

 PUNJABI UNIVERSITY PATIALA	B. A. PART - III (Semester-V) POLICE ADMINISTRATION Section- B
Department of Distance Education Punjabi University, Patiala (All Copyrights are Reserved)	Section – B 2.1 Communication 2.2 Communication Modes in India Police (BOTH MEDIUM) 2.3 Decision Making (BOTH MEDIUM) 2.4 Leadership 2.5 Organizational Change (BOTH MEDIUM) 2.6 Organizational Development (BOTH MEDIUM)

COMMUNICATION

Introduction

Any organisational activity becomes meaningful only when it is communicated to the person concerned. Thus communication is of vital importance to the existence of organisation. It interlinks the sub-units or divisions or branches of the an organisation as well as links it with other organisations existing in the environment and provides their information to it and from it to them. For the proper function of the modern large organisations there is a greater need to establish an effective and well laid out communication system. This lesson will mainly deal with meaning, techniques, dimension, structure of lines of communication. The problems of ineffectiveness of communication and on how can it be made effective wil lalso be taken up.

Meaning

In simple words, communication means a process through which two or more persons come to exchange and understand ideas among themselves. It involves various aspects - first of all an information travels from one person to another, then latter receives it and also understands it - only then it can be said that the communication has taken place. Thus communication means transmission, receipt and correct interpretation and understanding of the messages which is of great importance as it increases the possibility of directing human action towards achievement of goals and hence increasing the organisational effectiveness. The term communiction is cometimes used to mean information but they differ from each other as information is just one of the vrious aspects of communiction which is a boarder term. As the success of the organisation largely depends on its communication system and ability of its members of communication effectively, this topic has gained significant importance. A lot of research has been done by scientists, theoristy, psychologists, sociologists and variety of organisations - purely business type, Universities, military, administrative have been studied.

Formal and Informal Communication

Lines of communication are the network or channels through which information passes from one person to another in an orderly manner. Organisational members are interrelated both formally and informally, communication takes place to maintain these interrelationship7s. Thus there are two channels of communication in any organisation - formal and informal. For systematic, smooth rapid and correct

communication, these channels are very essential.

Formal Network

The formal network of channel is a conscious and planned creation of channel of communication which attempts to regulate the flow of organisational communication. It helps in ensuring the flow of accurate information to the right points in time as well as the unnecessary information should not flow. This channel can be one path or multipaths communication. It is based on the lines of necessary information but being narrow it often leads to delay, overload, increasing organisational distance and greater chances of errors etc. This problem can be solved by linking one position with various other positions through multichannels systems. But excessive use of this system may cause chaos and confusion so its use should be restrictive and only where it's directly necessary.

Informal Network

As organisations comprise human beings, so when they interact with each other informally, this channel emerges naturally, on its own. During U.S. Civil war, its intelligence telephone lines were hung on trees like grapevines and the messages tend to be distorted. Now the term grapevine is used to denote all informal communications. It's generally multiple in nature i.e. a single person knowing many others in the organisation and interacting with everyone directly. It is very active, fast, greatly influencing and providing social satisfaction. Communication helps people in exchanging their ideas, views discussing, the problems and finding solutions to them. Various subject matters can't be communicated formally like unfavourable working practices, situations or attitude of management etc. It provides a convenient and easier method to vent out one's grievances. It has certain drawbacks as well. Its origin is difficult to be pin pointed and direction of flow can't be controlled. Human beings basically being biased minded, It's very likely that message gets completely distorted. Despite its drawbacks, its importance can't be undermined. So management should evolve such methods which minimise its adverse effects. Proper analysis of informal communication and suitable clarification will be great help in enhancing organisation efficiency.

Directions or Dimensions of Communications

Communication always takes place between two or more persons, it's either downward, upward or horizontal communication.

Downward Communication: It usually takes place between a superior and subordinate in an organisation, it can be a command, an order, a suggestion, a piece of advice, directions etc. It usually relates to aims, objectives, plans, policies, rules, regulations etc. These are usually respected and accepted by the lower levels. The problems associated with it are of coordination, distortion and resistance on

the part of lower levels.

Upward Communications: These flow from subordinates to superiors. Usually advice opinion, clarification, information etc., is sought or request for something is made. This type of communication helps the upper or top level in getting acquainted with the problems, needs and desires of the others in the organisation. For successful functioning of the organisation two way communication is a must otherwise lower levels may adopt wrong means like striking through unions etc. to pressurise the management to listen to their demands.

Horizontal Communications: It takes place between the same hierarchical levels across the departments. As various departments or units depend upon each other, thus such type of communication helps in coordinating their activities. For Example- personnel department, Financial department, Marketing, Production etc., are interrelated and interdependent thus their activities are coordinated through by communicating horizontally and enabling the organisation to work smoothly towards achievement of its goals. On the contrary, If policies programmes of one department or division are not communicated to other department, it will become meaningless and will lead to chaos and confusion and inordinance. Like personnel department through communication will let the financial department know about the number and pay scales etc. of the personnel to be recruited only then financial department can chalk out ways and means to meet the requisite finances. It facilitates efficient and effective decision-making.

Methods of Communication

In order to transmit and receive as well as understand the subject matter of communication, it requires use of standard symbols which should be universally applicable and understandable. It can be (i) verbal-oral or written (ii) Non verbal-....., actions of through pictures etc.

1. Verbal Communications: Words are used to communicate with each other. Most often the communication takes place through the use of words as symbols.

Oral Communication: takes place between the sender and the receiver either face to face or through the use of some mechanical or electronic devices available for this purpose. This type of communication provides an excellent opportunity to the persons to exchange their ideas, views, feelings and problems and there are lesser chances of the messages being distorted. It's very speedy method of communication. These days electronic techniques are so many and highly advanced like telephone, fax machines, computers, electronic mail, voice messaging etc. Though advanced technology had made it easier and convenient to communicate orally but sometimes it becomes very time consuming. Sometimes the message is not clear and more over detailed discussion on telephone etc. can prove to be very

expensive.

Written Communication: It includes letters, manuals, handbooks, newspapers, magazines, circular etc. It enables to reach the person simultaneously, so through circulars, etc. the information can be communicated to all concerned, Moreover such messages or informations can be kept in record for future reference. Such messages once received are to be accepted by the receiver and can't deny even if the goes against him. The major drawback of written communication is that giving essential and complete information precisely is very difficult. It is an art which everyboday can't master and such messages may lack clarity and can be misunderstood.

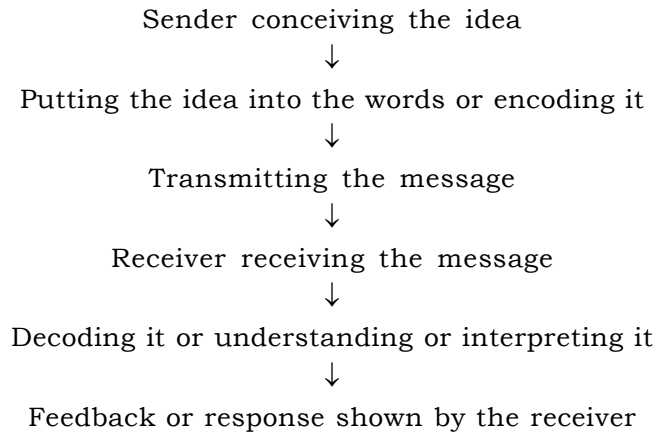
2. Non-Verbal Communications: This type of communication is beign developed. It's often called unword human responses i.e. actions, expressions, the messages are transmitted and the communication takes place without uttering a single word. The widely recognised form of non-verbal communication is body language i.e. expressing with the help of eyes, figures and one's physical appearance. Dress is another form of non-verbal communication. But the impact of these forms depend upon space (whether the person is near or far); time and the environmental context in which it takes place. The major limitation of this method is that meanings of such actions must be clearly understood by others otherwise it will create grave interpretations and confusions.

Symbols like pictures, graphs, diagrams etc. can also be used to depict some situation or advertising the products etc. Mainly this form is used for training and educational purpseos. But to make it more effective, it should be combined with well chosen word or actions.

Interpersonal communication is highly relevant to the study of organisational behaviour. Communication is considered an important device to bring about hebavioural changes and involves psychological processes (like learning, motivation) and language. Sender of the message is important but equally important is the receiver. Feedback and follow up helps the sender in checking the actual interpretation of the message, trust, expectatons, values, status also greatly, influence the interpersonal aspects of communication. Effectiveness of such communication can be enhanced through well laid down communication from work i.e. lines of communication.

Communication Process

The process of communication involves sender who send the message, the message itself, transmission of the message, receiving message i.e. receives, decoding it or understanding it feedback strong it replying back etc. Thus the process of communication can be shown diagrammatically in the following manner.



Thus communication is a two way process i.e. reciprocal exchange process. It's very difficult to state the start and end of this process as a message being received is again responded back in some manner and may generate further responses. In any organisation, there is usually multi-dimensional and continuously operating network of communication and it must be effectively used by the members for the achievement of organisational aims. Not only the structural network but the psychology of the members so it should also be taken into account and through well formulated plans and policies, it should be enhanced.

SELF CHECK EXERCISE-I

Note: Compare your answers with those given at the end of this lesson.

1. What do you mean by informal communication?
2. Write any two methods of communication?

Purposes of Communication

Classical theory emphasised on downward communication mainly communication orders, instructions, directions related to task. It was mainly unidimensional communication and often lead to breakdowns due to wide span of control etc. But Humanistic approach took into account both downward and upward communication thus enabling the employees at all levels to participate actively in the decision-making process.

Mainly the purposes of communication are as follows:

- To make plans so as to achieve these objectives.
- For efficient and effective organisation of men and material.
- For selection, development and evaluation of the members of the organisation
- For leadership, direction and motivation.
- To develop such an environment where all members should contribute voluntarily.

— To control the performance.

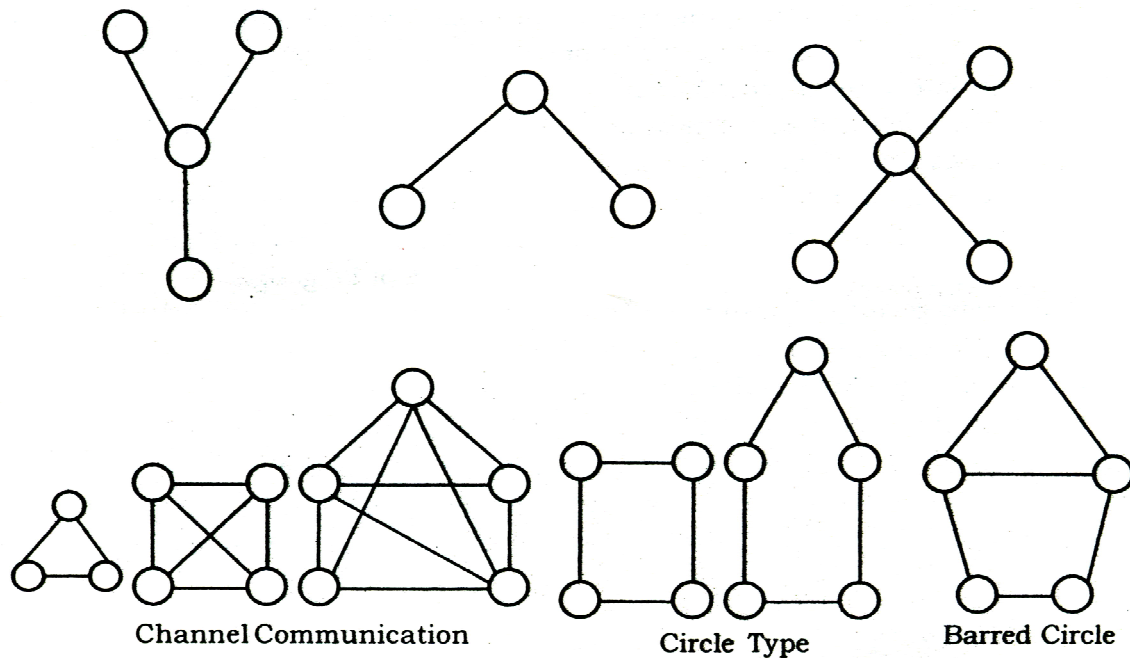
It can be said that the purpose of communication is to maintain coordination among various activities of the organisation thus facilitating the achievements of its goals.

Patterns of Communication or Communication System

For any organisation to work successfully, it must evolve a systematic pattern of communication. Various patterns have been suggested. Important are those of Bavelas Lewitt and Shaw who have paid attention towards the issue of relationship between different kinds of communication patterns and group performance and attitudes. One way communication system resembles autocratic structure and doesn't permit participation in decision-making process whereas two way communication system provided equal opportunity to all to participate in decision making and facilitates communication in either direction.

An organisation which is to perform simple tasks, may adopt (y) type communication pattern. It is considered to be efficient, fast, provides best job performance but lowest job satisfaction as it doesn't allow participation.

An organisation engaged in performing complex tasks should rather adopt decentralised or circle type pattern of communication.



All organisations performing both simple and complex tasks as the modern organisations generally do, then a combination of various patterns will be appropriate than solely depending upon one alone. Thus the device of the pattern of

communication largely depends upon the nature of tasks, levels of motivations, commitment, ability, willingness to assume responsibility etc.

But from practical point of view these studies about the pattern of communication suffers from severe limitations;

1. Their findings are contradictory and inconsistent.
2. These studies used only few out of so many variables like task, size etc. and many equally important variables have been totally ignored.
3. It lacks systems approach and often wide variations are found in behaviour or groups in laboratory and in real organisations.

Despite the criticism, it's main contribution is in showing that any variables can bring change in the pattern of communication.

Problems of Communication: The problems like breakdown of the communication system, or giving incorrect meaning etc. often arise in any type of organisation, various such obstacles can be termed as semantic, emotional, organisational, personal obstacles.

I. Semantic Obstacle-Semantic is the science of meanings. All communications involve the use of symbols through which meanings are conveyed. Semantic obstacles come up due to the limitations in the symbols used for communication.

1. Symbols having different meanings - In such case, there is a possibility of wrong interpretation of the message by the receiver.
2. Fatly Translations: A message sometimes is to be translated and interpreted in various languages as to make everyone understand it. But at time, the one who is responsible for the task must have high linguistic knowledge as well as should be intelligent enough to understand the depth of message otherwise it may lead to insufficiency and wastage of time, money and energy.
3. Technical and difficult words or phrases used can hinder the communication process as these will be beyond the understanding of the receiver who is not acquired with this type of language.
4. A message may be using wrong or meaningless words or it may be clear but its underlying meaning may be difficult to comprehend.

Emotional or Psychological Obstacles

The meaning of the message is always affected by the emotional of both the sender and the receiver. Sometimes there remains a lag between the thinking of the sender and the receiver. Thus receiver let through some parts of it but holding back the other thereby making communication inadequate which brings only half of the results desired.

1. This can be due to giving premature judgement about the message. This can be rectified by giving an unbiased and non-evaluative listening so that rightful decision and action can follow.
2. Many a times, receiver physically may appear to be listening but actually his mind is preoccupied and the result is non-listening. It is particularly seen in people while listening to bulletins, reports etc.
3. Poor retention of the information is also a malady. Various studies shows that most of the employees are capable of retaining just half of the given information.

Other Problems

1. If the organisational policy, rules and regulations are not supportive to the flow of communication in different directions, communication flow would not be smooth and adequate Rigid observation of rules and regulations in Indian Public sector undertaking poses a severe communication problems as it often leads to delays and works against the willingness of persons to convey the message.
2. Unfavourable attitude of the supervisors towards communication may be due to their general perception that their subordinates are less competent and capable to advice or may be just in order to maintain their importance. Sometimes, superiors lack the awareness about the significance and usefulness of communication in different directions and thus block the flow of communication.
3. Subordinates are unwilling to communicate such information upwards which is to be utilised for control purposes and if its communication is essential, they would modify it in such a way so as to protect their own interest.
4. Lack of motivation to communicate also refrains the subordinates to communicate upwards. Various ways and means have been suggested in order to overcome the above discussed communication problems thus leading to effective communication.
 - (i) The sender himself should be very clear about the idea he wants to communicate. He should be very careful in choosing the words through which he wants to express his idea. Simple, precise, and repetitive language with which the receiver is quite familiar should be used.
 - (ii) Much of the misunderstanding can be avoided if the sender perceives the problems from the receiver's point of view.
 - (iii) In any organisation, there should be two way communication system. As continuous communication between the receiver and the sender

will actually enhance the organisational effectiveness.

- (iv) If possible while communicating the sender may use the actions to emphasize a point and he himself must follow in action what he say to others. This will ensure understanding the seriousness in communication.
- (v) Superior must demonstrate through his competence and good acts he is worthy of trust. The obedience and follow up of any communication by the subordinates is based on this trust and creditability.
- (vi) The sender and the receiver both should be a good listener. Davis has suggested ten points which may be observed in listening. Stop taking, put the talker at ease show the talker that you want to listen to, remove distractions, emphasize with the talker, be patient, hold your temper, go easy on arguments and criticism ask questions. He has emphasised on stop talking because one cannot listen to while he is talking.
- (vii) In an organisation, communication media such as meetings, conferences, etc. be provided so as to make communication more effective.

Thus it is only through adequate, timely, clear and smooth communication that it can be made effective and provides integrity between the communicating parties.

SELF CHECK EXERCISE-II

Note : Compare your answers with the answers given at the end of the lesson.

1. **Mention various problems coming in the way of ensuring successful communication in any organisation.**

Conclusion

In any organisation people assemble to achieve their common objectives and thus are interrelated. The working and maintenance of these relationships is possible only through communication which provides for exchange of information and sharing of ideas. Thus communication is regard as basic to the functioning of the organisation.

Key Words

Grapevine: This term is used to denote all informal communication. It is difficult to pin-point the source of origin yet it provides an excellent opportunity for discussing various matters which can't be discussed formally.

Encoding : Putting the idea into words in such a way that only that person/s be capable of understanding it.

Decoding : Understanding and interpreting the message.

Semantic : is the science of meanings.

Suggested Readings

Maheshwari	:	Public Administration
Sahib Singh & Swinder Singh	:	Theory of Public Administration
Prasad L.M.	:	Principles of Management
Basu Rumki	:	Public Administration

Answers to Self-Check Exercises**Exercise No. 1**

1. When staff of any organisation interact informally that is informal communication taking place between them. Such communication helps people in exchange in their ideas, views etc. and provides a channel to vent out one's grievances. Under 13.3 you can read in detail about it under the similar heading.
2. Various methods of communication have been discussed under the same heading at no. 13.5. After reading all those methods or techniques you can write these in your own words as far as possible.

Exercise No. II

1. In this lesson at 13.9 various problems coming in the way of successful communication in any organisation have been discussed. Semantic or psychological or physical etc. Read all of these carefully and write these you can add some more such problems if you know any.

LESSON NO. 2.2

Communication Modes in Indian Police**Introduction**

Police administrators have specific duties when managing their departments. In essence, an organization is a collective that is brought together to accomplish a mission. Formal rules, division of labor, authority relationships, and limited or controlled membership distinguish organizations from other groups of people. Generally, the functions associated with administering police departments can be categorized as organization or management. Sometimes people use the terms “administration,” “organization,” and “management” synonymously.

Police, the major law enforcement agency, have been recognized as an important part of the state administration. Police is the major player to give greatest security to the public by controlling the crimes and maintenance of law and order. In the ancient times, the major job of the police personnel was to maintain law and order and establish the sovereignty of the state.

Police is the state subject. State governments have responsibility for maintaining law and order and preventing crime. In modern times, due to the process of liberalisation, privatization and globalization, the police force is facing the new challenges.

There is a large police set-up in every Indian state, which is divided for the smooth functioning into the various levels namely police stations, police *chowki* and police posts. Police station works as the key interface with the public and also performs its duties as the main supplier of information to the police *chowki* and police posts which are under the department.

The major issues such as fast growth of population, rapid process of urbanisation, increasing disparities between the rich and poor, illiteracy, human rights, Right to Information, natural and unnatural calamities, human trafficking, exploitation of female children, corruption in public life, cyber crime, terrorism, will increase the pressure on the policing.

POLICE ADMINISTRATION: POSDCORB

An early student of administration, Gulick (1937), gave concept of POSDCORB for organizational system. These activities form the acronym POSDCORD consists in :

1. Planning—Development of a broad outline of what needs to be done and how the organization will accomplish the recognized purposes or objectives
2. Organizing—Establishment of a formal structure of units and people through which work is coordinated and accomplished
3. Staffing—The personnel function, including the recruitment, selection, training, and placement of people within the organization
4. Directing—The continuous process of making decisions; developing policies, procedures, and rules of conduct; and generally leading the organization toward the accomplishment of its designated mission.
5. Coordinating—An organization creates an increasing number of specialized units as the organization becomes larger, and it is important that units work together toward common objectives
6. Reporting—The process of ensuring that everyone in the organization is aware of all other activities, generally accomplished through communications and record keeping
7. Budgeting—The task of fiscal planning for the organization to ensure that resources are available to implement programs necessary for the fulfillment of the organization's mission

DUTIES OF INDIAN POLICE FORCE

The head of the police force in every state police will be responsible to the State Government for the administration of the police force throughout the state and also for giving advice on security matters. The primary duties of the Indian police force can be listed as under these points:

- Case investigation
- Prevention and detection of crime
- Maintenance of law and order
- Traffic management
- Resolve the cases

These are the major functions of the police personnel which are being performed by the police right from the beginning. But, with the passage of time the activities of the police are also increasing day by day. Indian police is also performing other activities which can be discussed as under:

- Police Station Management
- VIP bandobust and crowd handling
- Crime Handling and all Citizen Interface Activities
- Crime/Intelligence Analysis
- Grievances and Complaints Handling

- Human Resource Administration
- Technology Management

In a county like India, district police is expected to run day to day work related to the criminal activities and maintenance of law and order and also to meet minor emergencies. Police forces also provide services to give help in cases of disasters like aircraft and train accidents, bus accidents, earthquakes and floods, etc. Policemen provide every service to the society whatever is expected.

ICT is an umbrella that includes any electronic tool or communication device comprising of; radio, television, cellular phones, video camera, calculator, computer network, hardware and software, satellite systems and so on, as well as the various services and applications are linked with them, such as videoconferencing, online lectures and distance learning. Police can use number of methods to trace a person to control the crime and maintain the law and order. Whatever method of electronic communication is used by a person it becomes important means of electronic identification.

- Digital signature of a person
- Bank account number
- Telephone/mobile number
- Driving license number
- Passport number
- Permanent Account Number (PAN)

Police can find any person quickly to maintain security in the society with above mentioned sources. These sources provide the detail information about the person.

Electronic Transport (E-Transport)

The major activities related with the transport system can be handled easily with the electronic devices. E-Transport aspect covers number of activities such as: registration of all types of motor vehicles, Issue of driving licenses, Issue of Permits for the light and heavy vehicles, Tax and fee collection through cash and bank challans and control of pollution through checking etc. Thus, electronically saved data will be useful for the effective traffic management.

Biometric technologies and fingerprint reader are also helping in law enforcement and to improve the operations of the police. Biometric technology helps in online verification and recognition of people across different geographical locations. It provides accurate information of the suspected person and provides a scope for quick decision-making on related security issues.

CCTV systems can continuously do this work for gathering information. This equipment can be used to see and observe different parts of a process from a

central control room; it can be placed at public places that enable the police to collect large volumes of video for the analysis of a particular event of any incident. Collected information from the video can be transmitted to the mobiles of police officers so that they can control the every situation and arrest the suspected persons from locations of large population gatherings.

Human Resource Management is very important activity to manage the available human resources for the achievement of goals. The strength of a police force is distributed, according to requirements of the department, divisions, subdivisions, districts. ICT has the full potential to bring economy in the police recruitment, selection, training, promotions and to make the records of personnel, their salaries and allowances. In the recruitment process of the police, use of ICT starts from the advertisement, forms filling, written test information, date of interview of the eligible candidates and finally selected candidates etc. With this, police department should ensure that personnel are properly trained in working with the latest technology.

E-Police will help to built citizen confidence. The first step to using ICTs would be in the interface of police with the public. Police is the body to secure the life and property of the public. Through ICT public will be able to view information regarding status of their can be performed online such as: online foreigner registration, stolen vehicle database, passport verification and live updates and alternative routes to control the traffic etc. This will bring reduction in paper work and reduce the duplication in the working of police. With this, transparency will be increased and services will be provided between the limited time period.

Crime Analysis

Police departments have been conducting crime analysis. Police departments began using computers to automate their records and dispatch information. This created a large paperless database that could provide considerable information about crimes, calls for service, and police activities. Over time, the costs of computers have continued to decline, and today there is ample software to allow departments to maintain robust databases. Such software allows officers to map activities by geography, time, and type of activity. There are several types of data collected:

1. Specific types of calls, across the jurisdiction or within a specific area for a given time period
2. Activities for a particular shift or watch
3. Activities for a particular beat or police district
4. Activities around a “hot spot” or concentration of crime and disorder

5. Concentrations of activities in an area over time 6. Police activities in relation to social and ecological characteristics

Centralized Information Storehouse

Police holds and maintain a large volume of data in a standardized manner for the efficient retrieval and analysis of the data. There may be two data basis, one of police personnel and other of criminals. Personnel database hold records of their current and previous postings, service record, family background, posting and promotion etc. which can be accessed within a second. For the criminals, police personnel analyze the data and identify important information by just typing the name of a criminal, it can be very useful for the maintenance of law & order. Such type of analysis may helps in identifying and forecasting crime, decision making for the future and to prevent the society from the further attacks and manmade calamities. Today, policing requires greater analytical skills to use information in an effective way.

Challenges before the Police

Criminals remain one step forward from the police in making use of the latest technology including ICT. Indian police force in facing number problems in the maintenance of law and order such as:

- Lack of adequate and proper techniques in policing, very poor in service conditions, lack of career progress facility for the large number of the constabulary despite the recommendations of several commissions committees.
- Lack of integrated information systems for the smooth functioning of the police.
- Lack of ability to share information with other related state level and national level agencies.
- Multiple entries of the same data and limited ability to analyse information because of different locations and analytical skills. This makes it necessary that the Indian police should also prepare its personnel to keep pace with the changing times and to deal with the day today problems. These problems demands for some suggestions which can be discussed as below:

Suggestions for the Improvement

Some suggestions can be listed for the improvement in the functioning of the police force.

The society may become a peaceful place where each and every citizen can live without fear.

- Most of police activities require processing information so police need to invest in ICTs to increase their capacity to store and process large volumes of data.

- In the new era the main emphasis are on customer service and performance measures. Thus, ICT in policing should design to meet the requirements for information under the new system of management.
- For the accountability purpose, police department should regularly pass crime and accident data to the road traffic authorities and insurance companies so that they can act in a proactive manner rather than a reactive manner.
- On-line integration of all the required information for police service also saves the time of the police, so the technical skills and knowledge is required for the police personnel to put the information online.

These suggestions can be proved helpful in controlling the crime and maintenance of law and order in the society. To meet the problems of the coming years it is important to have a police force which is up-to-date with the knowledge of ICTs in routine work.

Conclusion

The main emphasis on accountability and transparency in the police functioning increased the work load on the police force. Indian police force is one of the most important force which tries to build the confidence of the public and it is trying to bring effectiveness and efficiency in the maintenance of law and order in the community. This will help to bring more crime to justice for the fair judgements with the help of a modern and efficient policing process. ICT not only promise to improve effectiveness and efficiency of the police force in controlling and detecting crime, this may also increase their professional qualifications, status and organisational legitimacy.

LESSON NO. 2.3

DECISION- MAKING THEORY**Introduction**

The decision-making as a process of administration has a wide range of application mainly in public administration and at the beginning of the fifties of last century it came to the limelight. Decision-making in law enforcement is as active as the profession. There is no single process that will work in all situations. The course of action undertaken by an officer involved in a critical incident must be made quickly, under pressure, and often in isolation.

Line-level decisions are based on the individual's training and experience. Decisions made by command-level officers are more apt to be made in a collaborative environment, after extensive research, and under flexible deadlines. These decisions are contemplative and draw upon the individual's education and experience. Whether the decision is made to quell a crisis or serve an administrative function, the immediate and long-term repercussions of these decisions can reverberate throughout the community the officer serves, as well as the agency in which he or she works. Law enforcement professionals have a huge responsibility and obligation to make ethical, legal and knowledgeable choices that safeguard the public's trust in our abilities to establish law and order in our communities.

Police officers and administrators are called upon to make myriad decisions each and every day of their careers. Whether made individually or collaboratively, the best decisions often start in the heart, process through the mind, and fulfill a vision. Education, training, ethical motivations, liability, precedent all these aspects are consciously or unconsciously considered during the decision-making process. Open communication, trusted advisors and knowing that even an honest mistake can be defended and changed leads to an environment where people feel comfortable deviating from the "Yes Man" mentality and offer true and valuable input into a decision-making process.

Definitions of Decision Making

- According to P. F. Drucker – **“Whatever a manager does he does through making decisions.”**
- George Terry defines decision-making **“as the selection of one behaviour alternative from two or more possible alternatives.”**
- **D. E. Mcfarland**, “A decision is an act of choice wherein an executive forms a conclusion about what must be done in a given situation. A decision represents behaviour chosen from a number of alternatives.”

The Father of Decision- Making Theory is H. A. Simon. His renowned work—Administrative Behaviour; A Study of Decision-Making Process in Administrative Organisation was published in 1948. Herbert Simon divided the concept into two main parts

- one is decision— being arrived at and
- Process of action.

Mere making of decision is not enough and therefore its implementation. So both these sections are interconnected and important. Herbert Simon once said that a theory of administration should be concerned with the processes of decision as well as the processes of action. Simon pointed out that, for the proper management of an organization, a policy of comprehensive in nature is required to be adopted.

So decision-making is a very important part of an organisation. Herbert Simon, in fact, is the pioneer in the field of decision-making concept because he felt that if decision were not taken properly and timely that may spoil the objective of the business organisation and keeping this in mind it is essential that an organisation will resort to utmost caution as to the adoption of decision and at the same time will focus on the implementation of the decision. So both taking and implementing decision are important.

So, decision-making denotes the formulation of general policy for the management of an organisation which may be business organisation or administrative organisation. The point to note is that the nature and implementation of decision-making may be different in both places but it remains that in every case the importance of decision-making remains intact. To sum up, the decision-

making means the adoption and application of rational choice for the management of private, business or governmental organisation in an efficient manner.

Nature:

According to Herbert Simon, “ decision or decision making “is a matter of compromise”. Why it is called so? There are number of alternatives, before a policy/decision maker and while making decision he is to select one or more alternatives which will be suitable for him or which will serve his purpose.

While pursuing this policy or technique the decision-maker is forced to make compromises and the main aim of compromise is to fulfill the objective of the organisation or management. The compromise becomes inevitable on another ground. The policy maker must see that the policy is not divorced from real situation and the real situation chiefly relates to the declared policy of the management or government organ.

There must be rationality in decision making process. The compromise and decision making both is linked with each other. The policy maker makes compromises on the ground that this policy/decision will be a realistic one. Similarly, while a decision is being made the decision maker must demonstrate utmost rationality.

He must consider all the aspects of policy such as elements entering into the policy making process, implication of implementation or feasibility of application etc. While the decision-maker considers actively all these aspects it will be found that he is rational. A decision should be both subjectively and objectively rational.

A decision would be “objectively” rational if it maximised the given values in a given situation, “subjectively” rational if it maximised attainment relative to the actual knowledge of the subject.

An important characteristic of decision-making is that it is never a product of a single man. It does not originate from a single brain; it is always the product of several men or brains who work together. In any governmental organisation several bureaucrats or officers work together and after considering all the aspects a decision is taken.

Different agencies or organisations or institutions overtly or covertly participate in the decision-making process. As for example, in liberal democracies pressure groups, political parties and various non-governmental organisations participate, though not in a formal way, in the decision-making activities.

This is because the liberal democracies treat all these as part of the political system and since the decision of the government affects all, their opinion should form a part of the decision making process. Even in autocracies the decision can reasonably be called the outcome of joint ventures. Different persons act as advisers to the autocrat and their suggestions influence the decision-making.

Decision-Making and Pure Science of Politics:

It has been claimed by many, specifically by Robert Dahl (Modern Political Analysis, Fifth edition) that decision-making processes constitute the pure science of politics. Now, the question is what is meant by pure science of politics? Dahl says that in earlier time's pure science of politics denoted evaluation and normative analysis of politics because in those days' normative approaches to the study of politics was considered scientific political phenomena and concepts were evaluated in the background of norms or normative values and the norms which could win the test were considered scientific.

But this outlook underwent sea changes in course of time and political scientists began to show indifference to normative aspects of political science. Modern approach such as behaviouralism of Easton or structural-functionalism of Almond heavily relied upon empirical analysis and the decision-making theory could not keep itself away from this type of approach. For arriving at decision, it was thought, facts, data, information etc. are essential as well as their interpretation and application appeared to be a must.

Robert Dahl says: "the term 'science' has increasingly come to mean an empirical science of politics. According to this view, an empirical science of politics would be concerned exclusively with the validity of the factual or empirical elements". The implication of this contention is that without the help of data, facts and information the policy maker cannot make any decision. Rationality along with the data is the most important element of decision-making process.

In order to arrive at an acceptable and viable decision the application of rationality is not all, in order to be the decision rational empirical analysis is also

essential which demands that the policy maker must test his decision empirically. Here several conceptual processes are mingled together. For example, decision-making process is inextricably associated with rationality, empiricism, application of other scientific methods.

The amalgamation of all these methods or streams of analysis has become inevitable because of the fact that decision-making, nowadays, is increasingly being considered very important part of the management of government business.

Naturally it is asserted that decision, as far as practicable, should be rational and scientific. That is why it has been found that the decision maker of the present epoch has become dependent on the empirical data and scientific methods.

Advent of scientific methods has become crucial because of the reason that modern age and the management of governmental agencies is becoming complex and in such circumstances speculation and inept handling will make any decision inchoate.

The interference of the scientific methods thus seems to be ineluctable. Application of sophisticated technology in management and globalisation has not adversely affected the importance of management in organisation. Rather all these have made management and politics more scientific.

Factors Influencing Decision-making:

Decision-making differs from society to society. A decision suitable for a developed, industrialised and highly educated society may not be equally suitable for a very backward agricultural society or a tribal area. For this situation the decision or the decision-making process is not at all responsible. A decision is made not for the decision itself but for the inhabitants of society.

Naturally the crux of the issue is how to be aware of the situation or material environment suitable for decision making and the chief exponent of the concept was aware of it'. Snyder has said that there are mainly three factors which in one way or other influence the decision-making process.

Broadly, they are three in number:

1. The first is internal setting of the society:

Internal setting includes many elements some of which are:

The nature and functioning of the social organisation such as political parties, pressure groups, non-governmental organisations, public opinion, agencies helping the formation of public opinion, nature of the political system etc. All these elements enter into the domain of decision-making process. In a democratic society social, political and other types of organisations enjoy freedom in their day to day activities.

A good rapport exists between the authority on the one hand and numerous organisations on the other hand. But in an autocratic regime such a situation cannot be thought. Naturally the content and type of decision in both regimes need not be identical. Again, the process of socialisation in all systems is not same. When the policy maker proceeds to decide a policy it is his duty to bring all these factors into his active consideration.

Especially the socialisation has an important part in the entire process. This is due to the fact that for an effective decision cooperation between the decision-makers and common people is necessary. Cooperation means people's participation. Again, for the implementation of decision people's cooperation is also required. All these are made easy by a high degree of socialisation.

2. There is external set up or setting. This condition is especially important for the policy maker who makes decisions for the external relations of the state. It is known to all the students of international politics that today the term international society has earned wide publicity and all the nation-states are the members of this society.

When the decision-maker of a state makes a policy/decision he must be aware of the fact that his decision must be in conformity with the policies and objectives of other nations and this should not lead to conflict among nations. If this were the objective of the decision-maker he cannot make policy according to his personal preferences or sweet will.

Moreover, in this age of globalisation the nation-states have come closer to each other and the interdependence among them has surpassed all the past records. It is absolutely unimaginable for a state; whatever may the extent of power (in military sense) and wealth be, to decide alone, to go alone and to live alone.

So, while making any policy, it is obligatory on the part of every state to think deeply about the impact of its policy upon other states. A failure in this respect will invite complexities and animosity among the states. It is generally observed that in the present day world system domestic policy cannot be separated from world politics and a policy maker must keep this in mind.

3. The decision-making is a process and passes through a number of stages. Many persons organisations, institutions etc. are involved in the decision-making process and even an ordinary decision cannot be taken abruptly. Serious and considerable thought is invested for a proper decision.

Snyder says that the communication and information network is closely associated with the decision-making process. Because for a decision various information and data are necessary and this can be provided by an efficient communication network. The psychological factor is also involved in the formulation of a policy.

For what purpose the authority is going to formulate a decision which means the motive of the policy maker. When all the materials are at the disposal of the policy maker he starts to formulate a policy. Moreover, there are different structures of a political system and these structures have their allotted functions.

The purpose of policy making is to embrace all these structures and their functions. Not only this, the purpose of all decisions is to make suitable all the structures and their functions for changed situations.

If so the decision-maker must see that the structures and organisations are doing their duties and he must consider what changes are required (if changes are at all necessary) to bring about improvement upon the organisational and functional aspects of political and other institutions. Viewed in this light Snyder claims that his approach may be applied in political science in general.

Stages of Decision-Making

It is various stages of decision-making. The decision-making can be divided into several stages. For example, at the very rudimentary stage it is to be decided that time is quite ripe for taking a decision because a problem has arisen and in order to cope with it a decision is to be adopted. Again the problem is not to be allowed to aggravate.

Taking of a decision is not all it is to be properly formulated. Then the issues of implementation and evaluation arise. Researchers have divided all these into four different categories which are: Policy initiation, policy formulation, policy implementation and policy evaluation.

Policy Initiation:

Policy initiation is the crucial stage of decision-making. A policy is initiated, generally, in the background of problems or critical issues. As for instance, there is pollution of different types and their harmfulness is quite known to all. But policies are not taken as soon as problems arise and this generally happens. There is a gap between the emergence of problem and the taking of a decision or clusters of decisions.

The problem of pollution started to arise in the fifties and sixties and the authorities began to think about it in the eighties. Similarly, there are the problems of unemployment and terrorist activities which are particularly crucial in some parts of the globe. Though the problems are quite old taking of action had actually started in the last decade of the twentieth century. This we call policy initiation.

Policy may originate from two sources. The first is the government or the authority of the political system can take action. This may be called policy from the above. In democracy very often the political parties, pressure groups, public opinion, mass media, political agitation etc. create pressure on the authority to take a decision in order to give relief to the people or to meet their demands. The authority knows that if demands are not met that will open the door to complications.

Number of factors play important role in the initiation of decisions. Some of them are stated briefly. Scholars, writers and academics are very important factors. These persons are not directly associated with the political activities and government but their writings and opinions initiate the decision-making process. J. M. Keynes, observations influenced the British government to adopt anti-unemployment measures.

Similarly, many liberal thinkers expressed their anti-state views in unequivocal terms. However, the chief originators or initiators of decisions are government, parties, groups, 'people themselves. People sometime create such situation or

events that force the government to take policy on the eve of election parties declare schemes through manifestos and after victory implement them.

Formulation of Decision:

Once it has been decided that in order to cope with the situation or problem a decision is to be prepared, policy-makers then proceed to adopt decision and this is called policy/decision formulation which is the second stage. Making of decision is also highly complex because the persons associated with this task cannot do the job at a stroke.

Various proposals and alternatives are placed before the policy-makers and they are to select only the necessary ones. This is a tough job because the quality and efficacy of the decision depends to a large extent on the elements with the help of which it has been made. Again the policy/decision-making is a composite which means number of persons is involved in the preparation. Differences of opinion there may be and these must be settled before a policy is finally made.

Policy formulation also has a stage. The policy must be stated in clear terms and the objectives shall be stated clearly. It is the duty of the decision-makers to say that the decision has been formulated in the background of certain problems and issues and it is designed to perform such and such tasks.

In the decision it will also be stated that priority to some issues has been given. A decision is not a permanent matter, with the change of time and circumstances the policy must be able to adjust and there shall be provisions.

There is another aspect of policy formulation. A policy may be formulated on the basis of consultation which means that only few decision-makers are not involved in the formulation works. They do the job in deep consultation with others who are supposed to be associated with it.

Sometimes we see that few persons formulate a policy without taking into consideration of others' views and finally it is imposed on others. The former can conveniently be called democratic procedure and the latter an autocratic method.

The formulation of policy may aim either at short-term or long-term objectives. Whatever be the case the formulators must proceed taking into consideration of the nature of the objectives. It has been found that the nature of policy depends

on the attitude, outlook and belief of the persons who provides the leadership in the formulation. Margaret Thatcher was the P.M. of Britain during the period 1979-1990.

She formulated a number of policies whose core elements constitute deregulation and privatization combined with authoritarian social policy. In economic and social policies she wanted to reduce the importance and role of the state but once the state has adopted a policy of privatization that must be implemented by it with authoritarian power.

The Marxists also formulate policy for radical changes of society. But the final decision is taken by few top brass of party or bureaucracy. Even in the USA, top industrialists are found taking important part in the policy formulation.

Implementation of Policy:

Implementation of decision is the third stage of policy. In conventional analysis there is a dichotomy between policy-making and policy implementation. The political leaders or the government formulate decision and then it is left for the bureaucrats to implement it. In this way there is a clear dichotomy between formulation and implementation. But in recent analysis this dichotomy has been kept aside.

The formulators of the decision decide the aspects of implementation. They will not formulate such policies as well face problems in the period of implementation. If the formulators could not predict these problems implementation will face not only troubles, the very objective will remain unrealized. In a democratic state if the persons in charge of implementation do not do the job properly the political leaders must be prepared to give explanations to the electorate.

There is another aspect of implementation. Once a decision has been implemented the formulators will have to study the impact of the decision. This is necessary because of the reason that if the policy fails to reach the goal its revision or reformulation will be required. Of course, hundred percent successes in implementation can never be expected.

But there is moderate range and if it is not achieved the persons will review the policy. So we find that implementation of policy is a stage which can warn the formulators. In democratic systems the impact of the implementation of policy is

highly considered because the persons want to know the effects of policy. This they did taking account of the forth-coming elections.

Evaluation:

The final stage of the decision-making process is the evaluation. The policy makers or the authority after the implementation sits to ponder over the pros and cons of the policy. The chief objective is to study the success and failure of the policy.

This is called evaluation. On what basis the authority starts to evaluate the decision which has been implemented? It collects facts, data or information about the decision and on the basis of all these the evaluation task is done. Needless to say that here, the communication network function and the political system fully utilises this for its purpose. What are the consequences of evaluation?

(1) If the activities of the decision are fully unsatisfactory that is the decision has squarely failed then the authority/policy makers may think of abandoning the policy. Of course this is not a very usual procedure because if the decisions were made after applying a good deal of rationality the question of abandoning it does not arise. If it is abandoned a new policy is being imitated to replace the old one.

(2) If the decision is partly successful, the decision-makers start to investigate the causes of such results and if they feel that there are reasonable grounds of partial success and partial failure, then in that situation they seriously think about revising the decision keeping the causes of failure in mind.

(3) In the cases of complete and partial failure the authority orders a thorough enquiry. It wants to know whether the decision itself is defective or ill-timed or inappropriate.

(4) If the cause of the failure is the defective or ineffective communication network, then the policy makers will make an attempt to rectify the communication system.

(5) The failure may be caused by the people's unwillingness to accept the decision. If the people feel that the decision implemented by the political authority of the state cannot meet their needs, they will not co-operate with the

authority in this regard. Or the people may object to the policy or ideological or political grounds the implementation may cause problems.

(6) The success of a policy/decision largely depends upon people's acceptability and this again depends on the answer to the question—who gets? What? And at what cost? In the operative aspects of the decision this questions are of vital importance.

If a policy is rejected root and branch, a new policy is initiated by the authority and the stages start anew. A decision is initiated, formulated, implemented and finally evaluated. One point is the whole process of decision making along with its implementation are very complex and almost all the segments of society are interlinked with each other. In democracy there is no question of imposing a decision on the public. People always view decision from the standpoint of teleology.

Conclusion:

In conclusion few more words may be stated. The decision-making approach is not without any limitations. But the mere fact is that it has immense importance in the present day structure of administration and relation between authority and public. The state must do some works for the welfare of the people, and that requires policy formulation.

The state cannot move in an uncharted sea and if it tries to do so that will be a fruitless venture. Hence for the proper and effective performance and administration decision/policy is essential and if so there must be a logical and scientific method of policy making. Decision-making is an important part of state administration and we should not have any hesitation in admitting that Snyder has done a seminal job by initiating and popularising the decision-making approach to politics.

LEADERSHIP : MEANING, TYPES AND ROLE

To have willing cooperation of the organisational members towards successful achievement of the organisational goals and objectives, leadership plays an effective role by affecting the behaviour of the people and inspiring them. Leadership is of great importance in the effecting the people for positive behaviour in any type of organisation, In this lesson we are going to discuss organisation in detail with regards to its theories, styles, the qualities or skills or characteristics required for good and effective leadership and also the role of leadership.

Meaning

A lot of discussion and research has taken place regarding the term 'leadership' but still it is very difficult to define it precisely or give it a single definition. The only common factor found in almost all definitions is that it influences the human behaviour or performance to a greater extent.

According to Hersey and Blanchard, leader is a person who leads others by influencing their behaviour. Thus leadership is a process of influencing the activities of an individual or a group towards goal achievement in a given situation." This definition takes into account (a) a leader, (b) follower and (c) situational variables. A person who influences others is a leader, those who are being influenced are the followers and situational variables means the whole environment like the task, the group, organisational policies etc. Leadership is a personal quality, which tries to influence the individual to behaviour in a particular way and depicts a relationship between the two which arises out of functioning for a common goal. Moreover, it is a continuous process and is exercised in a particular situation (situational variables greatly affect the effectiveness of leadership). Sometimes the term of leadership is used to denote managership but these two differ from each other for the following reasons. One, leader can be found in any type of organisation formal or informal and a group. But managers are found only in a primary firmly established organisations. Secondly, usually managers have to perform variety of functions like planning directing, organising etc. Thus it is seen that workers give average performance only as manager cannot pay full attention to any one of his functions. But leaders are mainly to motivate and influence others in performing their best. Thus a good leader may not be a good vice versa. A chief executive should

possess leadership qualities and should not solely rely upon the power and authority he derives from his position in an organisational hierarchy. So, a leader is a person who derives his influence from the member's feeling that he can help them to satisfy their needs consequently, they are willing to submit, within the limits, to his guidance. According to Keith Davis the leadership is the ability to persuade others to seek defined objectives enthusiastically. In the words of James Crebbin, "Leadership is a process of influences on a group in a circumstances that stimulates people to strive willingly to-attain organisational objectives. Chester Bernard defined leadership as the quality of behaviour of individuals whereby guide people or their activities in organised efforts.

Theories of Leadership

The important studies on leadership are these of Iowa, Ohio state and Michigan studies. The Iowa studies are of lesser significance as were considered to be very crude. Their contribution is mainly that they applied scientific methodology to the study of leadership for the first time and also because they showed that the same group shows different reactions under different types of leadership, namely autocratic, democratic and laissez faire. The two dimensional approach of Ohio state studies placed a greater emphasis on the importance of task or goal orientation (initiating structure) and recognition of individual needs and relationship (consideration) their lessening the gap between the two. Michigan studies are considered to be the best. While describing human relations approach to leadership taking other variable constant (work, conditions, methods etc.) in high and low producing units producing units were general in their attitude and genuinely concerned for their people, whereas supervisors of low producing units were are concerned for the production and had close supervision on their people. Besides on the above mentioned studies, there are various theories of leadership, like trait theory, contingency or situational theory and path goal theories etc.

1. Trait Theory

This theory is based on studying and analysing the traits of characteristics possessed by a leader. This theory was popular from 1930's to 1950's. Ancient Greeks and Romans believed that leaders were born, not made the great person theory of leadership, then a shift was made that leadership qualities can be acquired through experience and knowledge and not solely inborn. Various traits have been mentioned like physical and constitutinal factors, social background, intelligence, personality, task related characteristics like initiative, enterprise and social characteristics like attractiveness popularity etc. Intelligence was the only trait to be found out in the lists based on such studies, otherwise they were varied in number. It has been very difficult to generalize or

to describe the important traits to be possessed by the leaders. Though this theory still holds good but with a shift in emphasis i.e. from personality traits to task-related traits. Various traits have been mentioned by Kats and Yuk for effective management-creativity, organisation, diplomacy, tactfulness, knowledge of the task etc. through this theory fails to the clear traits to be possessed by a person to become an effective but still helps the management to such qualities through training programmes.

2. Exchange Theory

It's based on social psychology. In a group, the members - contribute to others and receive benefits from other. This interaction continues as both get rewarded through this process of exchange. A few studies show that leaders behaviour is also affected by the subordinates or followers as he affects their behaviour. It has also proved through various research studies that in - any group-few members get very close to the leader gains his confidence and great job responsibility and show better results than those who have lower level relationship with the leader. It gives description of the role of leader rather than prescribing the pattern of exchange relations as to have effective leadership.

3. Situational or Contingency Theory of Leadership

This theory lays emphasis on the situation in which leadership is exercised. It reveals that in one situation a leader can be effective but in another situation, he may be ineffective for example Winston Churchill was very successful Prime Minister during IInd World War but afterwards he proved to be ineffective.' Most important contribution in this field is of Fidler. Fidler tried to describe that effective leadership depends upon leadership style and the corresponding station. When leader is obeyed by the followers, the task is well defined and leader has sufficient power in his hands, the situation is highly favourable and when all these three are at low level, then situation is highly unfavourable. According to Fidler, in highly favourable or unfavourable situationh, a strict and oriented leadership is requited whereas in moderately favourable or unfavourable situation, lenient type of human relations oriented leadership is required. Though Fidler and his supporters have proved the Validity of this model through various research studies conducted by him but still it has been criticised on various grounds.

1. Reliability and validity of the measurement instruments and procedures used have been challenged.
2. Another point of criticism is that it lacks conceptual, definitions thus making it difficult to describe or explain leadership effectiveness.
3. Fiddler developed a programme called leader situation match training under which a trainee is provided with a questionnaire and is helped in analysing the situation and leadership style and to change the situation

accordingly though his researches proved to be supportive in increasing leadership effectiveness by modifying their leadership situations. Thus despite the fact that various criticism have been levelled against this theory, it is of great importance because he is the first one to describe the leadership phenomenon properly and stressed on situation and leadership traits both in order to determine the leadership effectiveness. A lot of research has been done by Fiddler himself and also paved way for further research and development and is quite meaningful practically.

4. **Personal Behaviour Leadership Theory or Path Goal Leadership Theory:**

The theory tries to example the impact of leader's behaviour on the subordinate motivation, satisfaction and performanc. This theory is different from Fiddler's contingency theory as it asserts that actually various styles like autocratic, supportive etc. are used by the same leader in different situations. The leader by recognising and arousing the needs of subordinates for the desired outcomes, by increasing the personal pay of, reducing frustrating factors, guiding and directing them in friendly terms and by increasing the opportunity for greater, personal satisfaction - the leader tries to make path to subordinated goals as smooth as possible. But leader must carefully choose the appropriate style contingent on the situational variable present. This theory is mainly derived from expectancy theory of motivation. Though this theory does not boast of much empirical support and more research work needs to be done but still this theory can prove beneficial in understanding and explaining the complexities of the leadership.

In addition to above mentioned well - established, theories, various recent theories are Charismatic transformational.

5. **Charismatic Leadership Theory**

This theory emphasises on the personal Charisma or abilities of the leader i.e. they have superb debating and persuasive skills and technical experties that can bring attitude, behavioural and emotional changes in their followers thus showing real performance and strong commitment to leader and his mission. But this theory shows the darker side also i.e. charismatic leader can be ethical but very likely may possess unethical characteristics and use his Charisma in wrong and ungainful activities. Thus it shows that his theory is beneficial only if the leader possesses ethical characteristics.

6. **Transformation Theory**

It means transforming the traditional ways of being led to meet the never ending demands. According to Bass, out of two types of leadership i.e. transactional and transformat former means an exchange between leaders and followers whereas later means that leader beings change in the values, beliefs and needs of subordinates through his chairman intelligence and self-confidence. Only

recently it has got some empirical support.

Styles of Leadership

Style adopted by the leader gives us an insight into the way he adopts to influence the followers various theories discussed so far represent a style of leadership. Megreor's Theory shows authoritarian style whereas his theory shows humanistic style. Charismatic and transformation theory shows an inspirational style of leadership etc. Thus a style adopted by the leader makes a great impact on the working of the organization and helps in meeting the challenges which he comes across.

1. Managerial Grid Style

In this styles, Blake and Mouton, has used to combinations of concern for people and concern for production to depict the style of leadership. There can be low concern for people and higher concern for production or vice versa. There can be moderate, or low or high concerned for both. According to blake and Mouton, a manager who shows high concern for both is a true leader can be termed as a team builder this style is best in the terminology of managerial grid. This has been proved through empirical research as well.

2. Autocratic Leadership Style

An autocratic leader assumes all responsibilities like decision making, initiating action, directing, motivating and controlling the subordinate showing tendency towards centralization. An autocratic leader generally develops a feeling that he is the only individual who is capable and competent of making important decisions and wants obedience and adherence to his decision. This type of leadership is usually negative as subordinates are under the strict control of the leader and often feel insecure and afraid of his authority. For example, Ado if Hitler of Germany, Mussolini of Italy etc.

An autocratic leader can be exploitative that is he is always concerned with the organisational goal completely disregarding the feelings of his subordinates. He can be benevolent autocrat i.e. he directs and controls his subordinates towards the goals which are for their benefit.

3. Participative Style of Leadership

A leader keeps the final decision-making power to himself but seeks the opinion and views of his subordinates before reaching the decision, particularly those decisions that effect them. A participated leader in order to be an effective should listen seriously to the views and thoughts of his subordinates and accept their contribution wherever possible and practical. Such a leader encourages his subordinates to assume greater responsibility and to exercise self-control for guiding their own efforts. He becomes more supportie than being dictatorial.

4. Free-Rein style of Leadership

In this type of leadership, the leader delegates the decision-making authority to

his subordinates, leadership under this approach provides a very limited amount of control and support for the following. As only ground rules are provided, so the subordinate has to be highly qualified and capable only then the end result can be achieved successfully.

Earlier it was possible to achieve the results successfully by adopting any one of the above mentioned styles. More recent trends, however have shown the importance of adoption and flexibility in the use of leadership style in opposition to the exclusive use of any one style. In reality, all employees have different needs abilities, managers differ from each other in their thoughts and preferences and various organisations have different goals and objectives. Thus a leadership style's effectiveness largely depends upon the prevailing situational factors. The style should be according to these factors or variables i.e. factors in the organisation - decision-making, communication pattern etc. factor in the leader his attitude, level of knowledge and various other qualities factors in subordinates needs, desires, willing to accept decisions etc. factors in the situation - type of task, time available to complete it, other facilities to enhance the performance etc.

Qualities or Characteristics and Role of Leaders

Various characteristics have been suggested which a person should possess in order to be a successful and effective leader:

1. Verbal communication including listening.
2. Should be capable of managing time and stress.
3. Recognizing, defining and solving problems.
4. Motivating and influencing others.
5. Encouraging participation and adopting humanistic approach
6. Innovating and enterprising.
7. Team building and tackling conflicts.
8. He should possess courage, will power flexibility and integrity.

Besides above mentioned qualities, a leader should possess the skill of training others in order to get better performance as well as providing autonomy and feedback opportunities to employees in their jobs.

Thus it can be rightfully said that a leader by influencing and motivating the subordinates plays a very meaningful role in making an organisation successful. The activities which a leader can perform are:

1. Staffing - definition the job requirement, making selections etc.
2. Planning and co-ordinating-laying down the goals and objectives, ways and means to achieve these etc.
3. Developing the skill of the employees through training.
4. Decision-making i.e. choosing between the various alternatives available and solving the problems of the subordinates.

5. Processing mail, reading the reports, writing the reports, letters etc.
6. Exchanging routine information like the results of meetings or some policy matters or needed information.
7. Monitoring the performance through data or through personal inspiration.
8. Motivation and inspiring them through rewards, appreciations, compliments, listening to their suggestions, providing more responsibility and authority etc.
9. Enforcing discipline through punishment-serving notices, demanding explanations, demotions or firing off etc.
10. Effective public relations with customers, with other agencies in the field and performing social service activities.
11. Establishing and strengthening informal relations among the subordinates, creating sportsmanship.

Thus it can be concluded that leadership plays an important role in any organisation. So far various theories of leadership, styles or ways of the leaders their characteristics and role or activities have been discussed in detail which to provide you a deep insight into the concept as well as significance of leadership.

Suggested Readings

1. M.P. Sharma : Public Adm : Theory and Practice
2. C.P. Bhambri : Pub. Adm. Theory and Practice
3. Ayasthi : Public Adm : Theory and Practice
4. Romesh Arora : Comparative Pub-Adm

LESSON NO. 2.5

Organizational Change :- Concept, Resistance to Change**Definition and Concept of change:**

The Oxford Dictionary defines the word change “as 'the action or an instance of changing' and change as 'make or become different', or 'move from one system or situation to another'. In management terminology, 'change' is more accurately understood as "an alteration to the existing situation which tends to affect the equilibrium".

Organization change may be defined as the adoption of a new idea or a behavior. It is process of altering the existing with new for the betterment. Change is generally referred to the innovation. So all innovation involve change but all change do not involve innovation.

What is Organizational Change:

Organizations exist in a large external atmosphere that includes the local, national and international environments as well as political, social, economic and cultural factors. Organisations have an internal environment also in terms of organisational culture, value systems, hierarchies, use of technology, and social and economic variables. Coghlan points out that the forces of change might as well be coming from the internal environment, such as budget over-runs, low morale among staff, excessive political inter-group rivalry. The internal variables and the external environment are in active interaction with each other and an equilibrium gets evolved which enables effective functioning. As this equilibrium is dynamic and not static, every organisation has to modify and change itself constantly to adapt to the changing internal and external environments. The diagnosis of these forces identifies their source, their potency and the nature of the demands that they are making on the system.

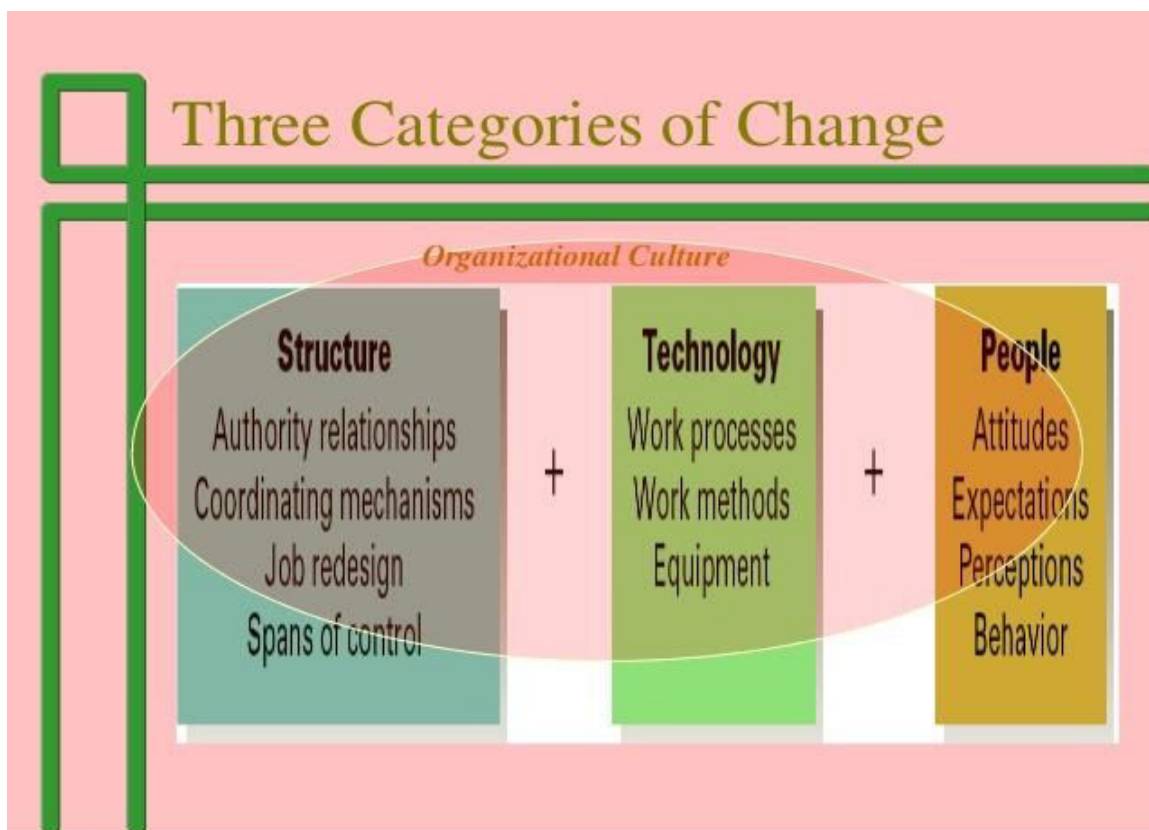
Changes can be complex, involving the structure, system, processes and new norms of behaviour and may require continuous monitoring. All the same, change is inevitable in the history of any organisation. If nothing changes, the old structures, institutions and concepts become virtually

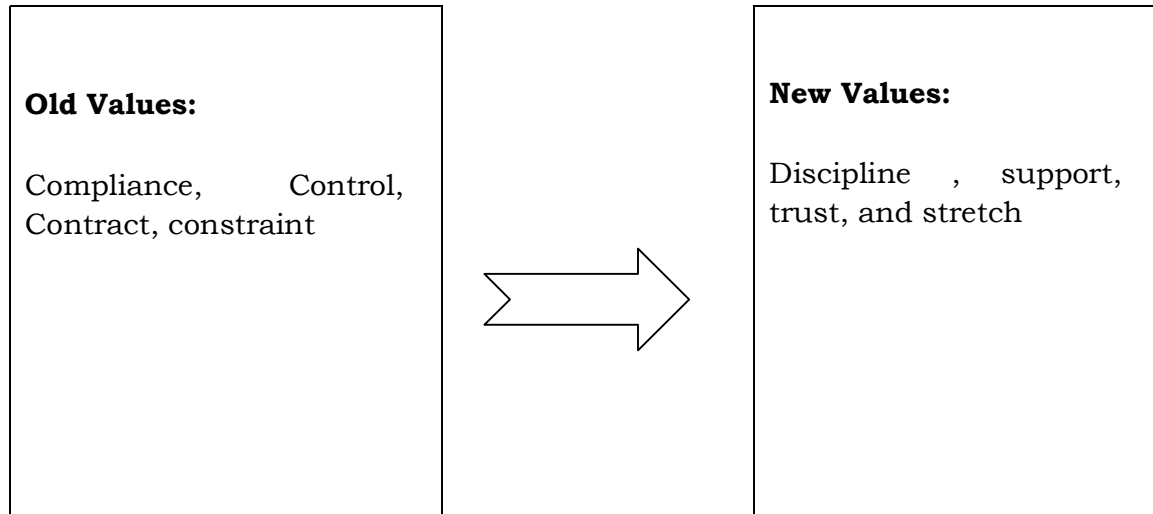
immortal as "the continuity of time sequence" in Edward De Bono's words. On meeting the challenge of change, Robert B. Tucker '(Tucker, 2001) says that the future is managed by riding the forces of change in the direction in which they're headed. It means paying

attention to change of all types - social, cultural, economic, demographic, regulatory, lifestyle, technological and global - and trying to see patterns in that change. Thus managing the future also means responding to change through constant innovation, constant improvement. It involves exploiting changes in their customers' lives, in their markets and in the larger society, rather than simply reacting to them or waiting to see what others do. Change has to be consciously balanced with innovation and stability. Organisations that are unable to gauge the speed and directions of change and keep pace with the changing environment suffer from entropy and become defunct. Ever increasingly, businesses are devastated by changes they failed to duly notice, failed to truly understand, and failed to creatively respond to, points out Tucker and lists a few examples to prove the point. Montgomery Ward and Wool worth failed to respond to a superior value proposition from competitors such as Target and Wal-Mart, and were forced to close stores. Avon failed to recognize that women were entering the work force in record numbers and that their distribution system would have to change to keep pace. Microsoft, by its own admission, failed to anticipate the rapidly exploding impact of the Internet.

Forces for change

External Forces	Internal Forces
Competition laws and regulations	Strategy modifications
New technologies	New equipment
Labor market shifts	New processes
Business cycles	Workforce composition
Social change	Job restructuring
	Compensation and benefits
	Labor surpluses and shortages
	Employee attitude



Ghoshal & Bartlett View on change process**Difficulty with Organization:**

- Major challenge for the organization is to manage change.
- If fail to change, cost of failure is high.
- It is important to understand & reflect the nature of change, which is sweeping & sustain them.
- Strategies should be building to handle change.

Resistance to Change

Nelson & Quick (Nelson & Quick;2000 :609-610) state that people often resist change in a rational response on self-interest, while acknowledging that there are countless other reasons for people to resist change. Many of these, centre around the notion of resistance - that is, a negative reaction that occurs when individuals feel that their personal freedom is threatened. They list out major reasons for resisting change as:



1. fear of the unknown (usually associated with technological change),
2. fear of loss (of expertise/status usually due to better technology),
3. fear of failure (ability to perform well after the change),
4. disruption of interpersonal relationships (threat to job relationships)
5. personality conflict (usually friction with insensitive change agent)
6. politics (shift in balance of power/losing political advantage) and
7. cultural assumptions and values (depending on culture of the group)

Nelson & Quick point out that the reasons for resistance are as diverse as the workforce itself and vary with individuals and organisations. The challenge for managers is introducing change in a positive manner and managing employee resistance. In cases where interest groups try to thwart changes, the change manager should be ready with his counter strategies.

Types of Resistance

Functional Resistance:	Dysfunctional Resistance
• Critically assessing whether change will lead to improvements • Exploring the personal consequences of change. • Feelings of regret, anxiety or fear • To a previous history of non-disclosure and poor working relations.	• Avoiding dealing with urgent and pressing issues • Declining to work on what really needs to be done • Blaming and criticizing without proposing alternatives • Non-collaboration with others.

Sources of Resistance to Change:

- **Ignorance:** A failure to understand the situation or the problem
- **Mistrust:** Motives for change are considered suspicious
- **Disbelief:** A feeling that the way forward will not work
- **Power-cut:** A fear that sources of influence and control will be eroded.
- **Loss-change** has unacceptable personal costs
- **Inadequacy:** The benefits from the change are not seen as sufficient
- **Anxiety: Fear** of being unable to cope with the new situation
- **Comparison:** The way forward is disliked because an alternative is preferred
- **Demolition:** Change threatens the destruction of existing social networks

Managing Resistance to Change

The traditional view of resistance to change treated it as something to be overcome, and many organisational attempts to reduce resistance have only served to intensify it, state Nelson and Quick (Ibid :611). They explain that the contemporary view holds that resistance is simply a form of feedback that can be used very productively to manage the change process. One key to managing resistance is to plan for it and to be ready with a variety of strategies for using the resistance as feedback and helping employees negotiate the transition. The strategies for managing resistance to change are communication, participation, and empathy and support.

Communication about impending change is essential if employees are to adjust effectively. The details of the change, the rationale behind the change, accurate and timely information on why change is needed, educating employees on new work procedures etc. need to be understood by employees. Open communication in a culture of trust is a key ingredient for successful change (Ibid: 611). Delaying the announcement of change and secretive handling of information can fuel a rumour mill, cause fears and undermine trust and goodwill.

Nelson point out that **participation** can move change further along. Participation helps employees become involved in the change and establish a feeling of ownership in the process. When employees are allowed to participate, they become more committed to the change.

Providing **empathy and support** to employees who have trouble dealing with change is another strategy for dealing with resistance. Emotional support and encouragement can help an employee deal with the anxiety that is a natural response to change (Ibid: 613). A counsellor can help in the process. 'Active listening' is an excellent tool for uncovering fears of employees and for getting important feedback, that managers can use to improve the change process.

Negotiation: By having discussion with the staffs, the change leaders are able to discover the potential resister. They are the person or group with considerable power to resist and win clearly spoil the whole process of change. Therefore, the change leaders should have to take negative with them and even soliciting written letters of understanding. Once people were

convincing, the level of resistance will be reduced . This will help to smooth the process of change. However, this can be very expensive if it alerts others to negotiate for compliance.

Manupulation and Co-operation: To effectively achieve change, to assign the key persons a desirable role in designing or implementing the change process is important. As people participate, they develop a sense of ownership. If someone is imposing the change upon them, they derive a sense of messing it up. In contrast, they get a sense of accomplishment from making it work. This method is relatively quick and inexpensive solution to resist problems. However, it can lead to future problems, if people manipulated.

Creation of a positive environment: To gets to a more desiable work situation, the change leaders have to know the importance of the environment. By allowing the employees having enough times to adjust to new procedures, therefore they will understand the importance of the change and how they will benefit from it, will usually be more co-operative in accepting change. The change leaders have to encourage the individuals or groups to try new ideas or be innovative. Obviously, mistakes will be made by going through new ideas, therefore the change leaders should give tolerance to the individuals or groups. Atmospheres in which employees feel safe expressing their negative emotional response openly.

Having job loss threatening, transferor lack of promotioncan also help to overcome resistance to change. Especially during bad economic situation, people tend to stay on the job instead of going for a new one. Therefore, the employees will have to accept the change at low level resistance. This is an effective metod in term of speed and can almost overcome any kind of resistance. HOWEVER, it can be very risky if people are angry feeling threatened with the change leaders.

Reward acceptance and be fair: Robert evans said “if you consistently deny people confirmation that their efforts are adequate, you are actually demotivate them”. So it is important to reward behavior in support of change. Because people may show resistance to change if they are not satisfied in the way they are treated. People are more likely to accept the change if they receive positive rewards in the form of pay, promotion, recognition and advancement.

Furthermore, it is important for the change leaders to develop a good reputation of fairness in order to gain the individuals or groups' trust. By doing this, it will help the change leaders become effective in implementing and managing change. Normally, people feel uncertain during the periods of change because they are told to start doing their job differently, yet the reward system lags behind and sometimes, the new objectives were being undermined by the old reward system. Therefore, the change leaders have to be fair to gain people's confidence.

LESSON NO. 2.6

Organization Development (O.D.)

Introduction

Organizational development has a number of meanings. It may refer to a planned and systematic approach to improving the effectiveness of a company, government department or any organization – one that aligns strategy, individuals and processes. It includes the practice of planned, systematic change in the values, attitudes and beliefs of a company's employees through the creation and reinforcement of medium- or long-term training programs.

ORGANIZATIONAL DEVELOPMENT



Definitions of OD:

- According to R. Beckhard defines O.D. as a change strategy which is:
 - (i) Planned.
 - (ii) Organization-wide.
 - (iii) Managed from the top to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioural science knowledge.
- According to J I Porras and P J Robertson, Organisational Development, "is a term used to encompass a collection of planned change interventions, built on humanistic democratic values, that seek to improve organisational effectiveness and employee well being."

The three Waves of OD's Evolution

Organization Development has gone through three waves of methodology and practice focus as the field matures and the world context in which we operate continues to evolve:

Wave 1 (first generation OD): Diagnostic Organization Development *refers to traditional Organization Development practice in which a formal investigation is conducted so that objective data are collected and analyzed to make a diagnosis and to make recommendations for problem-solving.* Examples of Diagnostic OD methodologies are the classic action research and survey feedback processes and any approach grounded in the Kurt Lewin model of change: "unfreeze-change-refreeze"

Wave 2 (second generation OD): Action Learning/Learning Organization *refers to the developmental methodologies that built on action research in Organization Development's first wave to create action science and learning organizations. The core tenet of second-generation methodologies is to work with observable data to identify discrepancies between desired and actual behaviors and outcomes.* It involved a commitment to reflection and public analysis of attitudes, commitments, and behaviors that get in the way of desired outcomes, so that system learning can occur alongside desired outcomes. Examples of OD focused on action learning/learning organization are reflection-

in-action, process consulting and developmental facilitation focused on mutual learning mental models .

Wave 3 (third generation OD): [Dialogic Organization Development](#) refers to OD practices and mindset, anchored in an understanding of human systems as socially constructed; every interaction and conversation is part and parcel of creating the change. Dialogic OD is characterized by the change processes of emergence, generativity, and new narratives, which contribute to the desired transformational change outcomes. Dialogic OD is a response to the increased complexity of our world and the need to practice in a context where 'planned change' is not always feasible but great inquiry questions, intelligent design methodologies and skilled facilitation can always move a group forward as they design, construct and discern the adaptive, experiential and agile ways forward together. Examples of Dialogic OD methodologies are [Appreciative Inquiry](#), [Liberating Structures](#), [Human Systems Dynamics Methodologies](#) and [World Cafe Technologies](#) and all the structured [large-scale collaborative change methodologies](#).

Characteristics of Organisation Development:

Organisation development has the following characteristics:

1. Programme is planned involving all the departments and subsystems seeking their coordination.
2. The top management is committed to the programmes for organisation development.
3. It is related to organisational objective.
4. OD is based on research. Continuous research goes on because interventions are based on findings.
5. It utilises change agents to motivate the group of people to accept the changes within the organisation as a part of OD.
6. OD lays stress on changing the behaviour of people.
7. It seeks interaction between various groups to cope up with the changes that OD will incorporate.
8. Propagation is made so that people should know about the developments. Feedback is taken.
9. OD through discussions solutions to the problems is sought. All problem solving research constitute action research.
10. OD takes pretty long time to implement.

Organisational Development: Important Objectives:

Its objectives is a higher quality of work-life, productivity, adaptability and effectiveness. It accomplishes this by changing attitudes, behaviors, values, strategies, procedures and structures so that the organization can adapt to competitive actions, technological advances and the fast pace of change within the environment.

1. To increase openness of communication among people.
2. To increase commitment, self-direction and self-control.
3. To encourage the people who are at the helm of affairs or close to the point of actual action to make the decisions regarding their issues through collaborative effort.
4. To involve the members in the process of analysis and implementation.
5. To encourage confrontation regarding organisational problems with a view to arriving at effective decisions.
6. To enhance personal enthusiasm and satisfaction levels.
7. To increase the level of trust and support among employees.
8. To develop strategic solutions to problems with higher frequency.
9. To increase the level of individual and group responsibility in planning and execution.

Organizational development: an ongoing process

Organizational development is an ongoing process of implementing effective change in how an organization operates

**Organisation Development Values:**

Organisation development constitutes various people, professionals, technocrats, researchers, managers and a host of other employees working in the organisation contributing to the accomplishment of organisational objectives. They behave differently. Authority and power, conflicts, control takes backseat during OD process.

The following are the values in OD efforts:**1. Respect People:**

People are the *raison d'être* of organisation and they are responsible for creating opportunities for growth. They must, therefore, be treated with respect and dignified manners.

2. Confidence and Support:

Organisations are made up of people and they are to be believed and supported in order to have effective organisation. The healthy environment prevails when people are trusted and taken into confidence and a necessary support is extended to them as and when needed.

3. Confrontation:

Any conflict on any issue should not be suppressed. It should be dealt with openness. Suppression leads to dampening of morale. Identifying the problem and its causes, discussing it openly and finding out feasible solution leads to boosting up morale of the employees and creating good environment.

4. Employee Participation:

The participation of employees who will be affected by the OD should be sought in decision-making.

5. Expression:

Human beings differ in experience, maturity, ideas, opinions, and outlook. The organisation is at the receiving end. It gains from the differences in quality, ideas, opinions and experiences of its people. Human beings are social animals; they have feelings, emotions, anger and sentiments etc. They should be allowed to express their feelings and sentiments. This will result in building up high morale and the people will be motivated towards hard work ultimately resulting in increased efficiency.

6. Seeking Cooperation:

Managers should learn to seek cooperation from each of the employees working under him in his department. This will develop in creating the atmosphere of cooperation leading to organisational effectiveness and willingness to accept change in the event of organisation development process.

Organisational Development: Importance

With the changing and turbulent environment the risks and uncertainty prevails. It has become very risky for the organisation to carry-out its business and achieve the objectives effectively and efficiently. In business a huge capital is involved. There is no certainty that the organisation would stay in competition

and business in future. With the changing time the requirements and existing competencies are different. A gap is created between these two. It has become necessary to bridge this gap by bringing suitable changes at individual, group and organisational level in processes, systems, management, products, services and competencies of manpower. The organisation where management has paid proper attention to the changing requirements could bring suitable changes in time. The performance of the organisation as a whole has improved. They are doing the things better and before others and maintaining their position in the markets.

Conclusion

Organizational development is a technique used for bring about planned change. *Organization Development is a system wise application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.*

Further suggested Readings:

1. OD.:Lessons from a Healthcare Case Study.” *Organization Development Practitioner*, 45(1), 60-66. The article was shortlisted for the Outstanding Article of the Year Award from the Organization Development Network.
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