

Q1 Identify the meaning of Leadership and its factors? Also, discuss the different sources of leadership power?

For our purpose we will define leadership as *an influence process; leadership involves the exercise of influence on the part of the leader over the behavior of one or more other people.*

- ③ 1. **Reward power** refers to the leader's capacity to reward followers. To the extent that a leader possesses and controls rewards that are valued by subordinates, the leader's power increase (Rewards such as praise, recognition, and attention).
- ③ 2. **Coercive power** refers to the capacity to coerce or punish followers. Sources of coercive power also break down into personal and positional components.
- ③ 3. **Legitimate power** refers to the power a leader possesses as a result of occupying a particular position or role in the organization. Legitimate power is clearly a function of the leader's position in the organization and is completely independent of any of the leader's personal characteristics.
- ③ 4. **Expert power** refers to power that a leader possesses as a result of his her knowledge and expertise regarding the tasks to be performed by subordinates. The possession of expert power by a leader obviously depends upon the personal characteristics of the leader and is not determined by the formal position that the leader occupies in the organization.
- ③ 5. **Referent power** is dependent upon the extent to which subordinates identify with , look up to, and wish to emulate the leader. Referent power, like expert power, is totally dependent upon the personal characteristic of the leader and does not depend directly upon the leader's formal organizational position.

* Students can express their own ideas. ✓

Tools For Ethical Management

Managers in businesses use specific tools and methods to make sure that business ethics practices are well managed and followed in their organizations. The followings are some ethical tools used by administrations:

- ⑤ 1) **Top management commitment:** Managers can prove their commitment and dedication for work and by acting as role models through their own behaviors.

$$5 \times 5 = 25$$

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Role Theory

Assumptions

- People define roles for themselves and others based on social learning and reading. 2
- 8 People form expectations about the roles that they and others will play. 2
- People subtly encourage others to act within the role expectations they have for them. 2
- People will act within the roles they adopt. 2

Description

We all have internal schemas about the role of leaders, based on what we read, discuss and so on. We subtly send these expectations to our leaders, acting as *role senders*, for example through the balance of decisions we take upon ourselves and the decisions we leave to the leader.

10 Leaders are influenced by these signals, particularly if they are sensitive to the people around them, and will generally conform to these, playing the leadership role that is put upon them by others.

Within organizations, there is much formal and informal information about what the leader's role should be, including 'leadership values', culture, training sessions, modeling by senior managers, and so on. These and more (including contextual factors) act to shape expectations and behaviors around leadership.

Role conflict can also occur when people have differing expectations of their leaders. It also happens when leaders have different ideas about what they should be doing vs. the expectations that are put upon them.

Discussion

7 Role expectations of a leader can vary from very specific to a broad idea within which the leader can define their own style.

When role expectations are low or mixed, then this may also lead to role conflict.

Students can express their ideas

The End

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