oriented, the leader must be identified with the norms, values, beliefs and goals of the group. He must realize that he can not be a leader unless he

has followers and that members of the group will not follow him unless he benefits the group in his actions.

2. **Sense of responsibility:** A leader must accept responsibility and realize that increased privileges and power mean increased obligations. The leader must know that is expected of him by the group.
3. **Consideration:** The leader must learn to be tolerant, patient, and sympathetic towards the short comings of his fellow group members and followers.
4. **Emotional Stability:** The leader must be mature, well adjusted, and emotionally stable. He should be conscious of the example he sets, especially as the followers are apt to make ideal of their leader.
5. **Interest:** The leader must be interested in the affairs of the group and have a desire and willingness to work with people.
6. **Integrity:** The leader must be trustworthy. People want to feel that their interests are safe in the leader's hands; and that he will not betray them, sell them out, or get tired of them. People must have confidence in their leader and feel a sense of solidarity, honesty, and reliability in respect of the leader. The leader's ability must exceed that of the people he is leading so that the people will need him.
7. **Administrative Skill:** A leader must possess the ability to manage the various resources (i.e. man, money, and material/machine) of an organization in an efficient and effective manner to avoid redundancy and wastage.
8. **Aggressiveness:** This means that a leader should be bold and enterprising in dealing with his subordinates effectively by assigning tasks to them and also being capable of leading them when situations arise, requiring leadership direction.
9. **Expert Knowledge:** A leader of a formal organization should have expert knowledge of what the organization aims to achieve. This is one important source of his power as a leader. It is only when a leader is an expert in the field that he can make high quality and progressive decisions.

10. **Decision Making:** This is a very significant attribute of leadership. It is an attempt to solve organizational problems. In order to make sound and effective decisions, the leader must possess a good knowledge of problem solving techniques.
11. **Empathy:** A leader should be able to identify and respond to the needs of the members of the group. He should ensure that he understands their problems and help to provide solutions to them. To have empathy with one's fellow man means to be able to put one's SPIF into the other person's situation and know what his aims and aspirations are.
12. **Faith:** The effective leader must have faith and be willing to trust people.
13. **Human Relations Skill:** The leader should be identified with a singular attribute of interaction with other people, irrespective of their class and skills. He develops a healthy respect for people because his/her success as a leader depends on cooperation and support from the people.
14. **Intelligence:** This is the ability of a leader to analyze problems or tasks, and provide solutions to them within the shortest possible time. It could be assumed, therefore that leaders tend to have somewhat higher intelligence than an average individual of their followers. This may be due to the nature of their position in a group. A leader needs considerable communication ability in order to convey his ideas, motivate others to follow him/her and understand what others are communicating to him/her.
15. **Shares Leadership Roles:** A good leader must be capable of taking decisions and ensuring proper delegation of authority to the subordinates. He can do this best by distributing the various leadership functions among his followers rather than trying to "be all and end all" of everything. He needs to accept the fact that he will at times be a follower.

Leadership Styles

The style of a manager of resources incorporates essentially how he operates and functions within a given environment. A leader's typical way of behaving towards group members can be classified as leadership style.

Three main types of leadership styles that will be discussed here are:

- (i) Autocratic Leadership Style
- (ii) Democratic Leadership Style
- (iii) Laissez faire leadership Style

- (i) **Autocratic Leadership Style:** The approach known as “autocratic leadership” results in practically *all authority centering on the management*. The manager enforces decisions by use of rewards and punishment. Communication tends to be primarily in one direction, from the leader to the followers. Rewards to go those who do as they are told within the limits give them.

The advantage of autocratic leadership is the speed with which decisions can be made.

The leader does not have to obtain group member’s approval before deciding.

The disadvantage may be the effect of autocratic leadership upon group morale.

Members may resent the way decisions are made and thus support them as little as possible.

- (ii) **Democratic or Participative Leadership Style:** In contrast to the autocratic style democratic or participative leadership takes into consideration the wishes and suggestions of the members as well as those of the leader. It is a human relations approach, where all members of the group are seen as important contributors to the final decisions. Participation is sought to encourage members’ commitment to the decision and to improve the quality of the decision.

Advantages of Democratic Leadership

The advantages of democratic leadership include increased membership morale and support for the final decision and better decisions through shared information and ideas among group members. Potential disadvantages include slower decisions, diluted accountability for decisions, and possible compromises that are designed to please everyone, but are not the best solutions.

- (iii) **Laissez-faire Leadership Style:** The other extreme end of the autocratic leadership is the laissez-fair (allow them to do) style. Here, the leader attempts to

exercise very little control or influence over group members. A member is given a goal and mostly left alone to decide how to achieve it. The leader functions largely as a group member, providing only as much advice and direction as is requested.

How do Leaders Evolve in Organizations?

Leaders evolved in organizations through any of the following ways:

1. Selection by external sources i.e. appointment by top management.
2. Selection by group, through voting
3. Selection on the basis of tradition and organizational culture.
4. Emergence through self-aggrandizement.
5. Through education, training and development.

Differences between a Leader and a Boss

	Boss	Leader
1	Drives his men	Coaches his men
2	Depends on authority	Depends on goodwill
3	Instills fear	Inspires enthusiasm
4	Says "I"	Says "we"
5	Assigns tasks	Sets the pace
6	Says "get there on time"	Gets there ahead of time
7	Fixes blame for breakdown	Fixes the breakdown
8	Knows how to do it	Knows and shows how to do it
9	Says "go"	Says "let's go"
10	Makes work a drudgery	Makes work a privilege