**COURSE WORK**

**Leadership and Management**

**Question 1**

Leadership is a skill of influencing others towards attaining the required objective through encouraging and motivation. A leader persuades his followers through team work to realise talent and exert desired results.

Even though leadership and management terms are used interchangeably and are known to be relatively linked .Leadership consists of creating a vision and setting direction for subordinates towards accomplishing a certain outcome .In addition drath (2001) states that a leader or leadership motivates and gives direction to followers. It is worth mentioning that, while managers are formally appointed leaders or leadership can be shown at any level of the group or organisation because, the capacity to influence people to achieve a defined goal demands different approaches .Markedly leadership is vigorously concerned with gaining commitment and understanding people while advocating for change and introducing novelty. For example financial crisis and its aftermath, world leaders came up with mechanisms to resolve the crisis furthermore, leaders had to impose new laws and regulations to financial firms which significantly shaped new ways in which firms conduct operations.

With standing that leadership and management terms are used interchangeably and relatively linked kolter (1980) and bennice (1970) argued that their distinction starkly lies in their set of tasks, that is management involves getting things done on a daily basis. In other words management is about handling the status quo of the team or organisation for example with the view that an organisation is an interrelated interactive and interdependent system managers impose procedures and policies to attain desirable common objectives through coordination of activities, resource allocation and imposed control on the organisations internal environment in response to the external environment changes. This entails that management to a greater degree consists of utilising resources for productivity optimally. Therefore, to remain competitive managers must align mechanisms to extract internalised information from individuals in the organisation. In this regard, managing involves operational and human resource monitoring, motivation and controlling to attain the desired objectives against the rapid changing environment.

**Question 2**

The four factors of leadership are:

(I) The led/followers (I) The leader (III) The situation (IV) Communication

Since leadership is the skill of influencing others towards attaining the required objectives whilst providing purpose, direction and motivation an effective leader gathers essentives and orients his team on what is required of them a well-coordinated team makes a successful leader.

The Led or followers are a team the leader plans strategizes and executes with for the intended purpose or goal. Therefore, a good working environment promotes expression of diverse views, ideas ,interdependence and respect for each other.

The Leader: confident leaders make their followers believe in them therefore the leader should ought to know his personal strengths weaknesses capabilities limitations and must exercise self-discipline for example a leaders who reports late for work or knocks off before time should not expect his followers to do the opposite, that is to say the leaders behaviour has a positive or negative effect on the followers. This is where charismatic leaders get it right as they systematically do certain things hence making their followers admire and believe in them.

In conclusion a leader must lead by example.

Situation: Different situation require different or specific leadership styles and calls of actions for example a slow learner will need coaching more than an experienced one.

Communication: This is the exchange of information and ideas among team members Therefore, a leader ought to know the competence and behaviour of his followers this technique will enable the leader to handle each member appropriately without showing favouritism or biasness. The leader ought to exercise confidentiality and respect for each member for him to be respected. A follower who errors should be reprimanded according to procedures stipulated in the organisation

**Question3**

Challenges can come from either internal or external forces. Internal forces are those from within the organisation or the leader himself for example, negligence of ones well stipulated task resulting in loss of business to the organisation, while external causes are the ones coming from outside the organisation, these could be natural disasters ,political interference, hostility from rival or powerful organisation. The most common challenges faced by most leaders can be outline as follows;

-Managing conflicts

-Communication

-Delegation

-public speaking

-Maintaining focus.

Conflicts are inevitable at working places this could be due to poor performance, absenteeism, high turnover and behaviours, this can either propel or disrupt the momentum for a leader, a team or the entire organisation. An effective leader ought to be proactively by acting and confronting the issues before getting out of hand , small misunderstandings are usually ignored…for example a team member who has vital information reports for work late and the team is delayed in executing, resulting into anger and eruption of conflicts. Establish the main cause and listen to the parties involved without interruption and biasness, counsel or reprimand, in this instance a leader exercises different leadership styles.

Good communication skills by the leader and the team members will avoid unnecessary break down or misunderstandings, effective communication is when both the leader and the team understands exactly what the other is putting across ,this can be verbal or none verbal, an effective leader ought to read the body language or the tone of the subordinate as much as he keeps himself in check.

Public speaking: A well informed leader will be confident and know how to put his message across to his followers in a dignifying manner.

Delegating is assigning responsibilities and tasks to a team or an individual ,in an event where a leader is overwhelmed with workload in a specific area he may delegate, team leadership style will enable a leader discover talent, self motivated and dependable followers who require less supervision.

Maintain focus: A leader may lose focus on the organisational goal if he does not take a leading role in reminding his team on the objective. getting back to the drawing bold and do some review on the achievements, challenges and new prospects, this could be through workshops or take retreats.

**Question4**

The modern day manager faces a number of challenges at the workplace. Broadly these relate to managing a diverse workforce, communication styles, effect of organisational culture, organisational direction and finally decision making processes and feedback mechanisms. These can be further broken down into sub categories. Managing a diverse workforce is a delicate balancing act . These can be from different cultures, religions, sovial groups and age groups. It is common that the younger generation prefer to use technology for example and may even prefer to work flexi hours and from home.(Murphy)it is a major challenge ensuring all the above diverse interest groups conflate to a common goal. Ensuring effective communication is one other major challenge.

Communicating goals and expectations, communicating performance shortcomings and handling conflict among workers, between management and workers for various reasons can be stressful and time consuming. if not handled well can result in adverse effects on the organisation. Managers ought to find appropriate methods of mitigating communication challenges(Cranage) probably one of the most important challenges is how organisational culture can influence the managers success. This relates to written and unwritten rules. Commonly accepted practices and ways of doing things, time management and relationship management. Organisational culture can shape employee behaviour and results. Stephen Leyborne(2009) confirmed in his research that organisational culture and climate has an effect on effective working practices. The other dimension is that of organisational direction. The mission makes clear the major goals of the organisation and managers ought to keep this in mind during decision making.(Meyer). Such decisions include goal setting, motivating employees and retention practices the manager has to take time to understand the skills set, limitations facing employees, goal attainability, competition all of which are time consuming and require substantial time of the manager who has their own responsibilities and attributes to content with.

Finally, decision making processes can equally lead to improper implementation, lack of enthusiasm, thwart creativity and initiative.

Similarly the administration of policies fairly can improve productivity or if done harphazardly can lead to flouting of labour laws and hefty penalties for the organisation. Feedback can improve productivity and working relations between employees and managers in the workplace(McCoy). The way mangers handle protected groups such as disabled people, people suffering from terminal illnesses all have a bearing on the success or failure of the organisation and so does in application of policies.

It is clear that managers have to navigate numerous challenges to achieve desired results. One way of helping managers is to provide regular training in all areas, with possible use of external facilitators. It is also advisable for organisations to provide templates on how to handle certain issues and have an effective human resource practitioner at call to assist whenever needed. Finally organisations that involve all employees in the strategy making processes using both top down and bottom up approaches while allowing constructive criticism will tend to succeed.

**Question 5**

(I)Traits theory ( )

According to Traits theory which states that leaders have endowments of certain physical and personality characteristics which are distinguishable from characteristics of non-leaders.

According to the traits theory, leadership or leaders should poses determination, intelligence , self-confidence ,sociability and integrity qualities. This entails that this type of leadership theory is predominantly relevant to improving support in times of crisis and where subordinates are uncertain given task . For example , organisation that are underperforming can be compelled to yield suitable performance from a leader who has demonstrated integrity Characteristics in previous situations. Integrity can be inform of acknowledging the subordinates accomplishments and rewarding them. This is highly likely to motivate the followers in future

Situational theory

Situational leadership theory perceives leadership as an adaptive skill to align suited leadership styles with circumstances presented during the task (Geir Thompson(2015) It is with this view that when presented with a new task though with little knowledge, Enthusiastic, committed and motivated people tend to progress and eventually achieving positive results. We can argue that given two situations according to Mc Gregors theory x and y model. When dealing with subordinates that dislike work ,the leader could punish, coerce or direct to get adequate effort to attain the desired results, on the other hand when faced with theory Y subordinates , management approach to attain positive output is shaped by rewards through promotions and encouragement to the performing subordinates.

Path-Goal theory

Leadership effectiveness is as a result of imposed behaviour to compensate for environment, shortfalls and capabilities which are subsequently essential for subordinate well being and for enhancing work performance .In other words ,increased personal pay offs to subordinates result in achieving goals for the organisation. In addition leaders could support subordinates by allocating enough resources to perform and achieve goals set. In this regard, Path –Goal theory illustrates that leaders have a significant role to play to enhance performance by meeting subordinates needs.

**Question6**

Effective leaders are ones that create and master specific competencies ,set clear visions and objectives, build organisational capabilities and mobilise individual commitment while exuding high personal character. The effective leader is one that motivates their followers to rally behind their vision and ultimately get the teams to achieve stated goals by walking the talk or using their own personal character as a benchmark, ensuring they bring the best out of their followers by allowing innovation and initiative coaching and moderating results. Such leaders are always constantly aware of the environment confronting the organisation and coming up with shared strategies to navigate any new challenges. The effective leader exhibits good listening skills and communicates well and across the organisation.

The net result of any effective leader`s actions will manifest in improved customer satisfaction, employee motivation, commitment and retention across the organisation, increased profitability and investment worth for shareholders and a robust and sustainable organisation.

I give two examples of such persons who have demonstrated high effective leadership. One such case is that of Mr Aliko Dangote who started his empire from a small trading business in Nigeria and now runs a multi billion dollar worth empire straddling across oil ,cement , shipping and other sectors. Through understanding of the business environment Nigeria faced ,Mr Dangote has made Nigeria a major supplier of cement and self sufficient in that commodity. His net worth is estimated at 16 billion dollars by Forbes magazine. Dangote industries is well represented across Africa and contributes to over 20 percent of Nigeria GDP. Another notable example is Mr Strive Masiyiwa who started from humble beginnings in Zimbabwe .Mr Masiyiwa fought regulatory challenges in Zimbabwe and succeeded to set up Econet wireless telecommunication company. He went on to list Econet wireless international in Botswana, Johanesburg and now London.Econet is represented in Kenya,Botswana, South Africa, Nigeria ,Egypt and recently launched Casava a technology firm. Econet has recorded huge growth ,Mr Masiyiwa`s worth is placed at about 3 billion dollars by Forbes Magazine.

**Question7**

Here are some of the leadership styles.

Autocratic, Democratic, Transformational, lazier fare, Charismatic, visionary, Transactional, Cross cultural and Team leadership to mention but a fell.

Autocratic leadership style can be described as an authoritarian centered, a leader makes all major decisions on behalf of the organisation with less input from the members and expect compliance from the group members. This kind of leadership can be equated to dictatorship or the top-down hierarchy conventional type of organisational structure. This leadership style may cause frustration to subordinates who are proactive and knowledgeable as there is no room for initiative as everything is dictated to them, as a result can hinder progress of the organisation and the team. While this leadership style is well-suited in certain organisational structures such as the military, it is inherently flawed in the knowledge economy setting that encourages exchange of ideas from every member of the team. Consequently, demotivated subordinate tend to neglect sharing vita information that could potentially give the team or the organisation a competitive edge. In other words ,It does not promote flow of information and ideals between the leader and subordinates for example, a proactive and innovation oriented member who has discovered efficient and better ways of achieving the most required goals may not share his ideals with his leader, causing stagnation. Nevertheless, autocratic leaders are very useful in critical situations which require quick decision making .For example, in a military and security organisational set up where criminals escape from custody and a decision has to be made or else it will be too late, this scenario may not work in a Democratic leadership, where there is some form of bureaucracy and staff inclusion is markedly vital\\

. Another example, can be drawn from an organisation where workers tend to slack off, taking advantage of the lenient leader or management, an autocratic leader maintains order and discipline by close supervising. Making the subordinates adhere to laid down procedures and regulation which in turn promotes efficiency.

While Autocracy is centred on control, Democracy on the other hand is centred on consultation of the members.

With this said , Democratic leadership can be described as a participative style , in a Democratic leadership followers or subordinates are consulted and included in the decision making process. Hence promoting voluntary flow of information and ideals, this will help team members learn new things in tackling tasks or situations and improve communication and respect for one another ,while creating a health working environment and motivated followers.

While democratic leadership improves engagement and relations between the leader and his subordinates this can also be the source of discomfort in that all members feel equal to the other regardless of different roles.

As much as democracy is about deliberation and equal participation, other members may get demoralised once their ideals are not adopted making them think their ideals are not worth buying in ,resulting into staying a roof or refrain from contributing. Hence delaying progress for example, In situations where quick decisions are supposed to be made consultations and deliberations may take long hence losing out or failing to meet the targeted go making process (Butler and Cantrell,1984). For example, since leadership primarily is concerned about influencing, and the situation theory states that effective leaders mimic given circumstances which can be in form subordinates’ actions and attitudes. This entails that the follower significantly shapes the type of leadership style and ultimately the play a role in the organisations decision making process.in addition, Crossman and Crossman (2011) states that effective followers tend to engage more, therefore rewarding the organisation with valuable information crucial to the organisations success. Typically, organisation subordinate/leadership ratio tends to be skewed, there are more subordinate roles and less leadership roles. In this regard, because that large number of the workforce are not merely passive, subordinates contribute to the leader’s objective by recognising the daily activities of the organisation. All in all, subordinates shape productivity.

**Question8**

Effective leaders provide a clear vision for those they lead. Such leaders also show empathy and motivate, guide and provide corrective feedback and coach those they lead to ensure attainment of organisational goals, The leader uses effective communication to ensure organisational harmony . They have a listening ear and create environments that foster initiative and innovation, where there is no fear of reprisals. Such leaders are not afraid of failure or criticism as their sole intention is to create a vibrant organisation.

For this to take place ,there is necessity for other stakeholders such as followers, investors and others. Similarly if leadership demonstrates competence and skill and are calm in handling stressful situations this will impact on the people they lead .Followers are thus a key stakeholder in ensuring organisational goals are attained. The leader applies different styles to ensure such followers are not only motivated enough but act to achieve organisational goals. The actions of an effective leader affect mostly the followers as these are stakeholders responsible for implementing leadership vision and decisions. Suffice to say that leaders do not function in isolation and have to provide a condusive environment, build a culture of performance and success based on share visions and team work. This implies that followers or those who are being led are a critical component or factor needed to achieve success in any organisation.

**Question9**

Emotional intelligence is the ability to identify and manage one’s own emotions as well as the emotions of others, in this context , emotional intelligence(E I) is an invariable ability associated with leader subordinate relationships .Goleman(1998) claims that E I contributes about 681 of the abilities vital for high performance in leadership and technical abilities. This could be due to the fact that EI can be used as signalling tool in the working environment between leaders and subordinates that drives their focus towards pressing issues . according to George(2000)EI may enhance the leaders information processing in the dynamic and uncertain work environment. For example when a leader has high emotional intelligence ,they may approach decisions with realistic and balanced views that are critical to the objectives success. A leader who is unaware that they are overly optimistic about a prospect may not take into account the opportunities or the threats in making a particular decision. Ashkanasy and Dashorough(2003) states that leadership consists of emotional processes that recognises followers emotional states to attempt to evoke emotions in followers and manage emotional states accordingly. Therefore, we can argue that leaders showing empathy while being emotionally aware of the subordinate’s current social situation could install trust and believe in the leader’s decision making and his objectives.

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