Department of Business Administration, Central University of Jharkhand

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Subject Name: Strategic Human Resource Management

Unit: III

Topic: Leadership and SHRM

Date: 31st March 2020

Introduction:

Effective human resource management is not solely dependent upon well crafted HR policies and practices, but also their effective implementation. HR departments are responsible for strategic HRM, but line managers are directly responsible for its execution.

There are strong evidences which clearly prove that leadership styles play a vital role in effective implementation of HRM. With active leadership and passive leadership showing significant positive and negative effects on HRM implementation respectively.

Influential management consultants and academics like Kotter, Champy etc., emphasize that leadership is the most important and difficult part of the strategic implementation process.

There are a set of leadership skills that are common/must to all organizations, however organizations should specifically define distinct leadership attributes for the organization to create competitive advantage

Basic Leadership Skills Expected:

At the end of the day leadership is all about pushing ideas and thoughts on front foot, sharing responsibilities and aspirations to bring out confidence amongst all. Any leader is expected to show better prediction and influencing skills in comparison to past.

Here are certain key leadership skills:

| Managerial Skills | Trustworthiness | Awareness | Influential | Visionary |

| Inspirational |

- Managerial Skills with focus on keeping progress track against expectations and corrective actions
- Trustworthiness where he/she honest, speak openly and allow & expect the same from others
- Awareness which speaks for assessing and analyzing individual capabilities, limitations, motivational factors etc.
- Influential where he/she works towards achieving vision, have strong opinions and capability to influence opinions
- Visionary where he has clarity about what needs to be achieved and how to for it
- Inspirational with an ability to create a larger than life image

It can further be segregated under three heads:

Leading the Organization	Leading Self	Leading others
Manage Organizational Change	Strong Ethics	Effective Communication skills
Foster Organizational Development	Integrity	Strong Personality and presence
Problem solving and Decision making	Drive and purposive towards success	Support growth of others
Manage Politics	Display of leadership stature	Develops Cordial relationship
Vision & Mission setting	Zeal & capacity to enhance learning	Value Culture and diversity
Business Skill & knowledge Development	Managing self & Emotions	Manage Team and work groups
Taking risk	Increasing self awareness	
Influencing others	Adaptability	
Fostering Innovation		
Organizational Navigation		

Leadership Styles a Glimpse:

When you look around the globe in past and present you will find famous faces f leaders like Steve Jobs, Ratan Tata, Adolf Hitler, Mahatma Gandhi, M S Dhoni and many more. Leadership plays a critical role in business world, and you will observe different way in execution of their leadership skills. Based on this, there are different concepts of leadership styles given by various authors with each having their own set of advantages and disadvantages in a particular set of situation.

The selection of any approach/style of leadership depends upon your preferences, need of business and existing environment (both internal and external) being faced or expected to be facing in future.

Leadership Style	Author (s) / Concept given by	Core Concept
Autocratic	Kurt Lewin Early 1930's	Make decisions without consulting with their team members. Make choices based on their own ideas, experience and judgments Suitable for quick decision situation with no team input Can be demoralizing May lead to high turnover and absenteeism Example: Adolf Hitler (Alphapartnerstrainings, 2020)
Democratic/Participative		Leaders make the final decisions, but team members in decision making (Alphapartnerstrainings, 2020) Encourage creativity amongst team members Effective , lead to higher productivity, involvement , job satisfaction and morale of employees Example: Nelson Mandela
Laissez-Faire		Also known as delegated leadership style Freedom to team members about work and pattern Leaders provide guidance, with least

		interference Autonomy might increase job satisfaction, but adversely affect productivity if members are not self committed and directed Automatically come up, if no control is over team members
Concept of Managerial Grid	Blake & Mouton 1964	Focus on the best leadership style to use Concept of grid gives importance to people and also greatly concern with production/tasks. The main features of Blake Mouton Managerial Grid are: 1. People-oriented style 2. Supporting & encouraging 3. Participative approach 4. Highly task-oriented Foster motivation, team work and collaborative set up Focus on task achievement Systematic Division of work Core idea is to have high concern for people and a high concern for task
Situational Leadership	Hersey Blanchard 1969	Leadership styles depends upon maturity of leader and team members Different business situation calls for different leadership styles
Path Goal Theory	Robert House 1971	Focus : Leader should think about what your team members needs and want Example: A highly expertise team assigned with complex project require different kind of leadership in comparison to low expertise team Highly expertise team will expect for participative approach, in comparison to low expertise team who need to be told exactly what to be done Management can choose leadership approach

		based on task to be accomplished
Six Emotional Leadership Styles	Daniel Goleman, Richard Boyatzis and Annie McKee 2002	Detailed strengths and weaknesses of six leadership styles that management or leader can use (Management Spring 2014) Insight about how each how each leadership style affect the emotions of team members Six leadership styles discussed: 1. Visionary 2. Coaching 3. Affiliative 4. Democratic 5. Pacesetting and 6. Commanding
Transactional Leadership	James McGreagor Burns 1978 later reframed in 1985	"project team members should agree to obey their leader when they accept a job or task "(Luk, 2012) Right to punish Structural Appeal to self interest Take Responsibility
Transformational Leadership		High integrity & emotional intelligence. Self-aware, empathetic, authentic and humble. Motivate team with a shared vision of the future and communicate well Expect best from all team members Good communication and conflict resolution skills Focus on integration for productivity (Alphapartnerstrainings, 2020)
Bureaucratic Leadership Style	Max Weber 1947	Stick to rules and regulations Suitable for routine tasks, production centre involving safety issue

		Not effective for organizations relying on flexibility, originality, or novelty. (Alphapartnerstrainings, 2020)
	Max Weber 1976	Similar to transformational leadership Both styles, leaders inspire and motivate Difference lies in their intent Transformational leaders focus to transform their team members and organizations Charismatic leaders rely and believe on themselves and their own ambitions This can go wrong too, as gut feeling might go wrong too (Alphapartnerstrainings, 2020)

Factors affecting leadership styles for effective implementation of HRM strategies:
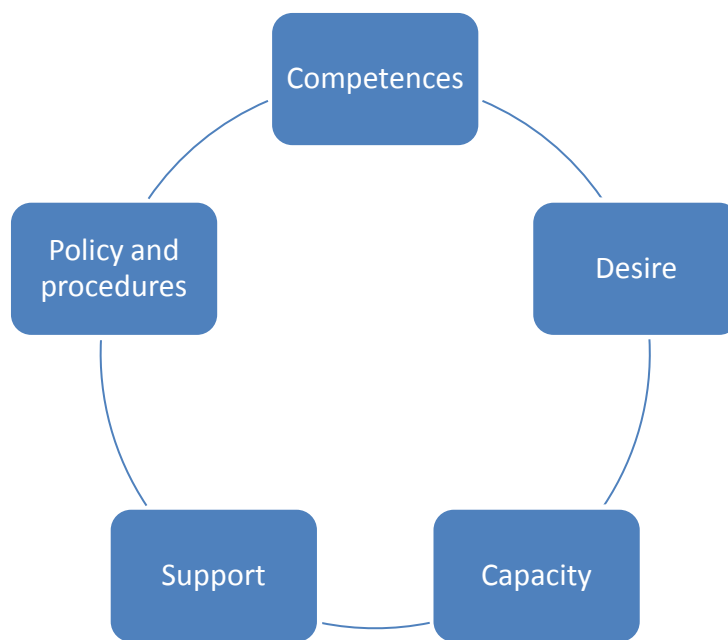
Competences
- Experience and ability of managers
- Knowledge
- Training

Desire
- Willingness and motivation of line managers
- Personal incentives act as source of motivation
- Desire displays the willingness and enthusiasm of the line managers

Capacity
- Time should be available for line managers to implementation
- Avoid Excess workload else reluctance to take up work

Support
- HR specialists and line managers should work together
- Proper coaching is essential
- HR should be open and approachable for line managers

Policy & procedures

- Well stated HR policy and procedures act as guideline for line manager towards its execution
- Standardized and consistent approach
- Least biasness
- Proper allocation of work
- Clarity and communication about accountability and responsibility

Global Leadership Competencies:

Global leaders provide competitive advantage to MNC's. Global leaders face unique challenges that require other competencies in comparison to those with traditional leaders.

Global Leaders are those who operate business in foreign market, operate and manage globally diversified set-ups and workforce. Set of competences expected from global leaders:

- Open Minded

- Flexible

- Capable to deal with complexities

- Highly Resourceful

- Strongly Networked

- Strong business skills

- Ethics, honesty and integrity

Assignments:

Assignment 1: Does leadership style affect effective HRM implementation? To what extent do confining and supporting factors in any organization affect the relationship between leadership style and effective HRM implementation? (20 marks)

Assignment 2: "Transformational style of leadership is considered as the best leadership style however no one style of leadership fits all business situation" Comment (10 marks) (starscomputingcorps.org, 2018)

Additional Readings:

https://www.jstor.org/stable/41856531?read-now=1&googleloggedin=true&socuuid=a66f749b-7eb2-4ad8-9b9b-c5ea9ea02eb5&socplat=email#page_scan_tab_contents

References

Alphapartnerstrainings. (2020). Retrieved March 23, 2020, from Aplha Partners: https://www.alphapartnerstrainings.com/public/posts/5-leadership-styles

Luk, A. (2012). *Managers and leaders*. Retrieved March 24, 2020, from Managers and leaders: https://sites.google.com/site/managersandleaders/team-12/leadership-styles

Management Spring 2014. (n.d.). Retrieved March 24, 2020, from https://gm600bl.wordpress.com/: https://gm600bl.files.wordpress.com/2014/04/six-emotional-leadership-styles.docx

starscomputingcorps.org. (2018). Retrieved March 24, 2020, from starscomputingcorps.org: https://www.starscomputingcorps.org/leadership-student-module-leadership-styles

Note: I will be available on-real time basis over mail and whatsapp group already prepared for this subject at the start of this semester from 10.50 am to 11.50 am on 3rd April 2020.

Kindly submit the assignment to me in compiled manner for all students in a zip file on my email id nitesh.bhatia@cuj.ac.in by 4.00 pm 4th April 2020.

Best wishes to all, Keep safe and follow all instruction by Government.

I, our Department and the University are trying our best that your academics do not suffer during this tough time of COVID-19. Kindly co-operate and keep watching whatsapp group and University website for any updates.

Dr. Nitesh Bhatia