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**Module 1 Assignments**

1. With relevant examples differentiate between leadership and management.

ANSWER.

Leaderhip is setting a new direction or a vision for a group that followed, for example a leader is spearheading for that new direction. According to John Kotter (1991), defined management and leadership thoughly, management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspect of management includes planning, budgetting, organising, staffing, controling and problem solving.

Leadership is a quality of influencing people, so that the objectives are attained willingly and enthusiatically. Management for formal and organised group of people only where as leadership is for both formal and informal groups.Some example of leaders are born for example Mahatine Gandhi.

Therefore the followiing differentiation between leadership and management are as follows;

Leadership is a virtue of leading people through encouraging them while management is a process of managing the activities of the organisation.

Leadership requires trust of followers on his leader unlike management which needs control of manager over the subordinates.

Leadership is a skill of influencing others while management has quality of the ruling.

Leadership demands foresightness of a leader, but management has a short range vision.

In leadership principles and guildlines are established, where as in the case of management policies and procedures are implemented.

Leadership is proactive conversely; management on the other hand is reactive in nature.

Leadership brings change while management brings stability.

Management is focusing on managing complexity by planning and budgetting with the aim of producing oderly results, not change. On other hand leadership is focusing producing changes by developing a vision for the future along with strategies for bringing about the changes needed to achieve that vision.

Management is developing the capacity to achieve plans by creating an organisation structured and staffing it- developing human system that can implement plans as precisey and efficiently as possible meanwhile leadership aligning people by communicating the new direction and creating coalitions that understand the vision and are committed to its achivement.

Management is ensuring plans acccomplishment by controlling and problem solvling formally and informally comparing results to the plans, identifying deviations and then planning and organisning to solve the problems, on other hand leadership is using motivation to energize people, not by pushing them in the right direction as control mechanisms do, but by satisifying

basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one’s life and the ability to live upto one’s ideals.

In conclusion , leadership and management are distingushable because leadership deals with leading people by encouraging subordinates where as management is a process of managing the activities or affairs of the organisation.

2. Explain the four major factors of leadership exemplifying them on how they are relevant

to working environments

.ANSWERS.

According to the above question, leadership has four major factors which are stated below;

Follower.

In leadership there are different people requring different styles of leadership for example, a new hire requires more supervision than an experience employee.

Leader.

In leaadership you must an honest understanding of who you are, what you know, and what you can do. Also note that it is the follower not the leader who determines if the leader is successful.

Communication.

In commnication, you lead through two ways; Firstly, much of it is nonverbal. For instance, when you “set the example” that communictes to your people that you will not ask them to perform anything that you will not be willing to do. What and how you communicate inorder to build relationship between you and your employees.

Situation.

All are different. What you do at one situation will not always work in another. You must use your jugdment to decide the best course of action and the leadership styles needed for each situation for example, you may need to confront an employee for inappriopriate behaviours but if the confrontation is too late or too earlier, or too harsh or too weak then the results will be effetive.

Various forces will affect these factors for examples of forces are your relationship with your seniors, the skills of your people, the informal within your organisation, and how your company is organised.

3. Discuss the five challenges that most leaders face in their line of duty and how you would

Address each of them if you are in such a position.

ANSWERS.

There are five challenges most leaders will face during their tenure as leaders, whether working for a corporation or for themselves. Here are the challenges below;

Creating and maintaing diversified team.

All leaders worK with teams. These teams include diverse individuals with different backgrounds, experience and even ethnicities; one of the greatest challenges of leadership in modern societies is finding ways to create a unified front among team members.

Inspiring others to share the leaders’ or organisation vision.

A mission and vision are the essential to any successful business. A leader can take on the challenge of inspiring others by clearly communicating how a company’s mission and vision will benefit not just the organisation but also the people working for it.

Facilitiating open and clear communication among co workers.

A clear and conscise communication is essential for success. The leader has duty to communicate well with others but also teach others how to communicate clearly.

Empowering incumbents to take action.

The days of micro management are over. Now day’s employees want to feel inspired, the best way to inspire empowering them to excel and achieve.

Providing inspirations to others.

Last, but certainly not least, a leader must provide inspiration to others. Leader must remain committed to the cause, but also recognise the potential in employees to achieve great things.

4. Discuss the management challenges at work and how as a manager you can address the

Same for organizational development citing relevant scholarly works.

ANSWERS.

In the management of an organisation, thereis need to address and manage the challenge at work. Therefore, they are seven biggest challenges faced by managers;

Achieving a stretched goal.

The organisation you are managing is responsible for something whether it is performing a bussiness process, supporting some other organisation, developing a new product, or getting new customers.

Bringing out the best in your employee.

All employees have good days and bad days. Some of the causes are out of your control. For example of the good days, hence are some of the things that you can do; Firstly, treat every employee with respect, if you have praise for the employee, give the praise infront of co workers. Secondly, help employees align their personal goals with their work goals.

Dealing with under performing employees:

Not all of your employees will do their best. Some will have personal issues that interfer their work.

Dealing with outstanding employees.

Some of the employees obviously out perform others, outstanding employees need special treatment.

Hiring the right people.

The main way to manage no matter how happy your employees are, you will get occasional turnover. If your organisation is sucessfully then you will often find that your budget and headcount will grow as you are assigned more and more responsibility.

Responding to a crisis.

No matter how much planning you do, things will go wrong. An employee will get sick at critical time. A weather disaster will hit your facility and disrupt your plans.

Continuous improvement.

No matter how good your organisation gets, it can do better. There is always some type of improvement that can be made: a change in process, a better working environmnet, better employee motivation, more focused on the essentials.

5. In light of three theories, briefly explain how leadership improves in organizational

Output.

ANSWER.

There are many theoretical explanations and descriptions of the process of leadership. There are three which are more important ones and summarised below;

Contingent leadership.

The theory of contingent developed by FIEDER (1967) stated that, the type of leadership exercised depends to a large extent on the situation and the ability of the leader to understand it and act acccordingly.

The path-goal model.

The path-goal model firt develop by Robert House (1971) stated that leaders are there to define the path that should be followed by their team in order to achieve its goals.

Leader-member exchange theory of (LMX).

The leader- member exchange theory of leadership as formulated by Green (1976) focused on the two ways relationship between supervisors and subordinates. It is linked to social exchange theory, which explains social change and stability as a process of negotiated exchanges between parties.

6. How would you describe an effective leader? Drawing examples from renowned.

Individuals from renowned institutions or states, explain your answer giving a personal

Opinion in form of criticism.

ANSWER.

The effective leader is someone who lead people with example and given chance the citizens like lat **Nelson** **mandele** of south africa who got long struggle to achieve the right of the black and white people of south Africa equally rether than **Gadiffi**  who died for his own sack not the public will.The leader who has given chances for freedom of speech and demanded by the citizen of the state not the nation the leader ruling without the intreast of the public.For example Salva kiir mayerdit persident of south suden is now ruling in away where the citizens are not willing in his government. Poor leadership can cuase the nation to fall apart.The effective leader is someone who is honest, and account by their citizens.

7. Explain the main types of leaders learnt so far.

ANSWERS.

A leader is a person who spearheads any certain institution that will be followed by followers. He acts as a direction to his or her subordinates. The following are the types of leaders learnt so far;

Leaders get things done through people; they set the direction and get other people to follow them. As Ted Johns (2008) says, “a leader takes people where they want to go”.

Transactional leaders.

These are originally described by BURNS (1978), identity the expecations of their followers and responds to them by establishing a close link between effort and reward. Power is given to the leader to evaluate, correct and train subordinates when the required outcome are achieved.

Transformational leaders.

Transformational leaders as defined by BASS (1985) empowers their followers and encourage to do more than the originally expected to do, they motivate followers to perform a high levels, to exert greater effort, and to show more commitment for example Yoweri Kaguta Museveni of Uganda, Magafuli of Tanzania

Charismatic leaders.

These are the types of the leaders that borned with the inner quality of the leader. The have compelling personalities and the abilitiy to rouse people to follow them through their sheer force of the impression they make for example Julius Nyerere former president of Tanzania and Nkume Nkrumah of Ghana.

Dictatrorial leadership.

This is the type of leadership where leaders rule their subordinates based on their discretion and feelings. Leaders here tend to dicatate their policies and ideas on their subjects and the latter has no choice but to follow the decisions of their rulers for example former president of Uganda Idi Amin Dada, and Mugabe, former president of Zambibwe.

Democratic leadership.

This is the type of leadership where people are given choice to choose or elect their leaders through voting. Here citizens are empowered to elect their leader through perodic, free and fair elections. Such leaders include Nelson Mandela, former president of South Africa, Yower i Kaguta Museveni of Uganda, Uhuru Kenyatta of Kenya to mention few.

Conclusion, they types of the leaders who are mentioned to the above, some borned with the quality of being the leader and the rests, the practies when given the task of being a leader.

8. What is the significance of followers?

ANSWER.

A report on Robert Graves by his **Co** in the First World War says that, the men will follow this young officer if only to know where he is going. Successful leaders depend on followers who want to feel that they are being led in the right direction. They want to feel that it is all worthwhile. They have the three requirements of their leaders. Leaders must fit their follower’s expectations- they are more likely to gain their respect and cooperation of their followers if they behave in ways that people expect from their leaders.

Leaders must percieve as the “best of us” than- they have to demonstrate that there are aspects in the overall task facing the group.

Leaders must be percieved the “most of us”- they must be incorporates the norms and values, powers but they will fail if they move too far away from them.

KELLEY in ( 1991) suggested that the role of the follower should be studied as carefully as that of the leader. Leaders need effective followers as one of the task of the leader is to develop what KELLEY calls “fellowership” qualities.

In conclusion, followers are the people who fit the leader and determine on how the leader is effective on his leadership process.

9. Explain the connection between leadership and emotional intelligence.

At first, emotional intelligence is a combination of skills and abilities such as self-awareness, self-control, empathy and sentivity to the feeling of others.

The notion of emotional intelligence was first defined by Salovey and Mayer 1990, who proposed that it invoves the capacity to perceived emotions, integrate emtions in though understand emotion and manage emotions effectively.

Goleman in 1995 popularised the concept. He defines emotional intelligence as the capacity for recognising our own feelings and those of others, for motivating ourselves as well as others. Therefore the four componenets of emotional intelligence are;

Self- management.

The ability to control or redirect disruptive impulses and moods and regulate your own behaviours, coupled with propensity tp pursues goals with energy and persistence.

Sellf-awareness.

The ability to recognise and understand your moods emotions and drives as well as their effective on others.

Social -awareness.

The ability to understand the emotional make up of other people and skill in treating people according to their emotional reactions.

Conclusion, the emotion is when the person is totally out of the control the centain incident that happened, on the other hand, intelligence is the ability of trapting thing that are rising silently and handel wisely for the smooth runing of the origanisation.

The end.