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QUESTION 1

DISCUSS CONFLICT RESOLUTION SKILLS AND TECHNIQUES THAT MAY BE USED BY MANAGERS IN THE WORKPLACE.

1. Introduction

In the section below conflict and conflict resolution are defined. The section also discusses managers' conflict resolution techniques and skills required in conflict resolution within the workspace.

What is conflict in a workplace?

(Werner, 2016, p332) defines conflict as a state in which differences in attitudes, power and values leads to disapproval, disagreements or animosity among two or more groups or individuals.

(Werner, 2016, p333) looks at conflict as unanticipated fluctuations which may arise as a result of system changes to which certain parties need to adapt and respond to.

(Werner, 2016, p334) also refers to conflict as a natural consequence in the workplace which leads to passionate, creative and passionate workforce. These therefore discourages against environments in which there is no conflict in existence as employees may be without challenges and laid back and also dissatisfied with their job. Moderate conflict is good in an organisation as in maximises innovation and creativity and enables the workforce to apply their skills and abilities. Conflict can be dysfunctional or functional.

Functional conflict is what leads to creative problem solving while (Werner, 2016, p334) dysfunctional is more focused on the people involved, and perceived as being focused more in emotions than on goals.

What is conflict resolution in a workplace?

(Holt & DeVore, 2005, p167) as cited from (Sweeney & Carruthers, 1996, p328) defines conflict resolution as "the process used by parties in conflict to reach a settlement".

Conflict resolution first aroused during the 1960's due to the research conducted by (Blake and Mouton, 1964) whose concerns theory proposed that people have two main motivations regarding interpersonal conflict, the desire to attain one's goals and the desire to retain interpersonal relationships. By combining these two concerns on the

management grid, five styles to managing conflict were born which are smoothing, withdrawing, compromising, problem solving and forcing.

2. Managers conflict resolution skills in the workplace

2.1 Communication skills

(Katz & Flynn, 2013, p394) as cited from (Lipsky and Seeber, 2006) says that advanced communication skills were offered by many training institutes as a conflict resolution technique together with techniques such as facilitation, negotiation, communication styles, mediation and arbitration. The article continues to say that the trained personnel handled workplace conflict effectively and efficiently with regard to cost, agreement durability and the overall satisfaction.

(Katz & Flynn, 2013, p394) as cited from (O'Leary and Van Slyke 2010) continues to say more than half of managers and supervisors spend most of their workdays engaging in back and forth communication trying to settle matters among vertical and horizontal stakeholders.

It is therefore very important for managers to receive training in advanced communication skills, because communication is a vital skill in order for them to be able to facilitate conflict resolution sessions, reach agreements and collaboration among parties in conflict.

2.2 Problem Solving and mediation skills

The manager needs problem solving skills in order to be able to deal with conflict effectively. Problem solving is about identifying the core of a problem and permanently resolving the problem. This is an integrative process that the manager needs to be able to coordinate in which involved parties present their cases and find appropriate solutions leaving all parties involved satisfied that something positive has been accomplished. (Werner, 2016, p348)

2.3 Confronting and Dealing with Conflict

According to (Wachs, 2008, p37-p38) managers need skills to confront conflict. Often people avoid facing conflict, People generally avoid confronting others with regard to difficult issues due to three or four reasons, people are afraid that confronting and approaching other people will make the situation worse, they are afraid that confrontation will hurt relationships, they are concerned that they imperfect themselves and fear retribution.

Based on Wachs, provides training on skills that can help managers confront difficult situations, they can help them manage their emotions and vulnerabilities better which will in turn help them stop avoiding conflict and be able to start those discussions that they need to have with their subordinates.

“Confronting conflict is healthy, Dealing with it makes for better relationships in a long run.” (Wachs, 2008, p38)

2.4 Constructive Engagement

The manager needs to be able to engage and listen to other people. The manager also needs to have the ability to ask questions and share information which encourages improved understanding of the scope and nature of the problem, the sharing of concerns and collaborative problem solving. (Werner, 2016, p342)

(Werner, 2016, p345) says that managers need to encourage constructive engagement by being able to identify and examine differences in a conflict situation in order to understand all perspective, by encouraging employees to respect each other's opinions, by openly addressing concerns, by encouraging constructive face to face feedback and aiming at closing the issue and moving on to the next.

2.5 Active Listening skills

Being able to find value on what other people are saying is the starting point in resolving conflict. In order to find value, managers need to listen first and consequently need to have active listening skills. Listening is not simple and not all people can do it, it requires external silence and means allowing other people to express their ideas, thoughts and feelings without disturbing them which is something vital for managers to have. Most good listeners are good question makers, especially open questions as opposed to closed questions. Open questions encourage employees to open up and express themselves and also encourage trust. Managers need to understand the employee's position, point of view and their feelings. (Beunza, 2013, p110)

2.6 Emotional Intelligence

(Werner, 2016, p332-p333) says that managers with a high sense of emotional intelligence are capable of controlling their emotions, and capable to understand other people's emotions better and being able to respond to them appropriately. They are

capable of searching for common grounds because of their ability to understand other people's viewpoints.

2.7 Being able to choose words wisely

Managers need the ability to choose words wisely which is related to communication skills as discussed above, they need to be able to choose proper words when dealing with conflict. Choosing words wisely entails avoiding generalised or absolute statements, such as “you never finish your work”, avoid the use of superlatives such as most, highest and worst. Managers should also avoid labelling people. (Wachs, 2008, p38)

2.8 Adaptability

Conflict adaptability is the manager's ability to react to different conflict circumstances accordingly, based on the situation at hand. Adaptation is the progressive progress by which a party becomes better positioned to changing environments.

Managers need to have this skill because individuals who are able to respond to conflict in a way that is consistent to the situation are considered as being more adaptive. (Kugler & Coleman, 2014, p945-p961)

2.9 Negotiation and Bargaining skills

This is the skill that managers need in order to coordinate the negotiation and bargaining processes where two parties are involved in a conflict. Negotiation is a series of events and not an isolated occasion. The two sides share information and gain insight into each other's perspectives and negotiations generally result in both parties feeling that they have added greater value than otherwise. (Werner, 2016, p350)

3. Managers conflict resolution techniques in the workplace

3.1 Strategies to resolve conflict

(Werner, 2016, p332) under the case for an integrated approach to conflict resolution says that the time has arrived for organisations to consider conflict resolution as a strategic priority implying that the problem of how conflict is resolved should be acknowledged and conflict resolution strategies should be developed.

(Werner, 2016, p342-p343) says that excessive conflict in an organisation can have dire consequences to the bottom line and it is therefore essential for organisations to adopt conflict resolution as a strategy to measure conflict competence. If the organisation has experienced intolerable levels of conflict, the manager or management should consider conflict resolution as a strategic priority. The constructive culture of conflict resolution should be reinforced by norms and demonstrated by senior management and all the workforce.

3.2 Conflict Training

(Werner, 2016, p332) says that employees and managers need to be trained with regard to conflict resolution.

(Werner, 2016, p332) continues to say that competencies of managers should be developed through training, coaching and mentoring with specific emphasis on emotional intelligence in order for them to be able to deal with conflict effectively.

(Werner, 2016, p344) as cited from (Prause & Majtaba, 2015) continues to say that untrained managers may resort to authoritative command to deal with conflict which is not the best practice. Well trained managers apply best practices by being sensitive to value different opinions, listening, have trust, be compassionate and open for negotiation and focus on value creation. Well trained and effective managers are able to build effective relationships in teams and make sure that dysfunctional conflict is kept to a minimum. They are able to challenge their own discrimination and empower others to do the same, and are also able to use effective problem solving and effective management strategies to improve ethical behaviour and performance.

3.3 Third Party intervention/ Mediation

This is a technique that may be used by managers in intergroup or team conflicts when they are directly involved in the conflict (Werner, 2016, p335) or when seeking an opinion of a neutral individual (Werner, 2016, p350).

(Vittee, 2014, p22) also encouraged the manager to remain objective and seek mediation elsewhere if they are directly involved in the conflict, the matter should rather be referred to another manager, an outsourced professional or make use of the internal human resource division for assistance.

(Werner, 2016, p350) says that the role of the third party is to facilitate the process of settling the dispute which can be between management and employees. The aim is for the third party to find a compromise solution that both parties can abide by, reconcile and restore the working relationship between the parties in conflict.

3.4 Constructive debate

(Wachs, 2008, p39) says that managers should create an environment where employees feel free to open up, use gentle language and avoid judging who is wrong or right. Lastly managers should set rules in the team to discourage behaviour such as put-downs, threats, blaming each other, constantly referring to the past and getting even.

3.5 Win-Min Technique/ Integrative bargaining

(Davidson & Wood, 2004, p6) says one of the key techniques in conflict resolution is the win-win concept. The technique is different to the older distributive bargaining techniques where the best outcome would be that the one party gains and the other loses.

Managers can use the technique when negotiating and bargaining (Werner, 2016, p350), in order to try and reach a solution that can be satisfactory to both parties in conflict and eliminate arguments between them. (Davidson & Wood, 2004, p6)

Integrative bargaining as discussed by (Werner, 2016, p350-p351), is also about reaching a win-win solution and ensuring that the pie satisfies both parties.

Both the (Davidson & Wood, 2004, p6-p7) win-win technique and (Werner, 2016, p350-p351)'s integrative bargaining are similar in a sense that they are both meant to satisfy both parties.

The two approaches follow a similar conflict resolution model, with (Davidson & Wood, 2004, p6) referring to the model as CRM-A (A for Australian). See table below for the similarities:

Table 1: Similarities between the (Werner, 2016, p351) and the (Davidson & Wood, 2004, p7)

(Werner, 2016, p351) – Keys to integrative bargaining	(Davidson & Wood, 2004, p7) CRM-A
The manager to approach negotiations with a problem solving and win-win attitude	“Develop expectations for the win-win resolutions”
The manager to come up with a strategy and decide why is important and why is it important.	“Define the problem in terms of underlying concerns, needs, or interests”
Classify alternative solutions, and combinations of alternative solutions	“Brainstorm creative options”
Provide options for mutual benefit	“Combining options into win-win solutions”
“Develop a best alternative to a negotiated agreement (BATNA)”	“Develop a best alternative to a negotiated agreement (BATNA)”
	“Other approaches”

Refer to appendix A, figure 1 for (Davidson & Wood, 2004, p7) CRM as adapted from (Littlefield, Love, Peck, & Wertheim, 1993).

3.6 Workplace Arbitration

The technique refers to private adjudication of employee differences unionized or not. Arbitrators are selected by all parties together, Hearings are confrontational by nature and evidence is primarily produced through the use of witness testimonies to resolve the conflict. Arbitration can be used by the manager as an alternative dispute resolution, one type of arbitration is the mandatory arbitration, its golden use ages in the US however are well in the past due to the reason that some employers prefer to handle conflict matters in court than arbitration because the cost of arbitration may be higher than its benefits. (Brubaker, Noble, Fincher, Park, & Press, 2014, p367-p368)

3.7 Social Intervention processes

This is a technique that can be used by a manager to reduce conflict and promoting collaboration among teams. This are workshops which managers can coordinate, they can oversee the process or also participate as representatives of conflicting groups. The groups meet and acknowledge that there is a serious problem that needs to be resolved. It's important for the facilitators to identify themes that appear to be hampering corporation and collaboration among the teams, and give tasks which must be accomplished with timeframes to the teams and ensure that there are follow-up meeting in the process to improve interaction skills and relationships between the teams. (Werner, 2016, p350) as cited from (Shani & Lau, 2000, p194).

3.8 Rearranging human resources

This technique can be considered by the manager if the conflict is incited by the behaviour of a specific individual. The individual may be transferred to another division. This technique may be used once other strategies such as performance management and interpersonal relations interventions have failed. (Werner, 2016, p350).

4. Conclusion

The section above defines conflict, and briefly discusses the two types of conflict namely, functional conflict and dysfunctional conflict.

Conflict resolution in the workplace is also defined, and the following conflict resolution techniques and skills are also discussed.

Conflict Resolution Skills

- Communication skills
- Problem Solving and mediation skills
- Confronting and Dealing with Conflict
- Constructive Engagement
- Active Listening skills
- Emotional Intelligence
- Being able to choose words wisely
- Adaptability
- Negotiation and Bargaining skills

Conflict Resolution Techniques

- Strategies to resolve conflict
- Conflict Training
- Third Party intervention/ Mediation
- Constructive debate
- Win-Min Technique/ Integrative bargaining
- Workplace Arbitration
- Social Intervention processes
- Rearranging human resources

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QUESTION 2

COMPARE THE DIFFERENT AND SIMILAR ROLES OF LEADERSHIP AND MANAGEMENT IN THE WORKPLACE

1. INTRODUCTION

The section below compares management roles to leadership roles, it looks at both the differences and the similarities of the two in the workplace.

The section starts by defining leadership and management, and briefly outlines the difference as the two teams are used sometimes interchangeably.

The section below discusses the roles of both leaders and managers and hopefully will help answer the question above.

What is leadership?

(Werner, 2016,p 397) defines leadership as the process of persuading followership, encouraging followers to work voluntarily , enthusiastically and persistently towards the same vision.

(Werner, 2016,p 397), (COX, 2016, p155) says leadership is not based on the level of authority in the workplace, anyone in the organisation can exert some informal leadership role and influence others.

(COX, 2016, p155) describes leadership as exerting intentional influence over others to guide and facilitate activities, structure and relationships in a group setting or in the organisation as a whole.

(COX, 2016, p156) continues to say that leadership is about directing the organisation towards success, coping and adapting to change in an organisation and is also concerned with economic outcomes.

What is management?

(Algahtani, 2014, p74) as cited from (Katz,1955) says that management is directing the organisation through supervision, administration and executive functions which interpretes management as being task oriented. (Algahtani, 2014, p74) cites (Kappa, 1991) also who defines management as a role which takes care of planning, organising, budgeting, coordinating and monitoring functions of a group. (Algahtani, 2014, p74) also cites (Northouse, 2007) who defines management as a process used to coordinate resources in order to achieve organisational goals.

(COX, 2016, p156) says management is about coping with complexity and establishing control in an organisation.

(COX, 2016, p156) says management is about knowing the scope of practice, knowing laws and rules affecting each role in the managed division. Management in certain industries just like leadership need to be able to adapt and examples of such would be in the Information technology field and the perioperative industries. In addition to adaptability perioperative managers also need to be flexible and dynamic in their environment and based on work experience the same applies to ICT managers.

What is the difference between management and leadership?

(COX, 2016, p155) says that differentiating between leadership and management is not easy and it is not the case that managers are always good leaders and that leaders are always managers.

(COX, 2016, p156) says that some believe that management and leadership roles are mutually exclusive while others believe that it's the opposite. Leaders can display characteristics of a manager while a manager can also portray some leadership characteristics.

(Codrington, 2007, p31) quotes the well known expert in leadership, Warren Bennis who distinguishes between leadership and management by saying "Managers are people who do things right and leaders are people who do the right things".

2. Differences

(COX, 2016, p155) as cited from (Yukl, 2013) says that leaders have the role of being adaptable visionaries able to inspire other people towards reaching collective goals.

(COX, 2016, p155-p156) as cited from (Nickels, 2010) says that managers plan, lead, organise and control staff members and other organisational resources in order to accomplish goals.

(COX, 2016, p155-p156) continues to say managers have a role to accomplish goals through personnel reporting to them, they have the responsibility to motivate and guide subordinates towards attaining measurable short-term goals.

(COX, 2016, p155-p156) as cited from (Morgan , 2013) says managers have the following roles:

- The ability to follow from the front and removing stumbling blocks to ensure subordinates succeed.
- The role to understand the overall technology used in the group and how it affects work.
- They need to lead employees by example starting at the ground level by using the same tools used by employees.
- They have a role to encourage other employees, being transparent and open to share information.

(COX, 2016, p155-p156) Managers have a role of sharing information with their subordinates and encourage collective intelligence in a team. They need to involve subordinates in decision making and not exclude them.

(COX, 2016, p156) as cited from (Nickels, 2010), Managers can be categorised into three levels, top management, middle management and supervisory management.

Company Chief Executive officers and company presidents belong to top management and generally works closely with board directors in developing strategic plans. Top managers also have the role to conceptualise in order to be able to formulate the organisational vision.

Middle managers supervise, organise, oversee daily operations to ensure that tasks are accomplished in the organisation. They also contribute to strategy and need the ability to conceptualise the overall objectives of the organisation but rely on guidance from top management for assistance in order to meet strategic goals.

Supervisory managers on the other hand report to middle managers and ensure that those that report to them perform according to expectations.

Managers have planning, problem solving, inspiring people, budgeting and putting plans to action as a role. (COX, 2016, p156)

(COX, 2016, p156) as cited from (Yukl, 2013,p6) Managers can be operational and collaborate with staff members, they supervise operational issues.

Leaders on the othehand oversee managers, and this leaders are chief nursing officers, nursing directors who ensure that organisational goals are met be providing managers with tools to be used in order for the organisation to succeed.

This means that managers may be leaders and leaders can be managers because the same leaders (chief nursing officers, nursing directors) are referred to as top management in the section above.

The sections above prove that the role of leaders is exactly the same as that of a top manager with the main responsibility being to be visionaries, drawing and driving organisational strategy.

(Codrington, 2007, p31) says that the roles of a leader include:

- Innovation
- Inspiring trust
- Challenging the existing state of affairs
- Seeking Risk and opportunities

And the roles of managers include:

- Implementation
- Control
- Accepting the existing state of affairs
- Safety

These list of roles makes managers seem as lesser beings than leaders, this is the reason most people want to be considered leaders other than managers including EXCO members who are in many cases nothing more than glorified managers. (Codrington, 2007, p31) continues to say that the world is in crisis because of the lack of leadership.

(Codrington, 2007, p32) says leaders have a role to ask questions like the following:

- What is the status quo?
- How do we maintain relevance as an organisation?
- How do we keep up and fulfill the goals of the organisation in this changing times?
- How would make customer consider the organisation as meaningful?

According to (Codrington, 2007, p32) leaders play the role of getting the organisation in line with the environment in which it is operating and changing the structure, resources and leadership of the organisation if necessary.

In addition to this leaders can bring renewed energy and revive an organisation. Leaders plot the path to the destination, they do not follow the worn paths of others. The role of leaders is more than just about profits but about making a meaningful contribution in the environment in which they are serving.

(Algahtani, 2014, p71) says that management roles include the following:

- Planning
- Giving directions to organisational systems to accomplish organisational goals and missions

And leadership focusses on the following roles:

- Instituting direction
- Aligning People
- Motivating colleagues
- Inspiring other colleagues

(Lunenburg, 2011, p1) says that leadership is about managing change and management is about managing complexity. Leadership includes the following roles:

- Providing vision for the organisation
- Aligning employees with the vision
- Motivating and empowering people

Management on the other hand include:

- Budgeting and planning
- Recruiting and organising
- Problem Solving and control

(Popovici, 2012, p126) says that management's roles are about achieving organisational goals, prediction, coordination, employee development and monitoring. Leadership on the other hand is about influence, win followership, guiding others and being a teacher to others in business.

See table below for a summary of differences in leadership and management roles as discussed above.

Differences	
Leader Characteristics	Manager Characteristics
(Codrington, 2007)	
Driving innovation	Implementation
Challenging the existing state of affairs	Accepting the existing state of affairs
Seeking Risk and opportunities	Ensuring Safety
(Algahtani, 2014)	
Instituting direction	Giving direction
Aligning People	Planning and Budgeting
Motivating colleagues	Coordinating
Inspiring other colleagues	Monitoring functions

(Popovici, 2012)	
Teaching to others in business	coordination other individuals
Win followership and influence	Monitoring other individuals
(Lunenburg, 2011)	
Providing vision for the organisation	Budgeting and planning
Aligning emoloyess with the vision	Recruiting and organising
Motivating and empowering people	Problem Solving and control

2.1 Similarities

Based on (Algahtani, 2014, p72-76) leaders and managers do share some similar functions and roles, they both work with people, achieving common goals and exercising some powers to inluence others in order to reach certain goals.

(Algahtani, 2014, p75) cites (Kotterman, 2006) who says that leadership and management are not necessarily the same but they overlap.
(Lopez, 2014, p99-p100) cites (Blackford and Kerr, 1994) who says that the management revolution was initiated by the expansion and growth of the rail system in the United States. Big enterprises started replacing small informal business structures, informal management was replaced with bureaucratic or organised management which was more efficient in managing multiple plants.

The entire operation of the railroad system and still business moved from being a one-man show to a complex authority system driven by one man who was an engineer responsible for multiple smaller companies, the individual who was only a leader became a manager. This individual was very knowledgable about processes of the organisation and taught others work, and his system became the systematic methodology which is today known as systematic management. This system has strong priority on control, qualification, predictability and providing jobs to the unskilled. After labour unrest, the system moved away from being systematic.

The engineer highlited above has both characteristics of a leader and those of a manager, because he had vision and put it to action, he came with his own system and put it in place which are characteristics of a leader, but he also continued to recruit and trained unskilled employees, he was also skilled as an engineer and was therefore involved in operational issues which are functions of a manager. Which proves that

leaders need managerial skills and managers need leadership skills. The two overlap as indicated above.

(Lopez, 2014, p101-p110) says more than a century after industrial revolution and the introduction of the scientific management system, management is still described the same way, with budgeting, controlling, planning as most articles did above. It is inappropriate after so many years to be still perpetuating this definition of management.

(Lopez, 2014, p101-p110) as cited from Mintzberg (2009) says that managers have interpersonal characteristics and one of them is leadership which is very appropriate in modern days. Leaders need managerial skills in order to be effective like budget analysis because leaders need to know that income has to come from business practices set by them.

Business students are most likely to see management as being boring, while leadership is well liked due to most of the academic literature which sometimes perceives a manager as an unethical individual whereas leaders are transformational beings. This ideology is not beneficial to any one. Managers and leaders are complementary and should be taught in that manner.

(Young & Dulewicz, 2008, p18-p19) outlines that both leadership and management have the following common roles:

- Conceptualisation of what needs to be completed.
- Aligning employees and other resources.
- “Taking an active role” (Young & Dulewicz, 2008, p18)
- Producing success

According to (Young & Dulewicz, 2008, p19) it is significant to realise that organisational success is never attributed to a single individual no matter how impressive his/her performance is, it is always joint work of employees from all levels including managers meaning organisational leaders need managers in order to put their visions to effect.

(Raišienė, 2014, p179-183) says that both the leader and manager able to enable employees and collaboration in a team. The manager must be able to lead and collaborate a team and the leader must have managerial skills and possess emotional and social intelligence.

(Raišienė, 2014, p179-p183) continues to say contemporary leaders need to be able to form relationships, rally and inspire people and be able to communicate effectively.

See table below for a summary of similarities between leader and manager roles as discussed above.

Similarities
Intertwined Leadership and Manager Roles
(COX, 2016, p156)
Being able to adapt to changes
Being Flexible and dynamic
Conceptualising and formulating the organisational vision
(Raišienė, 2014, p179-p183)
Collaboration
(Young & Dulewicz, 2008)
Conceptualisation of what needs to be completed
Aligning employees and other resources
“Taking an active role” (Young & Dulewicz, 2008, p18)
Producing success
(Algahtani, 2014)
Power to influence
Working with people
(Young & Dulewicz, 2008)
Conceptualisation of what needs to be completed
Aligning employees and other resources.
Producing success
(Raišienė, 2014)
Collaboration skills
Form relationships with people

Rally and inspire people
Effective Communication

2.2 Conclusion

Most articles prove that managers and leaders are different, the roles and functions of leadership and management are different though they do share some similarities. (Algahtani, 2014, p71)

The discussion above also proves that leadership and management can be said to be intertwined or converge at some point but they still remain different concepts having some similar characteristics. The discussion also shows that it's important for leaders to have some managerial abilities and for managers to have some leadership characteristics.

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Appendix A

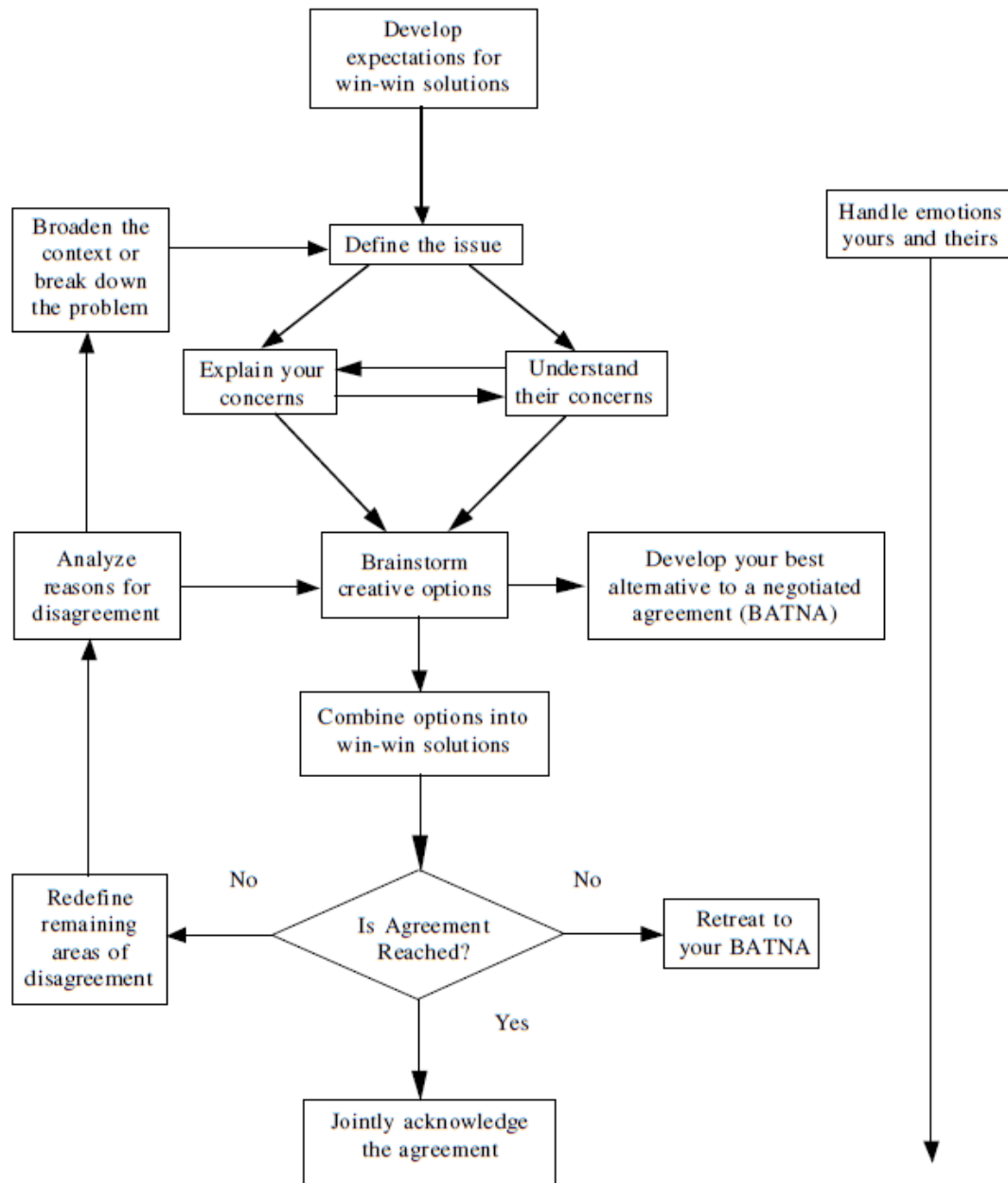


Figure 1: The Conflict Resolution Model. Adapted from (Littlefield, Love, Peck, & Wertheim, 1993, p81).

Table 2: Differences between leadership and management

Category	Leadership		Management
Thinking Process	Focuses on people Looks outward	----- -----	Focuses on things Looks inward
Goal Setting	Articulates a vision Creates the future Sees the forest	----- ----- -----	Executes plans Improves the present Sees the trees
Employee Relations	Empowers Colleagues Trusts & develops	----- ----- -----	Controls Subordinates Directs & coordinates
Operation	Does the right things Creates change Serves subordinates	----- ----- -----	Does things right Manages change Serves superordinates
Governance	Uses influence Uses conflict Acts decisively	----- ----- -----	Uses authority Avoids conflict Acts responsibly