CHAPTER I

MANAGERIAL EFFECTIVENESS
(Theoretical Aspects)
INTRODUCTION

There is only one realistic and unambiguous definition of managerial effectiveness. Managerial Effectiveness is "the extent to which a manager achieves the output requirements of the position." This concept of managerial effectiveness is the central issue in management. It is the manager's job to be effective. It is his only job. Managerial effectiveness has to be defined in terms of output rather than input, by what a manager achieves rather than by what he does. Managerial effectiveness is not always clearly understood, and in order to be most effective themselves, managers should learn to distinguish sharply between managerial effectiveness, apparent effectiveness, and personal effectiveness.¹

1.1 MEANING OF MANAGERIAL EFFECTIVENESS:

Effectiveness is not a quality a manager brings to a situation. To see it this way is nothing more than a return to the now discarded trait theory of leadership which suggested that more effective leaders had special qualities not possessed by less effective leaders.² Managerial effectiveness is not an aspect of personality.

It is not something a manager has, but something a manager produces by handling a situation correctly. It is performance. "It is not what managers, do, but what they achieve. Managerial effectiveness is the extent to which managers achieve the output requirements of their position." It is output, not input. All needed positions
are created for a purpose which can be stated in measurable output terms. Managerial effectiveness is not an aspect of personality. It is not something a manager has, but something a manager produces by handling a situation correctly. It is a performance. It is not what managers do, but what they achieve.

A powerful hinderance to effectiveness, which affects many managers, is the traditional job discription. It is largely a useless document. Its most frequent use is to take a job classification scheme so personnel can manipulate salary differentials. Its contains statements commencing, "plans organises, controls delegates." and staffs. These give no indication of the true outputs of the position. They are simply activities. It is no wonder that some of our managers are less effective-they would have to be if they based their concept of the job on input statements like these.

There is more to effectiveness than some people realise. I am reminded of a child's school report card: Excels in intitive, group integration, and responsiveness-unfortunately, cannot read or write " some managers are like that- they have all the inputs, skills and principles, but they are not effective. Jobs can only be described effectively in output terms: Not machine maintenance but machine availability. Not changing attitudes but changing behaviour. Not call made but sales made not farmer education but high value crop acreage.
(a) A job effectiveness description is needed which describes a managerial position almost exclusively in output terms. It contains first a list of the effectiveness areas of the position. Together with each of the measurements methods, manager develop a specific objective (usually annually), and measure their degree of attainment of the objective by the established measurement method also contained in the job effectiveness description. The only additional content of the job effectiveness descriptions are specific statement of the authority vested in the position. These statements may refer to authority to enlarge or decrease staff, use overtime, change the product or service, rearrange work flow or modify a production programme. In construction these job effectiveness descriptions, great care is needed to ensure that the authority is sufficient for the specified measurements methods and objectives derived from them. Either the authority is found, or made sufficient, or the effectiveness areas and measurement method are passed upwards. Job effectiveness descriptions are prepared for each managerial position and also for each unit, which include a manager and all the subordinates. Managerial objectives are thus formally linked to team objectives. 4

(b) Job description often lead to an emphasis on what could be called managerial efficiency, the ratio of output to
The problem with this is that even if both output and input low, efficiency could still be 100 percent.

In fact a manager or department could easily be 100% efficient and 0 percent effective. The different managers identified. They prefers to:

* Do things right rather than Do right things
* Solve problems rather than Produce Creative alternative
* Safeguard resources-rather than - optimise resources utilisation
* Discharge duties rather than Obtain results
  Lower cost rather than Increase profit

Conventional job description lead to the apparent effectiveness of the behavior as listed in the left column; a job effectiveness description which emphasised managerial effectiveness would lead to performance as listed in the column on the right. The distinction between managerial effectiveness and apparent effectiveness can be further illustrated by what really happens when a steamroller" manager brings what appears to be chaos to an organisation but the situation clearly begins to improve. Unless outputs are the focus of attention, the result can be a serious distortion of what is really going on.
(c) Some organisations have a predominance of descriptions which focus on the manager's position in the organisation, such as:
He reports to
He authorizes
He co-ordinates
He approves

This kind of description can be important to military in war time when changes in command can take place in seconds. Position descriptions, focusing as they do not structure, spring from and reinforce the bureaucratic style. Many senior military officer who participate in managerial training are supervised to see evidence in out up that they are bureaucrats and that they work essentially for a position description frame work with little attention to output. Position descriptions without objective standard of output associated with them can lead to the maintenance of managers who are not contributing to their organisation in any useful way.

1.2 "KINDS OF MANAGERIAL EFFECTIVENESS"

There are three types of effectiveness. To understand what managerial effectiveness really is, it necessary to differentiate it clearly from the other two kinds, apparent effectiveness and personal effectiveness. Some managers have narrow views of their jobs. What they do they may do well, but they leave an enormous amount done.
Some manager let the in-basket define the nature of their potential contribution and the clock its limit. Some manager might view their contribution as simply that of managing a going concern and keeping it on an even keel, while others might see the same job as having large components of subordinate development and creative problem solving in it. Still others might see their position primarily as a linking pin connecting with other parts of the firm, and thus might take a wide view of their responsibilities.

**MANAGERIAL EFFECTIVENESS** :

Managerial effectiveness is not an aspect of personality. It is not something a manager has to see it as something a manager has is nothing more or less than a return to the now discarded trait theory of leadership. This theory suggested that more effective leaders had special qualities not possessed by less effective leaders. Effectiveness is best seen as something a manager produces in a situation by behaving in it appropriately. In current terminology it represents output, not input. The manager must think in terms of performance, not personality. It is not so much what managers do, but what they achieve. As an extreme but valid example:

The true worth of most managers to their organisations may be measured by the amount of time they could remain dead in their offices without anyone noticing.
The longer the time, the more likely it is that they make long run policy decision rather than short run administrative decisions. The key decisions in a company are long run and may refer to key appointments, market entry, new product introduction or new plant location. The person making these decisions should not get involved, as can happen, with short run issues. If they do, they have not decided on the output measures of their job, nor have they the skill or opportunity to create conditions where only policy issues reach them.

(A) APPARENT EFFECTIVENESS:

It is quite important for you to be able to distinguish managerial effectiveness from apparent effectiveness. Apparent effectiveness is the extent to which a manager looks effective. Some things that make people simply looks effective include:

* Usually on time.
* Answers promptly
* Makes quick decisions.
* Liked by subordinates
* Good communicator
* Good at public relations
* Writes clearly.
While these qualities may be useful in some jobs at some times they give absolutely no indication of level of managerial effectiveness. They simply point to a level of apparent effectiveness, to the naive observer. Behavior must be evaluated in terms of whether or not it is appropriate to the output requirements of the job. In short apparent effectiveness may or may not lead to managerial effectiveness. They may be little wrong with the items listed above but they do not necessarily point to managerial effectiveness.

(B) PERSONAL EFFECTIVENESS:

Personal effectiveness is related to achieve your own personal objectives. This may include keeping your job, a preferred career route, larger office, larger desk, bigger budget, feeling good and winning arguments. all these are in the service of personal needs. As with the indicators of apparent effectiveness they may or may not contribute to managerial effectiveness. Some organisations promote on the basis of apparent effectiveness. Some promote on the basis of personal effectiveness. This is particularly likely to occur with ambitious people in an organisation having only a few closely defined management output measures.⁶

(C) EFFECTIVENESS IS AWARDED:

A well designed organisation usually ensures that managerial effectiveness, and only managerial effectiveness,
leaders to personal rewards. While organisations do vary in the extent, speed, and accuracy of rewards for effectiveness, there can be little doubt that, in the long run, the effective managers is the rewards one. The rewards are usually concrete in terms of salary, level of position and advancement rate. Other rewards more important to some are fulfilled ambitions, assured security, self-actualisation, personal satisfactions or happiness, or simply survival. This book is designed to show managers now than can be more effective and thus obtain the rewards that being so brings.

1.3 OBJECTIVES OF MANAGERIAL EFFECTIVENESS:

1. It would be essential in the interest of efficiency to fix managerial salaries in public sector on more realistic and practical basis.

2. Many of the public units are not working with full capacity. So increasing in performance in terms of profitability can be achieved through managerial effectiveness.

3. For managerial efficiency, the proper induction and continuous training of not only managers at all levels. But more specially of the senior and top management is absolutely essential.

4. To prepare quantity control manual for supervisor.

5. To Prepare and distribute and internal public relation manual.
6. To develop relation with worker and manager.
7. To measure the worth of the managers in an organisation.
8. To improve the quality of managerial decisions.
9. To extent to which managers direct the efforts to others characterised by initiating, organising and directing.
10. To extent to which a manager has personal job relationships; characterised by listening, trusting and encouraging.

1.4 "TECHNIQUES OF MANAGERIAL EFFECTIVENESS"

Managerial effectiveness is nothing more or less than achieving the output requirements of managerial position. The following method of achieving such output requirements can become clear through the following. Here are some method out of which not all apply but some are certain to improve effectiveness.

1. "TO BECOME MORE EFFECTIVE"

Every manager is not always prepared to make the effort to become more effective. One manager may simply want to mark time until retirement, some are simply lazy and not inclined to do their best in contributing what they can. Managers must sure that they really want to become more effective before they read about how to do so. So do you want to become more effective.
2. "POTENTIAL CONTRIBUTION"

One manager have decided they want to become effective, they should initially focus on how they could contribute more, or more effectively, than they are doing now. Managers often see themselves simply as a knowledge bank, I am not pair for what I do but for what I know." Such a view can and does insulate the specialist from the firm, the professor from the student and the university from society. Job descriptions seldom focus on contributions and if followed too closely may discourage contributions from being made. Too often job descriptions look downward not onward. They focus on activities a manager must perform and not the method by with effectiveness may increased. Contributions can seldom be expressed or seen in terms of maintenance of a system. Where possible contribution should be expressed through effectiveness area in terms of growth, profitability and innovation.

3. EFFECTIVENESS AREAS:

The contribution possible from a managerial position is reflected in the effectiveness areas, the general output requirements for that position clearly, an early step in becoming effective is to establish effectiveness areas and objectives. At any level, they must be worked out with the superior or they may be meaningless, unacceptable, incorrect or difficult to apply. Some managers, particularly those at the top of an organisation, find that
their effectiveness areas could take a number of different forms, indicating the inherent flexibility in the CEO's position. Setting such effectiveness areas then becomes making a decision about what kind of contribution can best be made.

4. "OBJECTIVES"

Effectiveness areas are converted to annual objectives. These are specific, measurable, time-bounded contributions the managers plans to make. The superior must always agree to them, coworkers should have an opportunity to comment on them and subordinates be at least aware of them.

Objectives that are set for the first time are seldom met. This may reflect the substitution of hope for reality or simply lack of skill. Skill in working by management by objectives, like most there skills, requires coaching, training, practice and feedback on result.

5. NEEDS OF CHANGING:

Once objectives are set, there comes the crucial question of "what if any thing must be changed to achieve the objectives" it may be time re-allocation, making more decisions, patching up a problem with another division or changing a superior's view of that job. The objectives state only what is to be achieved not how to achieve them. objectives without plans are dreams. Plans must be made and this usually means change.
6. EFFECTIVENESS IMPROVEMENT OF SUPERIOR'S

Most manager would like to be able to influence their superior in some way. There is no better way for a manager to gain such influence than by amply satisfying the superior's expectations. This usually involves the manager directly in becoming effective and at the same time making the superior more effective as well. If your own subordinates could take action to improve your effectiveness then presumably you can do the same for your superior. You are unlikely to do much in the way of changing the style, but you can make the superior more effective. 7

7. OFF THE JOB

Most job provide, simply by the nature of the work to be done, good management development. This can always be supplemented. A very easy way to supplement it is to take a position in volunteer organisation where they learn new things. This position might be organising volunteers. It might be fund raising, It might be public relation. This learning is safer outside the firm then inside the firm and there will be less risk. There is absolutely no question that managers who to be more effective can obtain a good deal of practice in voluntary work outside there full time work itself. 8
8. "IMPROVE SUBORDINATE'S EFFECTIVENESS"

By improving effectiveness of subordinates, the effectiveness of the manager is also improved. Perhaps the best single test of a manager is the effectiveness of subordinates. The most effective way of making subordinates more effective is by giving them challenging responsibilities early in the career. The more challenging the responsibilities, the more effective the subordinate is likely to become. Also clear effectiveness areas for subordinates are obviously crucial. Manager's can be effective in different ways. To force a subordinate into the manager's would may not work or be necessary. A superior is not running a game called, "How to be more like me" but must demonstrate the subordinate should meet their effectiveness areas, not to please the superior, but because their position demand it.

9. CHANGE THE TECHNOLOGY:

Briefly technology is the way work can be done so that effectiveness results. With in limits, a manager is able to change technology that is able to change the things the manager places emphasis on. This then presents one of the most important opportunities to improve effectiveness.

Some of the many ways that a managers can consider when modifying the technology are:
Emphasising either task or relationships.
Emphasising one of planning, directly or administering. Being either basically an inside or outside person for the department. Working with more or fewer subordinates.

10. **MAKING EFFECTIVE DECISION:**

Effectiveness can never be achieved unless the right decision are made. Decisions are a managers stock-in trade. A lack of decision making can lead to prolonged low effectiveness. Moreover manager in reviewing their decision, often find that most could have been made months or years, before. At any one point in time a manager usually has several important decisions that should be made. On some, action is postponed for good reasons on others, it is postponed for perhaps no reason at all. There is no value in making decisions hastily or too far in advance. But there is often no point in postponing them too long either. Manager might well prepare a list of all the decisions facing them. This is not the usual list of things to do-it is a decision-list of decisions. The list should have the most pressing decision, which is not necessarily the most important, at the top. This list can be used as a guide to action. There is, however, a great temptation to make the list and then ignore it, or make it and then start with the easiest decision rather then the most pressing one.
In discussing effectiveness we have concentrated on evaluating the results of individual leaders of managers. These results are significant, but perhaps the most important aspect of effectiveness is its relationship to an entire organisation. Here we are concerned not only with the outcome of given leadership attempt but with the effectiveness of the organisational unit over a period of time.

Rensis Likert identifies three variables—casual, intervening, and end result—which are useful in discussing effectiveness over time.

(a) "CASUAL VARIABLE"

Casual variables are those factors that influence the course of developments within an organisation and its results or accomplishments. These independent variables can be altered by the organisation and its managements; they are not beyond the control of the organisation. Such as general business conditions. Leadership strategies, skills, and behavior, movement's decisions and the policies and structure of the organisation are examples of casual variables.  

(b) INTERVENING VARIABLES:

Leadership strategies, skills and behavior, and other casual variables affect the human resources or intervening
variables in organisations. According to likert. Intervening variables represent the current condition of the internal state of the organisation. They are reflected in the commitment to objective, motivation and morale of members and their skills in leadership, communications conflict resolution, decesion-making and problem solving.

(c) OUTPUT OR END RESULT VARIABLE:

Output or end-result variables are the dependent variables the reflects the achievement of the organisation. In evaluating effectiveness, perhaps more than 90% of manager in an organisation look at measure of output alone. Thus the effectiveness of business manager is often determined by net profits; the effectiveness of college professors may be determined by the number of articles and books they have published. Many searchers talk about effectiveness by emphasizing similar out put variables. Fred E. Fleders. for example, in has studies evaluated "Leader effectiveness in terms of group performance on the group's primary assigned effectiveness in terms of group performance on the group's primary assigned task,"

Willam J. Reddinn, in discussing management style, think in similar terms about effectiveness. He argues that the effectiveness of a manager should be measured objectively by his profit center performance". Maximum out put, market share, or other similar criteria.
1.6 ASSUMPTION OF MANAGERIAL EFFECTIVENESS 

1. Management effectiveness is essentially a management function. It cannot be delegated nor indeed entrusted to staff specialists. The initiative for managerial effectiveness must come from line management. The staff function arises will simply facilitate and lubricate this process.

2. That the managerial effectiveness process begins in an actual job situation and is largely accomplished through job training that management can best be learned by managing.

3. The managerial effectiveness must be based on a prior identification of the individual needs.

4. The enterprises initiated managerial effectiveness measures assume significance only when and to the extent to which the will for self development is present in the managers.

5. The imaginative recruitment policy may assist an organisation's managerial effectiveness effort, but it is no substitute for managerial effectiveness as such. 11

6. That the immediate superior is best suited to assess the performance and potential manager diagnose his needs and initiate action to meet his needs. That in other words managerial effectiveness begins essentially at an individual level and is manifested most
graphically in the day to day contracts of superior and subordinates.

7. That in a large undertaking the institutionalisation of managerial effectiveness arrangements essential interalia ensures a more systematic approach to the enterprises managerial effectiveness offers.

8. That a high level assessee participation is assessment secure a corresponding degree of assess commitment to the performance target. 12

1.7 "LEADERSHIP"

There are almost as many different definitions of leadership as there are persons who attempted to define the concept. We will define leadership as the process of directing and influencing the task-related activities of group members. There are three important implications of our definition. first, leadership must involve other people-followers or subordinates. By their willingness to follow the leader group members help define the leader's status and make the leadership process possible. Without followers or subordinates, a person's leadership qualities, if they existed at all, would be irrelevant. Second, the leadership process involves an unequal distribution of power among leaders and group members. Leaders can direct some of the activities of group members; that is, the group members are compelled or are willing to obey most of the leader's directions. The group members cannot similarly
direct the leader's activities, though they will obviously affect those activities in a number of ways. Third, our definition suggest that leaders can influence their followers or subordinates, in addition to being able to give their followers or subordinates legitimate directions. In other words, leader not only can tell their subordinates carry out the leader's instructions. For example, a manager may direct a subordinate to perform a certain task, but it may be his or her influence over the subordinate that will determine if the task is carried out properly. 13

Let us now examine how the term leadership has been defined and explained by management experts. Terry has defined leadership as "the ability of influencing people or strive willingly for mutual objectives." Livingston regards it as "the ability to awaken on others the desire to follow a common objective." "More regards leadership as "the ability to make men act the way the leader wants." According to ordway Tead, leadership is the name for that of which one is able to get something done by others, chiefly because through his influence they become willing to do it. " It may be noted that most writers agree that leadership is the process of influencing the activities of an individual or a group for achieving common goals. 14

1.7.1 "CHARACTERISTICS OF LEADERSHIP "

The first systematic effort by psychologists and other researches to understand leadership was the attempt to
identify the characteristics of leaders. The approach is obviously a logical one. If only a few people are leaders, and so many are followers, then it seems likely that there is something within leaders that sets them apart from other people. This view of leadership that leaders are born, not made -is an fact still popular (though not among researchers).

After a life time of reading popular novels and viewing films and television shows, perhaps most of us believe to some extent that leaders are naturally braver, more aggressive, more decisive, and more articulate than other people. The image of the great commander, jaw jutting out, leading his men in a charge, or barking orders that are instantly obeyed is still a common and powerful one. Aside from the evident logic and popularity of the idea that leaders are innately different from other people, the idea has certain practical implications as well. If the traits of leadership could be identified, then nations and organizations could become far more more sophisticated in their leadership selection process. Only those people who possess the designated leadership traits would be selected as politicians, officers and managers. Presumably, organizations and societies would then be operated more effectively.

In their search for measurable leadership traits, researchers took two approaches:
1. They attempted to compare the traits of those who emerge as leaders with the traits of those who do not; and

2. They attempt to compare the traits of effective leaders with those of ineffective leaders.

Most studies on leadership traits are in the first category; and these studies have failed to uncover any traits that clearly and consistently distinguish leader from followers. Leaders as a group have been found to be somewhat taller, brighter, more extroverted, more intelligent, and more self-confident than nonleaders. However, millions of people have these so-called leadership traits, but most of them obviously will never attain a leadership position; in addition, many established leaders did not and do not have these traits. (Napoleon, for example, was quite short, and Lincoln was moody and introverted.) It is also possible that individuals become more assertive and self-confident once they occupy a leadership position, and so even these traits may not be reliable indicators of leadership ability. While personality measurements may one day become more exact, and certain traits may in fact become identified with leadership ability, the evidence thus far suggest that individuals who emerge as leaders possess no special traits. Attempt to compare the traits of effective and ineffective leaders - the second category of leadership traits studies - are more recent and fewer in number. These
studies, too, have generally failed to isolate traits that are strongly associated with successful leadership. One study did find that traits like intelligence, initiative, and self-assurance were associated to some extent with high managerial levels and performance. However, even this study found that the most important trait related to managerial level and performance was the managers supervisory ability - that is, his or her skill in using supervisory methods that were appropriate to the particular situation. In other words, the successful managers were those whose management approach was best suited for the needs and goals of their work group. Most other studies in this area also have found that effective leadership did not depend on a particular set of traits but on how well the leader's traits matched the requirements of the situation he or she was facing.  

His character and integrity should earn the trust of the people. He must have tenacity and determination. He must have high intellect to analysis the complexity of business, the ability to learn quickly and must have continuing interest in learning. This will secure the confidence of the subordinate to seek guidance. He must have awareness of what is going on around him within and outside the business and the perception to evaluate its significance to the company and its employees. He should be intuitive and a visionary.  

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1.7.2 "IMPORTANCE OF LEADERSHIP"

What makes an effective leader, most people, when asked this question, would probably reply that effective leaders have certain desirable traits or qualities, such as charisma, foresight, persuasiveness, and intensity. And indeed, when we look back on leaders like Napoleon Washington, Lincon, Roosevelt, and Churchill, it appears that such characteristics are a natural or necessary part of leadership. However, as we shall see, several thousands studies of leaders and leadership, some dating back to the nineteenth century, have failed to demonstrate that any trait or quality is consistently associated with effective leadership. In spite of intensive research by social scientists, it appears that our knowledge of what it takes to be an effective leader and what effective leaders do is actually quite limited.

However, while understanding an apparently complex subject like leadership may be difficult, it is also challenging and potentially very rewarding. Leaders play a critical role in helping groups, organizations, or societies achieve their goals. For example, it is generally accepted that England might well have lost world war II had Neville chamberlain remained as Prime Minister. Instead, the determined and inspiring leadership of Winston churchill probably saved England and perhaps the rest of the world as well. Similarly, many business organisation
that appears to be floundering achieve new vigor when their president's are replaced. If we could identify the qualities that are associated with leadership, our ability to select effective leaders would be increased. And if we could identify effective leadership behaviours and techniques, thereby improving our personal and organizational effectiveness, of course, leaders are not the only determinants of groups or organisational performance the skill, motivation, and ability of groups members and the effect of environmental factors will also play a role. Ultimately, however managers and other leaders are judged by how will the goals of the group or organization they are leading have been achieved. 17

Leadership plays a vital role in management. It is the quality of leadership that usually determine the failure or success of business enterprise. Most of the failures or business establishments have been attributed to ineffective leadership. The main task of leadership is to direct and unify the efforts and inclinations of the individuals of a group towards the achievements of desired common goals. A leader is basically concerned about task and human relationship. No organisational unit can function effectively without effective leadership.

There are considerable divergence of opinion among expert as to what constitutions leadership. It has been defined as a concept of a function or an admixture of both.
However, it is largely agreed that leadership is a mean which directs, guides, and influences followers in the achievement of successful ends. It is good leadership that develops the spirit of co-operation among human beings and provides direction for co-ordination of activity. "It is the electric current that power the motor; he ingredient that energies the battery; the force that transforms chaos into order. The insight that converts despair into hope and change half-hearted endeavor into superior performance." It is significant to note that a leader is not expected to be a superman; he is simply to do what the world "leader" indicates; lead.\textsuperscript{18}

It is accepted as a truism that leadership is essential to business, government, and the countless groups and organizations that shape the way we live, work, and play. Leadership is the ability to influence a group toward the achievement of goals. The source of this influence may be formal, such as that provided by the possession of managerial rank in an organization.

Since management positions come with some degree of formally designated authority, an individual may assume a leadership role as a result of the position he or she holds in the organization. But not all leader are managers; nor for that matter, are all managers leaders. Just because an organization provides its managers with certain rights is no assurance that they will be able to lead effectively.\textsuperscript{19}
1.7.3 "QUALITIES OF LEADERSHIP"

Broadly a good leader must have the following qualities:

Self confidence A good leader must have confidence based on self knowledge. This will enable him to win confidence of others. He should have the ability to communicate instructions and view to others. Leadership functions best when it is founded on sincerity, honesty and integrity. It is more than just plain honesty. It implies moral soundness and uprightness. Integrity is that straightforward virtue which makes a man high minded, given him high aspirations and high ideas.

A leader should have a higher intelligence than his followers, but not too much higher. A leader should have enough ability to exert influence upon his followers. Leader must have moral courage to do things which he believes to be right. He must have the boldness to take decision and to stand by them. In the fast moving socio-economic change that are taking place all round it is highly desirable that a leader should have flexibility of mind. He should be bold enough to change his mind when circumstances change. leader must have wisdom to look ahead into the future ability to make good judgment.

1.8 "ROLE OF MANAGER AS A LEADER"

Leadership has played an important Role in the human history since early times. The historian have glorified heroes in battle and valued the importance of their deeds
for the future generations. The role is politicians, statesman and emperors in the development of empires, territories and nations has received considerable attention in the imperial history. In modern society too there is a great emphasis on leadership. There is continual search for men with leadership qualities. The present day crises in india is the crises of leadership which can give new dimensions to the people's zeal in accordance with the concept of democracy and socialism. It is really very different to attempt definition of leadership, or in other words it is difficult to define what makes certain persons "Leaders" Barnard has rightly put it", indeed. I have never observed any leader who was able to state adequately or intelligently, why he was able to be leader nor any Statement of followers that acceptably expressed why they are followed. Leadership is often regarded as the important modified of organisational behavior. It is regarded as primarily personal in character as being founded upon individual prominence or accomplishment in the particular field of behaviour.

Thus superior strength, superior tact, superior intelligence, superior knowledge, superior will power any or all of those may be means to the attainment of leadership. No one may deny that those personal qualities do any dividends but leadership is not all personal pre-eminence. It is something more than that and that "something more" is the essence of leadership. It is the
capacity to set new goods, to hold forth new and loftier expectations for the group and to show the groups, its noble potentialities that make men a leader. Leadership has therefore double meaning. The dictionary meaning of the verb to "lead" show that the term is used in two different senses. (a) "to exceed to be in advance, to be prominent," and (b) "to guide others, to be head of an organisation, to hold" commend. In the former sense leadership is identified with individual pre-eminence and in the later sense it is identified with organisational talent. Thus personal leadership may be distinguished from group leadership. A personal is born with the talent for personal leadership but he must learn group leadership.

Efficiency of an organisation depends to a greater extent of its leadership. An effective leader helps a long way in achieving the pre-determined objectives within the specified period of time. A leader guides, influences, motivates and direct his followers in pursuit of his desired targets. In the words of Le-piere, leadership is a behaviour affects that of the leader." 22

According to H.T. Mazumday," The leader is one who has power and authority." C.P. Bhamberi also say that a leadership is the activity which seeks co-operation of the members of the organisation by presentation and inspiration. It is an influence which guides the people to work together in a collective efforts to achieve the purpose of enterprises." 23
In case of Banks the role of leader is performed by a manager. As a leader a manager has to seek co-operation of his subordinates inspire them to work effectively and guide them for the fulfillment of assignments. Every manager wishes to perform the role of a leader in his own way and in actual practice he does so, because there are fewer rules for leadership performance.

Various studies in this regards have shown that leadership style changes from one person to another. Broadly speaking we can places the manager in four classes with respect of their (leadership) style of leadership. These four categories are:

2. Participative leadership.
3. Supportive Leadership
4. Achievement oriented Leadership.

As directive leadership who sometimes also called autocratic leader likes to assume all the responsibilities of decision-making, supervising and controlling his subordinates. He consider himself as the only competent person and thinks his subordinates in-competent and unable to guide themselves. Supportive leadership style involves minimum interference on the part of the leader. He assign his followers a task and asks them to get the done within a given sepecified time period. He does not care the way they do the work. In participative leadership style, the
subordinates and leaders collectively, makes a decision. The leaders appreciates the acceptable suggestions given by his subordinates. Achievement oriented leadership is mostly concerned with the accomplishment of the objectives regardless of a particular style of leadership from situation to situation.

If a particular, situation demands directive leadership style, he will readily follow the same like wise he may adopt any other leadership style in accordance with the demand of the situation. In the present study manager of the banks at shimla, gave different opinion about the above mentioned style of leadership as shown in the table to follow.

1.9 CONCLUSION:

Thus managerial effectiveness is very essential for the organisation to smoothly and efficiently. The stages gives by different authors which are involved for making the management effective should be properly executed to that good management is possible. There are different methods suggested such as case study, learning on job, business games, membership of committee, junior boards and student sponsorship extra. They should be applied to different organisation according to their needs. As to which method suits to them for achieving their organisation goal. The method used should be responsible to the concern in economy
and well in suitability. But method used should be taken into account different assumption that apply to particular organisation. Taking into consideration the assumption is very necessary otherwise method used for managerial effectiveness will not be effective. Whatever method may be used in achieving managerial effectiveness should keep in mind. Thus applying different methods for achieving the managerial effectiveness under different assumption and by taking into consideration different principle in due to increasing importance or benefits of managerial effectiveness. It has become so important that managerial effectiveness effects the communication system of the organisation. It helps to form suitable policies, and help in achieving organisation goals.
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