

CHAPTER – 2

LITERATURE REVIEW

AND

IDENTIFICATION OF RESEARCH

GAP

Authors, research scholars, experts have taken up significant achievement-oriented exhaustive work in areas of leadership and leadership traits in the discipline of Management. These works are involved in areas of leadership functions and behaviors related to leadership characteristics. However, specific work-related to the study of characteristics and qualities of different types of leaders also has been included in such works, and in this respect, it is observed that several works containing essential characteristics and features of Charismatic leader also has been taken up. In this respect, it requires an elaborate literature review to find out the extent of study and research work undertaken in the area of people management characteristics of an achievement-oriented charismatic leader. This is an effort towards this end and some eminent work in this respect has been taken up for consideration.

1. Beni Prasad, Theory of Government in ancient India, Age Publication, Allahabad, 1927

In literary work and also in studies involving history, social science, and political system under different dynasties in different periods of history much work is available with the process of and techniques of operation of government in the concerned period is concerned country and also the processes of leadership traits and tendencies. The concerned work as undertaken by the leading social scientist of the concerned period and an eminent leadership trait analyst has undertaken an elaborate and exhaustive study over the style and functioning of different leaders of different periods. Three works are based mostly upon the activities of leaders of different periods as had been in existence in India. The work though undertakes an elaborate analytical study over the process of formation of administrative bodies operating in different Governments, but it emphasizes more on the leadership abilities and practices of the people or to be more specific of the people holding leading positions in Government. The different types of leadership traits possessed by the leaders, be it administrative or politically

influenced, and positioned leaders at different hierarchical positions in administrations of Government.

However, it has been emphasized whatsoever may be the position of the leader or from which background the leader may be emanated, the leadership traits are unique. The leadership traits of such leaders are occasionally biased with trait identities. A coercive leader becomes more successful in his positions by using coercive practices and an expert leader, to be mentioned with, his expertise as a means to his success in his position in functional areas. Each leader has his strength area and weak area and the leader is mostly cautious to use his strength area in his functional area and try to avoid as much as possible to avoid the others. The essence of the book, as has been extracted by the author, Beni Prasad may be involved with the functional success of the leader in his concerned area of involvement. It is not in very much in process of exploring how the leadership abilities, as is in the concerned study, over the utilization of leadership abilities in benefiting the cause of the followers for whom the leader works or whom the leader leads.

2.K.V.R. Aiyanger, Rajdhharma, Adyar Publication, Adyar, 1941

Professor Aiyanger, an internationally famous author and an eminent scholar in history in this work has made an elaborate study over what a king should be and what he should do and what not to be able to generate all comfort and happiness of the people whom the king rules. This is desired to possess, as studied by professor Aiyanger, two essential characteristics:

i) He should be someone whom the people should have all loyalty and should be considered as one who will always with them in their well and woos. People should have the blind trust and confidence that their king is someone who possesses all abilities and desires to give them all short of resources of their life and should be able to save the people from all adversities of their life.

ii) Also, the king should not always be tolerant of his people even when they take the course of something which should not be taken.

Hence according to the author, the king should be in between two extremes – the hard line and the soft line of approach and entertainment. The king as a leader is to be able to understand his people. He is more required to be a leader with a charismatic style of leadership possessing the charismatic qualities which will be acting as a catalyst to motivate the people whom the leader leads to bring closer to the king and offer their all support and cooperation towards progress and prosperity of the country. However, though much has been taken from the part of the leader under consideration that contributes to the effective leading of the followers towards their progress and development and also those facilitates the leader to lead, nothing much has been taken into consideration those work as prime moving factors over effective leading abilities of leaders. In this respect, there remains something more to be taken for consideration which may provide some guidelines over the aspects upon which the existing work is taken for consideration.

3. R.K. Mookerjee, Ancient Indian education, Oxford University Press, U.K., 1947

An essential part of ancient Indian education has been observed to contain, nurturing the practices of governance – mostly governance of the state machinery systems which may be called to contribute to the essence of Rajdharm. The study of professor Aiyanger, as observed in the former study actively explores a leader is to do and what not to do. In the existing work, as mentioned by Mookerjee, in ancient India education used to involve studying what a leader should practice, follow and the courses of activities should undertake. A leader is preferred to be, as advised by the Gurus of earlier days, a mix of potentialities of expertise and possessing enough of charismatic abilities. They should finely blend these two leadership abilities and lead the people towards the desired direction to achieve the desired objective. The leader, as observed and noted by the author in his present work should not be

away from his people and should consider the people as the inanimate body or an element just to be a part of the administrative machinery.

The author had taken several illustrative life examples of many leaders both very much successful and also the others from the reverse area of leadership style to justify his observation. However, in this work, many exercises or analysis had not been undertaken to justify categorically how a leader by exercising leadership abilities and qualities had given the organization – a state or country the desired positions of success and prosperity. How the leadership traits to be used as a mechanism or tool of success in administering the leadership skill towards the best functioning of the organization has not been adequately tried to be reviewed. This work is a detailed analysis and conceptualization of the different leadership styles and an also illustrative work over the performance of different great leaders in different periods.

4. B.K. Ghosh, The Hindu Ideal of life, McGraw Hill Publication, Bombay, 1957

The author has worked intensively over different aspects of Hindu social and religious systems. In this work, the author has tried to identify the role of leadership from the perspectives of Hindu Philosophy, and also illustrations have been taken from different episodes as available in different Hindu epics and other different Hindu religious books. The role of different Hindu philosophical leaders as obtained on different books on Hinduism. Illustratively it has been observed that the authors of these philosophical books have taken into consideration the different spiritual leaders as obtained in the epics, etc. of Hinduism. Each of such leaders may be considered to be a very well and very scholarly representation of leaders with ideal characteristics possessed by a leader. A scholarly study has been undertaken by the author in establishing the executive like the approach of a spiritual leader. A leader is to possess different characteristics or traits that should be able to well motivate the

follower – the followers in this work are followers of different religious practitioners to achieve different religious or spiritual goals and objectives.

The author, in this work, identifies that a religious group is also an assembly of different likeminded persons coming under the influence and motivation of a religious leader who may be called to be a religious Guru. This Guru in case of religious perspectives or ideology has got some sort of leadership style or characteristics, something in form of charismatic power which is called to be the spiritual ability or spiritual power to motivate and lead towards a common purpose or belief. However, in this work, this author trusts and finds inclination towards the spiritual system only and takes the shelter of an ideal type of society possessing some ideology upon which the followers have got very passionate trust and faith. It is not so much emphasizing the elements of the real-life social scenario.

5. B.A. Saletore, *The Wild tribes in Indian History*, Oxford University Press, UK, 1955

The work of sociologist B.A.Saletore – *The Wild Tribes in Indian History* has earned recognition and attention from the practitioners of modern organizational management. In modern organizational management, the people, in general, being involved in the organizational performance of blue color job are considered to be something like wild creatures or wild living habit practitioners. There are several areas of common feelings, attitude, value sense, faith, and beliefs, etc. which are commonly in existences in practices among these blue color job doing industrial people being identical or bearing similarity with the wild tribal who are in general deprived of conventional academic practices or literacy or acquaintance with social norms and practices.

Leaders who are self-created functional heads of such societies or created to be at the top of such societies by the semiconscious or unconscious groups of wild tribal society need to be equipped semiconsciously or unconsciously with such a charismatic power that get these

bunches of wilds addicted or moved by the enchanting charismatic power of the another wildest but the most trusted and caring leader. He hypnotizes these wild masses to their attainment of the wildest objective – the objective of serving in the cruelest and dreaded environment or scenario of the society. This charismatic power or charisma of the leader is unique and inherent, it is abundant. It does not match with copybook learning of leadership practices of best management exponents of today.

6. R. M. Stogdil: Handbook of Leadership: A Survey of the Literature, Free Press, New York 1974

In this work, the author has worked significantly in areas along with other aspects of leadership, of establishing the concept of charismatic leadership and what a leader needs to do to achieve the qualities of charismatic leadership. This work is an elaborate representation of need, origin, evolution, and development of the concept of leadership and leadership practices. Initially, as is stated by the author, the origination of leadership had been developed because of the existence of the society which was mostly unorganized. The concept of structured society with its hierarchical form, as has been developed gradually and come to its present form is the outcome of the efforts of the leaders and leadership practices and styles of the unorganized society. Unknowingly and beyond all consciousness of formal practices and categorization of leadership concept the leaders of the unorganized societies as stated above and presented by the author, the informal leaders had given leadership to form the present society and its structured leadership processes and practices with their hierarchical structures of the delegation of authority as is in process of existence in leadership practices for delegation of authority, etc.

Also, the author establishes and presents in his works as above that the most ancient style of leadership is the charismatic style of leadership originated out of the charismatic power of someone who had been equally ignorant and unorganized like his followers but being

strongly self-motivated and self-guided to motivate and guide his followers by his infinite charismatic power, inherent sense and determination of doing something with the desire and sense of getting the unorganized world organized. Also in the course of discussion over the concept and traits of leadership styles and traits, the author has established the concept and other necessary details of leadership. However, it emerges that the charismatic leadership style and charismatic power of a charismatic leader is something unique and pervading in nature to lead the followers to their coveted objectives in the organization whatsoever be its nature. Here in this work, the author has not done much over the details related to the uses and practices of the charismatic power of the charismatic leader and these require further study and work.

7. Warren Bennis: Why Leaders Can't Lead? Training and Development Journal, Vol.43, April 1989

This work tries to identify the needs of a successful charismatic leader. It stresses most upon necessary training needs etc. required for a leader to be a successful charismatic leader. Warren Bennis, a practicing corporate manager in his work in this paper has outlined a schematic picture over the performance of leaders following different leadership styles and traits. This work is mostly illustrative in nature and success and failure story of different much known corporate leaders has been taken for analysis. The author states whatsoever the styles of leadership be, no leadership trait is enough to make leader ultimate performance winner unless the leader possesses some charismatic power even if the leader possesses enough of expertise power or coercive power or reward power or anything else. However, the work presents the effectiveness of charismatic power and makes a comparative study of different aspects of charismatic power of leadership with other aspects of leadership but the approach over here is not much of theoretical analysis based.

8. F.W. Taylor: The Principles of Management, Harper and Row, New York, 1947:

This is an original work in the area of scientific management. In this work, Fredrick Taylor brought the concept of management studies under the umbrella of the concept of a scientific system. It has established the concept of leadership through the approach of different scientific thoughts like THERBLIG etc. Fredrick W. Taylor was a Mechanical Engineer and had been associated with the industrial organization. He had worked with B. Frank and Gilbreth and worked extensively over introducing different measures, means and procedures from work measurement, work-study, method study, motion study, micro-motion study, work sampling, ratio-delay analysis, etc. which all had given a new dimension to work method, work means workshop practices, etc. Also in this process, Taylor had initiated the fundamental concept of some characteristics of leadership and leadership style. An Expert leader or a Reward oriented leader is to get the suitable proficiency and performance expertise in the functions and activities over which a leader is entrusted to be suitably accountable or responsible. Also other than all these they had developed the concept of THERBLIG etc. to make the elements of the work process more feasible and contributing towards the functions and purposes of the leader.

9.W.Th. De. Barry (Ed.) Sources of Indian Tradition, Mc-Graw Hill Publication, New York, 1958

In the edited work "Sources of Indian Tradition," the work upon the traditional process of ruling and governing has been accommodated with elaborated discussion and analysis of characteristics and performance of Indian rulers and their ruling means and processes. Also, different other features of activities and performances of these rulers have been taken for analysis. Ruling practices as has been noted in this contains its versatilities and originalities. For some of the rulers, the ruling process seems to be traditional and though these are widely known and had earned much of popularity, the reasons behind the success of the rulers to take their people to the coveted place of progress had been much because of dynastical factors or

tradition. The role and contribution of the traits of leadership had been taken for analysis in this work by the concerned author and identified by the ongoing analysis of the process of performance or operations. It has been realized that in most cases the success factor behind the process or in the situation is because of the use of coercive power or ability of leader because of the constitutional authority of the leader. Success is assumed because of the constitutional authorities or abilities of a leader.

The role of charismatic quality of a leader, though it has been well revealed in the work of the possession of very strong charismatic power or ability by the leader, has not been much taken into consideration or has been tried to establish. The charismatic quality and ability of many of the leaders, as discussed in this work, are even aspects of understanding and lessons for many management research scholars of this day.

10. J.A. BivanBuitenen, Tales of Ancient India, New York, 1961

The tales of ancient India are mostly tales of leaders and followers. Some tales narrate the tales of the king and surrounding elites being the members of the administrative circle around the king and narration of the state of affairs of the people being under the reign of the king. Some tales as being heard from ancient writings or descriptions are also the tales of leaders and followers of the spiritual world. In the princely states or states or countries run by the Rajas or Maharajas or Emperors very often leaders as named or ranked above are a mix of wide abilities and credibility. Many such personalities are observed in this work involving leaders who are the real-life example of the globe to be of best leaders possessing very sophisticated and unique leading skills and qualities being accepted by global people at all ages and all periods. Similar is the scenario as is obtained from the above work of the author. The scenario of the spiritual world tales though talks of different contexts or the different environments; from the management point of view, it talks of similar leadership traits. The under the veils of different color whether saffron or pink or white, it encompasses about the

similar human value sense or similar human belief and the leader with his capabilities and abilities of charisma creates an environment which enchants the followers towards the goal of satisfaction of the desired objective.

However, since the present-day social and organizational aspects are something different in nature and form, it requires such charisma to be influenced in accordance with present-day organizational needs towards the satisfaction of organizational goals and objectives as are desired.

11.R.C.Majumder, Classical accounts of India, Vikash publications, Calcutta, 1960

The author, an eminent historian had given an elaborate description of the different critical aspects in general taken for consideration in monitoring the wellbeing, progress, and prosperities of a country being in the stage of development. The approach in some of the areas are narrative and in some of the other areas are analytical. The state and country administration and the governing system have also been taken into consideration and in this area very specific case based illustrative narrative approach has been done. The administration, progress, development of the country as a whole, and the response of the people of the country who had been associated with the country and people development has been taken for analysis. Also, the author has tried to identify through different illustrative measures the success rate and acceptability of the people in general and to be more specific to their loyalty and acceptance of the leader. has been trying to be taken for consideration and understanding.

Some of the leaders following different traits of leadership have been observed to be successful and achieve the trust, confidence, and loyalty of the people whom they lead. Some of the leaders had successfully used coercive measures by using his position as the disciplinarian in state or country administration. Also, some leader being an expertise leader

because of long experience in the different necessary area has been observed to be successful. Also, the presence is seen in the leadership scenario of the charismatic leader who had swept the followers towards the objective and goal by dint of their charismatic power. However, all the leaders using such leadership trait is not equally successful in respective areas. In such cases, situations were not rare as stated where a leader has proved to be not able to achieve the desired objective through the practice of leadership. This requires extensive study and research.

12. C. Drekmeier, Kingship and community in Early India, Stanford, 1962

The author has made a wide study over the dynastic system of India, the dynastic system to be taken for consideration in this work is of earlier days of India and its social system including the medieval period. The pattern of statesmanship followed by the leaders including the style of leadership, different rules and regulations followed and introduced, relation and behavioral pattern with people in general who had been the citizens or mass at large whom the king or head of state used to rule, the trend of relationship in-between the rulers and ruled and also in general trustworthiness and loyalty of the ruled or the people towards the leader who was the king has been taken for detailed analysis in this work. Different rulers had their approach and practices which were very much of their own. The leaders were observed, as is mentioned in this study to follow their leadership styles. Out of different leadership styles, as were observed to be followed by different leaders, some leader was mentioned to be very much successful in some particular style of leadership and some other was seen to be not so much result generating or so much success with the same style of leadership. The author in the process of his study has thus established the proficiency of the leader upon the traits of the leadership practices that are essential for a leader to be successful.

However, though this study is a lesson for management and leadership process practitioners, it does not state much about the trend and success of leaders of today or present-day situation since there has been much change in the scenario of leadership practicing and characteristics and criterion of followers.

13. J.W. Spellman, Political Theory of Ancient India, Oxford University Press, Oxford, 1963

Author J.W. Spellman, an eminent sociologist, and socio-political system analyst have undertaken in this work an elaborate description and analysis of the state of existence of social system and corresponding actions taken by the different rulers and other responsible persons and authorities towards different activities associated with the social system and measures of development undertaken. It was observed in this work that during those the measures followed in several situations were following considerations and judgments of responsible authorities to caretakers of the social system is under consideration. Nothing well-drafted, well structured, well established and scheduled measures or outcomes had been on use. All these were experimental concerning leadership styles and traits. Somewhere such systems were successful and effective and result generating, in many cases these were creators of adverse situation

The author concludes or of the opinion that because of such situations being in existence in ancient India and in absence of any well established and practiced leadership styles, the concept and use of leadership styles and practices were not popular during those periods in India. The overall scenario of development in ancient India had been isolated and did not follow any well-structured pattern which all cumulatively created an adverse situation concerning progress and development. Nothing very useful and systematic could be done from a leadership point of view towards the progress and development of a country creating and overall suitably progressive situation.

14. R.R.Blake and J.S.Mouton: The Managerial Grid, Gulf Publishing, Houston, 1964

One of the most widely known styles of leadership developed by Blake and Mouton known as Managerial Grid. The grid is based on two underlying dimensions labelled as concern for Production and Concern for people. Based on these two dimensions, the authors have generated a 9 by 9 grid where horizontal dimension represents concern for production and the and concern for people are presented by the vertical dimension. The grid thus stated has regional locations as pointed by the initiators of the grid. The different zones specify different outputs of leadership consciousness and effectivity. In some zones, consciousness for people is more and in some zones, people though are subjected to the attention of leaders, more consciousness and attention are given to production. It is the concern of the authority who are the organizational leaders to give some of the other more preference and priority. If priority and preference are given to both equally instead of stretching the either towards the extreme the leader is called to be the middle of the road leader. If the leader gives more priority to people, the leader is called a people-oriented leader and in the other case where priority is more given to production, the leader is called a product-oriented leader. A charismatic leader makes a fine blending using personal charisma so that charisma itself push the people towards the desired volume of objective – be it production or anything else.

15. L Gopal, Economic Life of Northern India, Prentice-Hall, New Delhi, 1965

The Economic Life of Northern India has got its features. It is something unlike the rest of the parts of the country. The people in the Northern part of India do not share uniform economic or social capability and strength or status. There the people belong to different demographics concerning different essential parameters or characteristics of life and also of living habits. The author has tried to portray an economic picture of the existing situations of Northern India and tried to undergo identification of suitable leadership practices that can be best suitable to bring some anomaly or uniformity by trying to do away with the

discrepancies thus found in the life of people of North India. The author is of the observation that along with the use of economic measures, the use of different leadership styles and practices to motivate and encourage to take up performance and activities can remove the usual eventualities in the area of irregularities of existing financial situations. will generate the best remedial measure. However, the author has not been in any way specific over the role of Charismatic style of leadership in this respect.

16. P. Singh and G.S. Das: Management Style of Indian Managers: A Profile, ASCI Journal of Management, Sept. 1977

The authors find that bureaucratic style is the most predominant by benevolent autocratic followed by democratic etc. they also justify over the people management qualities of a charismatic leader. The authors have worked upon changes and development over the concept of ongoing changes in leadership styles and practices and behaviors. The industrial scenario in India during the last three decades of the earlier century had been under several changes. People coming to the industry as employees, especially as a blue color employee are different types of people in comparison to people of such groups of the earlier periods. These people are more educated, more informed, and more conscious. Consequently, a leader to motivate these conscious and informed group of people is to be equipped with abler motivating or executing power to get the organizational job done. The authors identify the specific problem that developed in the process of conventional functions of leadership and warns the leader to sharpen his tool accordingly. However, in this process, the author advises practicing leaders with different reformative measures. Though the authors had touched upon the concept of Charismatic leadership style and effects of the charismatic ability of the leader, nothing much elaborated has been done in this respect which can give a big push to the process of charismatic leadership.

17. J. Kelly, Organisation Behaviour, Homewood, Irwin, 1974

In this work, the author wanted to attempt to classify what personal characteristics like physical, personality, and mental are associated with leadership success. What are the characteristics those a charismatic leader requires to develop to bring the people under the influence of a leader's charisma? J. Kelly in his work in the book, *Organisation Behaviour* has taken up the academic motivation to leaders of the present day. A leader in according to the author is to be conversant in the process and practices of Human Resource Management. Accordingly, to J. Kelly, Organisation behavior originates Human Resource Management taking into consideration different human resource-related areas. The most successful practice in Human Resource Management makes the outcome of Organization Behaviour most effective. In this process, the author has identified different dimensions of organizational culture and established how these dimensions of organizational culture which make the culture of organization unique in nature satisfy the uniqueness of Organization Behaviour which each organization expects.

18. Uma Sekaran: Organisation Behaviour: Text and Cases, Tata McGraw- Hill Publishing Company Limited, New Delhi (Seventh Reprint), 1998

This work discusses different styles of leadership and elaborated on the approaches of the leader in each style towards the followers. The charismatic leader is to possess charisma and followers are motivated with the charisma of leader towards the activities performances expected from followers.

19. B.L.Jaggi: Management Leadership Styles in Indian Work Organisations, Indian Manager, April-June, 2003

The author had gone through an intensive study taking into consideration the performance of 120 managers and analyzing the indicators of their leadership style and type. He indicates leadership style is influenced by various factors and charismatic qualities are a greater

indicator in this respect. The leadership style is a style that is subjected to be change and alterations steadily. It is not a practice to be kept without any variations. As is observed in the study of leadership styles and practices the ongoing organizational systems always desire and make it compulsion in the process of organizational changes and practices. Accordingly, suitable administering of necessary inputs is required to be incorporated and to effectively achieve the benefits of utilization of the organizational infrastructural system.

20. James M. Burns: Leadership, Harper & Row, New York, 2008

The author emphasizes the role of transactional leadership and transformational leadership in perspectives of charismatic attitude and belief towards the achievement of support of people in respective of the desires of the leader towards total organizational achievement. Also in this work leadership style has been taken for comparison concerning different performance areas. The performance areas have been categorized as an industrial performance area, social performance area, corporate performance area, and public system management performance area. This work critically analyses the characteristics of leadership styles that are necessary to exercise leadership related functions and activities for a particular area. The author emphasizes that there is no common rule or practice which can be universally adopted or used in all different areas where a leader is to use the people or motivate the people whom the leader leads. However, the author thinks that out of the different traits and skills of leadership, charismatic skills possessed by the leader is in general a strong motivating leadership power. A manager or a leader possessing such abilities is in a better and more convenient position to motivate the people towards the attainment of organizational goals and objectives.

21. I.Gupta: Leadership Styles, Business India, April 2012

The author in his study of leadership style also concludes that various variables such as organizational culture, one's confidence in own plans, probability of success, the relative importance of tasks undertaken affect the styles a leader will adopt. The style a leader will follow or use to lead a group of people who are the followers of lead has to follow to prime areas of considerations:

- i) the inherent nature or culture being the individual culture of leader and
- ii) the existing organizational culture of where the leader is to lead the people of organizational towards the attainment of organizational goals and objectives.

Accordingly, the leadership style that will be most suitable is to be that which recognizes the elements of the culture of each of the two participating or interacting parties. Alternatively, both the interacting parties are required to be accommodating to each other. The elements of culture as the author mentions are in general the value sense possessed, norms, attitude, knowledge behavioral practices, etc. and these elements of the culture of each of the above two interacting parties are to be acceptable to others.

22. G.N. Banerjee, Hellenism in Ancient India, Vikash publication, Kolkata, 2012

Ancient India is a wide mix of diversities. Diversities are observed in a different area, diversities in economic condition, diversity in the social system, and diversity in the system of governance in public administration system or government machinery system. The author and expert in the socio-cultural and public administration system of ancient India have looked at these diversities from perspectives of progress, prosperity, and means and difficulties in this respect. The author believes that no social rules and regulations or methods and procedures are sufficient to bring the overall phases of these unwanted and undesired situations to the desired ones are enough. What is required is penetrating in the perspectives of the social situations of ancient India by using the support and friendliness or caring attitude

as is reciprocated by a suitable leader to give determination and desires to people being involved in such situations to identify the outcome and finding out the means and moving accordingly. The author also thinks that out of several means and styles of leadership, the charismatic style of leadership is the best one to get the people to be underdetermination to follow the leader towards meeting and achieving the desired objective.

23. R.A. Jairazbhoy, Foreign Influence in Ancient India, Himalaya Publishing House, Mumbai, 2014

R.A.Jairazbhoy, a noted historian, in process of stating the social and economic situations of ancient India has tried and also successfully narrated the effect of the influence of different alien situations in the ancient period over different aspects of India including its economic, social and living systems and practices. However, the author believes that amid such situations where controversies come up related to any similarity of an existing problem with previous situations or unevenness of the developed situations, nothing specific existing means of solutions may be used. Accordingly, it has been suggested by the author in this work, to try from the perspectives of leadership methods and styles to explore the devices that can give an outcome and find out an end to the versatilities of confusions and ambiguities. Instead, a leader can go to the root of the situation and can find out in association with the followers, and the outcome that will be amicable will be accepted and used. The role of a charismatic leader who may win over people by leadership charisma has been preferred to be used by the author. However, the author has not gone to depth in this regard over the means and practices of the leadership trait.

24. P.C Roy, Social and Corporate Practices in India, Vikash publication, Kolkata, 2016

The author an eminent expert in the area of human resource management has in process of discussion over social and corporate practices, has undertaken a study of leadership practices

and means to solve different social and corporate problems. Though conventionally different typical human resource related activities like training, development, skill development, etc. are suggested by many, the author thinks that it is of better thoughts and idea to bring the problem out of the conventional situation and making it accessible to the care and attention of a suitable leader. If the leader is suitably associated with his followers or people to whom is to give leadership is of charismatic, explores the mental desire and expectation of the people and in this process can bring out a solution which will be acceptable to the people concerned. In situations, people who are the followers come out inherently and give their exposures to the problem which becomes an outcome generating one over the situation. The charismatic style of leadership has been observed in this work to be more acceptable and result generating. However, the author has not been much specific and elaborated more on the style and functioning of the charismatic style of leadership. An elaborate study accordingly is required to be undertaken.

Research Gap:

An elaborate study of the existing literature has been undertaken in this chapter. It is observed in this process that elaborate work has been done by different scholars, research personnel, authors, etc. in the area of leadership practices, leadership styles, etc. Along with these has been observed the leadership style to be used also calls for different types of leadership skills and characteristics. A leader being successful and comfortable in an organization with a particular leadership style may not be proved to be suitable in another organization with different types of environments or functions. Also, a leader working in a social system like state or country administration requires different skill and ability. Extensive study has been undertaken to explore different aspects of leadership particularly in the domain of industries and social sectors. But a little work has been undertake to explore the different dimensions and characteristics of charismatic leader particularly woman leader functioning in the

political domain of India, the largest democracy in the World. The existing work as has been observed is not much contributing in respects of charismatic woman leadership. Also, the present literature available is not many informative concerning elements of the charisma of a charismatic leader. How the charismatic abilities of a leader can be used suitably, properly and effectively to motivate his or her followers have not been explored in the previous research works of different researchers and the social scientists. This area of study in the domain of people management has not been explored exclusively earlier. The existing literature has got limitations towards this respect.

Mamata Banerjee is a leader of the mass. She is one of the most popular political leaders in the country in present time. She has crore of followers in the country and outside the country also. Mamata Banerjee has got immense motivational power to attract and motivate the general public. Thus, she has a charisma in her leadership. And it is a proven fact that she is there among the helm of affairs for a long period of time. With the passing of time her charismatic people management capabilities are increasing day on and day off. The existing literature on management and social science subjects has not explored it. Particularly the study of the charismatic ability of charismatic leader Mamata Banerjee subjects to limitations concerning has not been explored. The elaborate identifications of elements that had made the leader so acceptable to mass or people in general have also not been academically explored. Also, the charismatic elements of her charismatic style and abilities of leadership that had caused immense success providing the leader a unique position among the host of leaders who preceded her require suitable analysis. The existing works in this area of study of leadership are not enough and these could not provide the necessary information in this respect. The present research work is intended to take up these aspects of the shortfall in existing research work in these areas. This research gap thus identified is desired to be taken for consideration and studied.