

RAO'S TUTORIAL COLLEGE

(ESTD 1940)

Principal :

B. N. RAO, M.A.

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Mahpath Ram Road,
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Your Ref. No:

Our Ref. No:

Date 26th Nov. 1959 .

Shri Minoo Masani, M.P.,
New Delhi.

Sir,

Anent the present controversy about the leadership of Mr. Nehru, your readers may be interested to read the following extract from a standard work "Public Administration" by Pfiffner and Presthus, third edition 1953, pages 81-82 (The Ronald Press Company - New York).

" Traditional concepts of leadership as a mystical complex of highly individualized skills have been greatly modified by recent social science research, particularly in social psychology and sociology. Two generalizations have appeared: leadership is situational and it is a group phenomenon. In the first instance, this means that there is no particular complex of traits and skills that will guarantee leadership effectiveness in all situations. Instead, different social situations demand different leadership qualities. There is evidently no such thing as a "born leader." Leadership instead is determined in the main by the group. That is, the members of the groups develop certain attitudes and expectations as to the type of leadership they require;