CONESTOGA
Connect Life and Learning

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Deliverable:	Final Assignment
Course Name:	MGMT8761-24F-Sec17-Management and Leadership Essentials

Date Assigned:	03/12/2024
Date Due:	11/12/2024
Rules:	- Individual. - Cheating is not allowed. - Plagiarism counts as cheating! - That FAILURE to submit work in the course can result in a grade of 'F' or 'I' for failure to complete the course!

INSTRUCTIONS:

Now that the course is coming to an end it is a good time for you to be able to relate how your views on leadership have changed. Below are 4 questions related to course concepts we have covered this term. What I am looking for is for you to answer in your own words (paraphrasing) how you feel about each question and to support your opinions with connections to the course material.

1. As we have discussed in the course, ***management and leadership*** are defined differently however are related in many ways. Based upon what you have learned this semester, explain both the differences & relationships between them, not only in theory but provide examples and include course concepts to support your answer. Be sure to include information, clearly cited and referenced from at least **4 Modules** found throughout the course. Include and explain both ***traditional*** and ***inclusive*** leadership concepts and provide specific examples that relate to your opinions. Marks will be rewarded for connections found throughout the course. (Cited & Referenced) (10 Marks)

Definition

Management can be defined as organizing, planning, and handling resources such as the number of employees and other information to achieve goals. It prioritizes using a defined structure, procedure, and process for better efficiency and stability. (Kau, 2024, Module 2, Slide 8)

Leadership can be defined as encouraging bringing change, being people-oriented, being concerned about employees, and bringing innovation and improvements to achieve goals. It focuses on interactions, visions, and motivations. (Kau, 2024, Module 2, Slide 10)

Module 4

Differences: Management is focused on controlling, task-oriented, organizing everything, and centrally controlled. Management is more stability-oriented in an organization. Leadership focuses on people, which encourages them, motivates them, interactions, and respects their values. Leadership brings change in an organization.

Relationships: Management and leadership both somewhere have the same aim to achieve success either by completing tasks or achieving goals.

Traditional leadership, as per Theory X they, are not motivated, and Inclusive leadership is bringing innovation, respect, and values like Theory Y, they are motivated. (Kau, 2024, Module 4, Slide 16)

Example: Leaders observe their members as energetic and they are interested to work, where as managers observe behaiours to assign tasks. (Kau, 2024, Module 4, Slide 16)

Module 6

Differences: Management uses a Transactional approach, which is traditional and process-oriented, whereas leadership is transformational and vision-oriented with interaction and motivations.

Relationship: Managers focus on organizational structure to achieve tasks assigned to employees and motivate them through rewards and salary. Whereas Leadership uses a transactional approach to adopt changes and inspire others to how to achieve vision with strategy.

Traditional leadership is done by transformational and authentic leadership theories that are genuine and mission-oriented, whereas inclusive leadership uses approaches like servant and responsible leadership that have the opportunity to serve others and measure growth and development. (Kau, 2024, Module 6, Slide 8)

Example: Authentic leadership is staying of the commitment, like showing up on time by himself rather than asking others to be on time and attentive at the meeting without being late. (Kau, 2024, Module 6, Slide 8)

Module 11

Differences: In Management they prefer rewards as appreciation of efforts where as in leadership they bring improvements as personal growth, success. Management will focus in achieving goals though assigning tasks and organization structure. Leadership is focused on vision and motivation, encouraging others.

Relationship: Management will aim by assigning task whereas leadership will push employees with motivation, encouragement and interactions.

Traditional Leadership as per module 11 is Fear-based and Inclusive leadership is Love based. (Kau, 2024, Module 11, Slide 16)

Example: Herzberg's motivation hygiene is to keep employees to stay at work and rate their job the reasons of demotivation in this is status, salary, company policies and so on. (Kau, 2024, Module 11, Slide 7)

Module 14

Differences: Management brings changes in the organization through models like Kotter's 8-Step Model and Lewin's 3-Step Model which are affected by external forces.

Leadership brings changes through internal forces such as the nature of work and process-oriented. (Kau, 2024, Module 14, Slide 4,5)

Relationship: Management and leadership both wants to bring the change but in different manner in the organization or we can say as through different forces. (Kau, 2024, Module 14, Slide 4)

Traditional leadership forces employees to see the change and improve the current polices and procedures, Inclusive leadership looks at the vision and adapts to the desired change and take strategic decisions. (Kau, 2024, Module 14, Slide 4)

Example: Core competency, synergy, ease of implementation. (Kau, 2024, Module 14, Slide 4)

Example 1: Autocratic is like a management kind style; it focuses on managing centrally for better task efficiency, such as establishing focused goals, whereas Democratic leadership encourages people to participate and knowledge depends on colleagues to achieve tasks and respect for influence, such as Honesty, Intelligence, and fairness. (Kau, 2024, Module 2, Slide 5)

Example 2: Task-oriented is like management, which is focused on initiating structure; they are job-centered and concerned with production. Where People-oriented are leaders who focus on consideration; they are employee-centered and concerned with the improvement of the people they work with. (Kau, 2024, Module 2, Slide 10)

2. As discussed in **_Module 11_**, the concepts of being a '**_Practical Coach'_** look to reinforce the right behaviours in the workplace using an '**_inclusive'_** approach to leadership. Use course concepts to define what makes a '**_Practical Coach'_** & provide an example from your past of someone who either made a great coach or instead acted as a **_manager_**. This could be a teacher, parent, supervisor or manager as well as someone from your personal life. Based upon what you now know about leadership, explain using clear examples and references to the course material what type of **leadership style(s)** your '**_coach'_** demonstrates. (Cited & Referenced) (10 Marks)

A Coach can be defined as A leader who backed me to start work take efforts, motivated me even as situations leadership backs the person not for his own benefit but also helps to take care of the situation but not to handle it directly. Coach can be considered as leaders but not a Manager. (Kau, 2024, Module 11, Slide 17)

Personal Example of Practical Coach with Leadership style

The Person who encouraged me in my organisation was my **Program Manager.** He inspired me to take responsibility, steps to improve skills in my domain with learning new courses such as networking, security and so on. He challenged me to get certified with the new skill as well as also set a milestone with motivation to achieve the success to become better leader in the organization and in my domain. The program manager takes reviews every frequent intervals to check "**what I am working to, where I am struck, what approach I am using, how I am improving and so on..**"

The leadership style used was empowering, encouraging goals and motivation, which helped me achieve success and improve myself with new energy. (Kau, 2024, Module 11, Slide 17)

Love-based leadership traits such as feedback were provided whenever needed; I used to work on the feedback and improve better than before with feedback received as well, and it also helped me to correct my path to perform in a better way. (Kau, 2024, Module 11, Slide 16)

Inclusive leadership helped me with feedback, and appreciation, and making the environment friendly to achieve milestones and get better outcomes from it. ((Kau, 2024, Module 11, Slide 19)

3. What type of leader best suits you? A good way to think about it is to analyze both your leadership traits & how adaptable you can be in different states. Create a table & summarize the results from your **MBTI & EQ assessments**. Now explain how both assessments impact your views on effective leadership by choosing a style or combination of styles from the course material that you would like to become. Be sure to expand on how your strengths and weaknesses from your reflection assignments relate to your choice by making clear connections to the course material. Your answer can also include what attributes you possess or need to learn to become your chosen leadership style. (Cited & Referenced) (10 Marks)

The MBTI traits and the long term consistent behaviour that suits me is The commander as in ENTJ is achieved score of Extravert 38%, iNtuitive 9%, Feeling 25% and Perceiving 3%., My score in EQ was Self-Awareness 7, Self-Management 9, Social Awareness 6, Relationship Management 3. The Leaders best suits to me is The Commander.

MBTI	ENTJ
Extravert	38%
Intuitive	9%
Feeling	25%
Perceiving	3%

EQ	Score
Self-Awareness	7
Self-Management	9
Social Awareness	6
Relationship Management	3

My strengths in the EQ are self-management and self-awareness. This helps me to have better strength in emotional intelligence, where I can make positive use of feelings and evaluate ideals, capabilities, and shortcomings. Whereas it also helps me to have emotional balance, reduced stress, mindfulness and equipped to face the hurdles.

The MBTI ENTJ's have many strengths that are important such as having strong communication skills, interactive and helping others that makes feel energetic. It also focuses on logical information and other objectives to achieve. I can make decisions with sense of prediction and control as well as planners. We are good at identifying problems and handling them effectively. (Cherry, 2024)

The leadership style that suits me is **Transformational Leadership**. It is an inclusive model that requires proactive leadership, it allows me to change the organization work culture and come up with new ideas and further implement them. Through this employess will be able to achieve high values with ideals. This will help me to bring new solutions to the organization make it more effective and efficient. It will involve better interest by motivating the followers and encouraging them to keep their team first. Supporting individuals behaviour and their consideration to the way of working will help to achieve goal and further bring more realistic approaches. Through intellectual simulation in this leadership it encourages to put forward creative and new ideas to solve different kinds of problems. (Kau, 2024, Module 6, Slide 12)

I have to work on my weaknesses, such as Intuitive, perceiving, relationship management, and social awareness, as there are the areas that I have scored low on and need to improve to become a good leader in the future with transformational leadership.

4. In Module 14 you were introduced to one of the toughest challenges organizations face, *Change Management*. Moving from *strategic direction* (Module 13) to **organizational level** *change* (Module 14) takes effort and often faces **resistance** from all levels of employees, **including managers**. Module 14 discusses how traditional change involves moving from the *status quo* (current state) to a now readily available *desired state* (moving from the current *mission* to the organization's *vision*). Module 14 also discusses that *Inclusive Organizations* attempt to avoid the difficulties associated with **moving** from one state to another by being in a **constant** state of change.

   In the *Ametros* simulation you were also asked to practice change by having to terminate the employment of one of your team due to poor company performance, a factor of change. For this question, define the difference between how traditional & inclusive organization view change & explain how using inclusive concepts including the concept of '**right-sizing**' can lead to minimizing resistance to change. Your answer requires defining what *change* is and how it differs from *learning* and needs to include examples of both **traditional & inclusive** concepts. You should support your answer with clear examples to both

the course material & feedback from the Effective Management simulation. (Cited & Referenced) (10 Marks)

Defining the difference between traditional and inclusive aspects of change

The traditional change is to freeze the culture ways to maintain the status quo, whereas inclusive change is desired change that is something new, innovative, new idea and motivate the work force. (Kau, 2024, Module 14, Slide 12)

As per the Ametros simulation the conversation done with Janice. Greg performed better than others. But Alicia's new vision and adaptation to the new sales approach by other members was not easily acceptable as it was affecting the sales of the company. Alicia can be considered as Change Agent in this scenario as she brought new approach to deal with other companies. Alicia experimental learning process was the reflection of her skill in digital technology sales of the company. The termination of employee was due to poor performance of sales in the company. After having individual discussions and taking feedback, through inclusive leadership team members can interact with each other and check the feasibility of how to adapt new digital sales approach and achieve growth in sales of the company to avoid such arising situations. (*Ametros Learning Learner Platform*, n.d.-d)

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