**Question 1a)**

“Mnagement is the co-ordination of all resources through the process of planning,directing and controlling in order to attain a given stated objective:Fayol and Koonz and O’Donnell dwelt greatly on this direction.”

Managerial skills that enable managers to develop the skills they need to put organizational resources to their best use.

1. **Strong communication.** Great communication skills are essential to strong leadership. Focus on showing managers how to speak clearly, concisely and professionally. Remember that leadership is about remaining calm under pressure and being able to speak frankly and kindly about any issues that may arise. Encourage your managers to develop communication skills through training and in programs such as the Toastmasters International.
2. **Commitment.** Strong managers are committed to their companies and employees. Choose management candidates who are already committed to leading in a fair, financially stable fashion and provide them with the training they need to bolster enterprise success. Remember that keeping managers committed to your company mission helps ensure that hourly employees will stay committed too.
3. **Curiosity.** Great managers don't always do things the old-fashioned way. Instead, they use their natural curiosity and creativity to explore new solutions to problems. Foster curiosity in your managers by allowing them to try out different tactics when it comes to tackling company issues or dealing with difficult employees.
4. **Perspective.** Managers need to understand how to look at the big picture in order to succeed. If your managers have difficulty evaluating a company goal or problem as a whole, consider hands-on training to help them develop this skill. You should also encourage experienced company leaders to mentor new managers.
5. **Passion.** One of the most important assets any manager can have is a passion for the job. You can't teach passion, but you can help keep it alive by ensuring that you provide your managers with the tools they need to grow as leaders.
6. **Critical Thinking.**[Critical thinkers](http://livex.poynter.org/how-tos/leadership-management/what-great-bosses-know/44556/critical-thinking-what-do-you-mean-by-that/) managers question conventional wisdom. They are vigilant about identifying and challenging assumptions that underlie actions or inaction. They are automatically wary of generalizations, inferences and unproven theories.
7. Among their favorite questions is: "How do we know that?" They strive to independent thinkers, careful to check how their own biases might color their decisions. They do this automatically to speed up good decision-making, not to cause "paralysis by analysis."
8. **Teamwork.** Create a network of people working together with the same goals. Everyone should feel important and essential to the business. As long as you are loyal to your employees, they will be loyal to you. Allow yourself and others to be team players by empowering your employees.
9. **Leadership.** The key is to lead by example. If you want others to continue in a productive direction, then you must show them that by doing so yourself. Also, never manage a position you’re incapable of fulfilling. Eliminating special treatment and exceptions will allow everyone to feel equal. A great leader encourages participation and keeps everyone involved.
10. **Patience.**Training is critical for retaining employees. People learn at different paces and in different ways. Patience and time is required when training staff and dealing with customer situations.

**Question 1b)**

Explain the meaning and importance of leadership.

Leadership is one of the most important means of directing people.Leadership is the process by which an executive influences the work and behavior of subordinatis in choosing attaining specified objectives.Aperson is said to have an influence on others when they are willing to carry out his wishes and accept his advice or guidance.Leadership is the activity of influencing people to strive willingly for group objectives.

**Meaning of leadership.**

The following definitions refer to different aspects of leadership:

Chester Barnad:Leadership is the ability of a superior to influence the behavior of his subordinate and persuade them to follow a particular course of action.

Koontz and O’Dannel:Leadership is the ability of a manager to induce subordinate to work with confidence and Zeal.

Allen:Leaders is one who guide and directs other people.He must give effective direction and purpose.

Robert C.Appleby:Leadership is “a means of direction,is the ability of management to induce subordinates to work towards group ideas with confidence and keenness.

These definitions highlight the significance of leadership in the context of any group activity.Without effective leadership,it is difficult for any enterprise to function effectively.

**Importance of Leadership.**

Good leadership is is essential to effective management.There is no substitute for effective leadership.The significance of leadership is reflected in the following functions.

1. **Motivating Employees**

A dynamic leader breathes life into the group and makes people eager to work towords the achievement of group goals.He gives character to the group and sets the tone of the organization.According to terry,the will to do is triggered by leadership and lukewarm desires for achievement are transformed into a burning passion for successful accomplishments by the skillful use of leadership.Sound leadership creates an urge for accomplishments and transforms potential into performance.

1. **Morale building.**

Good leadership is indispensable to high employee morale.The leader lifts a mans’s vision to higher sights, raises his performance and builds up his personality.He shapes the thinking and attitudes of the group and maintains discipline.He develops good human relations and facilitates interactions between the memebers of the group.He maintains voluntary cooperation and discipline among followers.

1. **Creating confidence.**

An effective leader creates and sustains self-confidence and enthusiasm among his followers.He provides advice and guidance by which subordinates can recognize their qualities and capacity.A leader acts as a coach and counselor to his subordinates.He sets an example for others.Leaders serves as an aid to formal authority in obtaining desired results from surbodinates.A good leader serves as a father figure and members gain strength and security by identifying emotionally with him.

1. **Coordination.**

Leadership help to unify individual efforts.Leadership is the cohesive force which holds the group intact ,the force that transforms chaos into order,the disciplinary power that keeps the group working towards the goal,the electric current that energizes human action and the insight that converts despair into hope and changes haif-hearted endeavor into superior performance.A good leader fosters mutual understanding and team spirit among his followers.He creates a community of interests by harmonizing organizational goals and individual surbodinates.He resolves internal conflicts by serving as arbitrator and mediator between the opposing fuctions.

1. **Facilitates change.**

Leadership is the mechanism to convince people about the need for change.Dynamic leadership is the corner-stone of organizational change and development.In a world of change and uncertainity,the business leader becomes a vital element in the very process of change itself.

1. **Goal setting**.

A leader provides guidance to the group by setting and interpreting the objectives.He outlines the operations of the organization.He moulds the internal relationships within the group.

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A leader is the representative of his followers.He serves as the personal embodiment of the group and as the true guardian of his interests.He defends the intergrity of the group.Thus,leadership leads to higher performance.It serves as an aid to formal authority and determines the effectiveness of an organization.It is the driving force for getting things done through others.