**Assignment 1: Leadership & Developments**

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Introduction to Leadership and Management; the process of management and leadership; and the role of manager and leader.

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# Introduction

Leadership and management are two notions used to describe two related concepts; the proven kills as transactional and transformational manager are meaningful required for any effective leader whether working for a corporation or for themselves. The aim of this research is to find out what is our perception on these two notions regarding many sources of documents consulted. The main aspect of this presentation will be focused on the introduction of leadership and management, their process, the role of a manager and a leader. The limitations of our research are based on: What is relevant difference between leadership and management? What are the four major factors of leadership, and how they are relevant to working environments? What are the five challenges that most leaders face in their line of duty? What are the seven challenges that most managers face in their line of job? How leadership improves in organizational output based on the main three theories? How would you describe an effective leader? What is the main type of leaders? What is the significance of followers? How to combine leadership and emotional intelligence? What Generally Accepted Accounting Principles (GAAP) stands for internal controls in any organization? Why is it important to have annual audits in any organization? What are the four financial statements for non-profit organizations? When handling conflicts are expected, and what procedure you will adopt to solve them? What are some of the malpractices may be curbed by whistle blowing? Responding to all questions posed, three types of the analytical techniques are used: (1) Definition- setting down the precise of a word or phrase and showing why the distinctions implied the definition are necessary by expanding on particular elements that may be sources of confusion or misunderstanding. (2) Explanation – clarifying by the use of explanation, model and example. (3) Comparison - describing the similarities and differences and evaluate likely outcomes.

## With relevant examples differentiate between leadership and management

Leadership defines as a process that produces change and movement, while management is a process of producing order and stability. In the other way, leadership is as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent, when management involves in influencing a group to meet its goals.

Considering leadership and management as two notions used to describe two related concepts. Therefore, the words “leader” and “manager” are among the most commonly used words in business and often used interchangeably. So what the terms actually mean?

A manager is the member of an organization with the responsibility of carrying out the five important functions of management: organizing, planning, staffing, controlling and directing. However, are all managers’ leaders? Most managers also tend to be leaders, but only if they also adequately carry out the leadership responsibilities of management, which include communication, motivation, providing inspiration guidance, and encouraging employees to rise to a higher level of productivity.

In summary Managers and leaders are both important, being a manager and a leader at the same time is a viable concept. Individuals can develop both concept (leadership and management) and can have a positive impact on both organizational learning and therefore, organizational performance.

## Explain the four major factors of leadership exemplifying them on how they are relevant to working environments

There are four major factors in leadership, listed as follow: (i) Follower, (ii) Leader, (iii) Communication and (iv) Situation:

1. **Follower**: let us consider follower as people make leader, because without at least one follower there is no leader. Leader should recognize the successes within a team. No one ever aspires to be a follower, but he needed more than ever-in offices inundated with leaders. A leader influences others to be their best; this involves by having a good understanding of their needs, emotions and motivation.
2. **Leader**: Leading involves influencing others toward the attainment of organizational objectives; that means get things done, and accomplish goals by people. Therefore, it is important to underline, is the follower, not the leader who determines if a leader is successful. Leader must create a positive work environment based on communicating expectations clearly, making eye contact (complimenting their work and taking their suggestions), encouraging environment (People thank уου fοr уουr contributions), and rewarding gοοd performance.
3. **Communication**: Communicate with people either builds or harms the relationship between you and your people or team. However, effective communication in the workplace is imperative in a leadership role; it is a key to good leadership. We can exercise it in open meeting to communicate our passion. Also in one on one to maintain eye contact; by email to pass messages using simple words; in body language to listen your team members; and by using, the appropriate tone of voice in any circumstance because one word can mean a different thing when said in a different tone of voice. Finally encourage feedback can measure the effectiveness of leader’s style of communication.
4. **Situation**: What you do in one situation, will not always work in another. The developmental level of the employee depends on his skills and motivation. For example, employees may have a low level of skill and motivation, which requires a leader to direct the workers, while some workers have high skills and are motivated to perform and can function with a hands-off manager. Leaders may also coach and support workers as they perform their duties.

## Discuss the five challenges that most leaders face in their line of duty and how you would address each of them if you were in such a position

There are five challenges most leaders will face during their line of duty, whether working for a corporation or for themselves. These challenges are listed as follow:

* Challenge 1 – Creating and Maintaining a Diversified Team
* Challenge 2 – Inspiring Others to Share the Leader’s/Organizational Vision
* Challenge 3 – Facilitating Open and Clear Communication among Coworkers:
* Challenge 4 – Empowering Incumbents to Take Action:
* Challenge 5 – Providing Inspiration to Others

Challenge 1 – Creating and Maintaining a Diversified Team

A leader can overcome the challenges associated with creating and preserving a diversified team by encouraging horizontal communication and knowledge sharing – that means each member of the team receives routine communications. Communication, in general, is the process of transmitting ideas, thoughts, information, emotions and message between and among people. A good communication provides people the information they need to do their job effectively, and help them maintain a shared vision and a sense of ownership in the organization. Whit Information technology world, any leader can maintain communication link with all members of a team whatever there are.

Challenge 2 – Inspiring Others to Share the Leader’s/Organizational Vision

Inspiring others by clearly communicating how a company‘s/organization’s mission and vision will benefit not just the organization, but also the people working for it. Two basic aspects of how leaders can inspire a shared vision are important to highlight: firstly achieve clarity around your ideal future is the best way to define your vision to others, and secondly bring others along by working toward a shared vision can help them achieve aspirations. Finally understand how often and how well you are inspiring a shared vision; it is also important to reflect regularly.

Challenge 3 – Facilitating Open and Clear Communication among Coworkers:

Clear and concise communication is essential for success. A leader has a duty to communicate well with others. Any good communicator has to empathize with the audience and try to anticipate what they will think and how they will feel about a message, they receive. Communication can include body language, facial expression, and tone of voice, as well as the appropriate word used in speech, writing, or actions. All of these together contribute to what the communication's actual message is, how well the communication is understood, what effect it has on the person or group/team to whom it is directed, and what its ultimate result will be.

Challenge 4 – Empowering Incumbents to Take Action:

The best way to inspire employees is by empowering them to excel and achieve. A leader‘s role includes providing employees the ability to make proactive choices. that is mean:

* Predict - anticipating future outcomes by using creativity and logic brainstorming.
* Prevent - foresee potential obstacles and exert their power to find ways to overcome them before those obstacles turn into concrete roadblocks.
* Plan - you have to know where you came from, where you are, and where you want to end up.
* Participate - you have to take initiative, and be a part of the solution.
* Perform - you must be decisive, and willing to do the work now, procrastination is not an option.

Challenge 5 – Providing Inspiration to Others

A leader must remain committed to the cause, but also recognize the potential in employees to achieve great things. five steps are recommended to motivate your team:

* Motivation is all about getting people to take action - tell people exactly what you want them to do.
* Limit the amount of time or effort that you are asking for – set an end date.
* Share in the sacrifice - roll up your sleeves and share the load (Leaders do not ask people to do what they themselves are not willing to do).
* Appeal to their emotions - people are also motivated by-and prefer to be motivated by-positive emotions like excitement, pride, a sense of belonging, and the thrill of achievement.
* Give people multiple reasons for doing what you want them to do - the best you may be able to offer is the hope that no one will lose a job.

Motivation and inspiration are the tools leaders have to use all the time – in one-on-one conversations, in meetings and in formal presentations – to bring out the best in their people.

## Discuss the management challenges at work and how as a manager you can address the same for organizational development citing relevant scholarly works.

There are seven biggest challenges faced by a manager, in this section we are looking forward to highlight how a manager can address the same for organizational development. These challenges are listed as follow:

* Challenge 1: Achieving a Stretch Goal
* Challenge 2: Bringing Out the Best in Your Employees
* Challenge 3: Dealing with Underperforming Employees
* Challenge 4: Dealing with Outstanding Employees
* Challenge 5: Hiring the Right People
* Challenge 6: Responding to a Crisis
* Challenge 7: Continuous Improvement

Challenge 1: Achieving a Stretch Goal:

A concrete stretch goal is a great motivator if it rallies around a specific purpose. The best stretch goals mobilize ours contributors by offering them something else they want. This is start by writing down your goals, focus on your thoughts and feelings. Make a plan and move forward into action and refining it until we reach the results you desire. Constantly monitor your feelings and your behavior throughout the achievement process. Also going to have to motivate people, remove roadblocks from their path, and focus them on the things that are most important. Just do this a stretch goal will be effective and achieved.

Challenge 2: Bringing Out the Best in Your Employees:

Bringing out the best in your employees reside on some of the things that you can do such us treat them with respect, help them to align their personal goals with their work goals, provide them an appropriate work environment wellbeing, and effective communication with them.

* Demonstrating respect means treat people with courtesy, politesse, and kindness - listen to what others have to say before expressing your viewpoint, and praise much more frequently than you criticize.
* Without a unified vision and direction, staff will never move in the same direction. The organization needs to be explicitly clear on defining who it is as an organization, its reason for existing, and make sure its goals and visions are communicated often and clearly. If staff members do not understand the organization’s role within the market, they will create their own differing versions and definitions.
* When people feel encouraged, accepted and happy, they become more motivated and perform better. Work-life balance in general, having that sense of balance will improve job satisfaction among employees - work-life balance can promote creativity. In addition, by rewarding employees who put in effort for their work, this will promote similar behaviors in the future, and make work environment comfortable.
* Communication is more than just talking face-to-face, although this form of communication should never be neglected; and in the workplace, cooperation represents the blending of many skills to produce collective achievement. Keeping the team’s goals center stage, and explaining how each person’s contribute to the team’s mission, encourages team members to be more cooperative as individuals in order to be more competitive as a team.

Challenge 3: Dealing with Underperforming Employees:

If some of your team are not performing at their best, it can bring down morale and affect the overall goals of your business/organization. It is important, and fair, for both yourself, and the underperforming employee, to find a solution to the issue. So proven methods to effectively deal with an underperforming employee. Ensure that you gather as much evidence and materials prior to speaking with the employee, so you have as many facts as you can at hand. Be specific showing exactly where the performance problem lies, and understand what motivates your employees. Create their performance goals together, once these performance goals have been agreed, ensure to regularly monitor progress. Finally ensure that you make a point of recognizing improvement and congratulating employees when rewarding progress. If underperformance continues, you should address this behaviour as soon as you can - be ready to let them go, this is never ideal, and should always be treated as a last resort.

Challenge 4: Dealing with Outstanding Employees:

Outstanding employees need special treatment. You want them to keep doing an exceptional job but that usually means that you‘ll have to pay them special attention. They need recognition for their talents and efforts. They need encouragement, training and guidance.

Employee recognition is the praise, acknowledgement, and appreciation given to employees in the workplace. Employee recognition is the acknowledgment of an employee’s efforts, hard work and behavior at the workplace that have contributed to the organization’s success and objectives in some way. A few ideas to how recognizing employees for their good work, is establish platforms through which team members can recognize their peers for a job well done.

Employee training and development programs only grow more important. The first step in any effort to improve employee performance is counseling or coaching. Counseling or coaching is part of the day-to-day interaction between a supervisor and an employee who reports to her/him. Coaching often provides positive feedback about employee contributions. Employees need to know when they are effective contributors. Training can enhance workplace competence, and sensitivity.

Challenge 5: Hiring the Right People:

Hiring the right employee is a challenging process. Hiring the wrong employee is expensive, costly to your work environment, and time-consuming. Hiring the right employee, on the other hand, pays us back in employee productivity, a successful employment relationship, and a positive impact on your total work environment. Hiring the right employee starts with a job analysis.

The job analysis enables you to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. While a candidate may look good on paper, a prescreening interview will tell us if their qualifications are truly a fit with our job. The job interview questions asked are critical in magnifying the power of the job interview to help you in hiring the right employee. Because interview questions that help you separate, desirable candidates from average candidates are fundamental when hiring an employee. In addition, effective background checks are one of the most important steps when hiring an employee. We need to verify that all the presented, sterling credentials, skills, and experience are actually possessed by the candidate.

Challenge 6: Responding to a Crisis:

When a crisis hits, you have to be able to deal with it — calmly, quietly and without being overwhelmed by stress. A crisis is almost always an indication that something needs to change within an organization. It is better for managers to be proactive, take the necessary steps to manage crises, and make solid decisions that will help move their organizations in a new direction. In diagnosing the problem, we must work with a dedicated team to create a strategic plan. All options must be brought to the table, and weighed no matter how difficult or undesirable they might seem - take a few minutes to breathe. Be aware, that once the action plan is set into motion, there will likely be further challenges and setbacks that surface.

Challenge 7: Continuous Improvement:

There‘s always some type of improvement that can be made: a change in a process, a better working environment, better employee motivation, more focus on the essentials. Among the most widely used tools for the continuous improvement model is a four-step quality assurance method—the plan-do-check-act (PDCA) cycle, also known as the Deming Cycle or Shewhart Cycle:

• Plan: Identify an opportunity and plan for change.

• Do: Implement the change on a small scale.

• Check: Use data to analyze the results of the change and determine whether it made a difference.

• Act: If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again.

## In light of three theories, briefly explain how leadership improves in organizational output

Three theories are highlighted in this section as contingent leadership, the path-goal model, and Leader-member exchange theory (LMX). Brief explanation will show out how leadership improves in organizational output.

Contingent leadership

Contingency leadership developed by Fiedler (1967) knew sometimes as situational leadership emphasizes its effectiveness on matching a leader’s style to right situation. It is complexes combination of three factors in contingency theory.

1. **Leader-Member Relation** – It is a measure of leadership acceptance between the organizational hierarchies. If the subordinates have trust, confidence and feel adequately motivated by their superiors, it is positive.
2. **Task Structure** – It is a measure of the clarity of the project or tasks, their methods to achieve the end product. There are clear guidelines to follow and progressed can be easily tracked.
3. **Positional Power** – It is a measure of amount of authority the leader has to influence the productivity of the followers, whether he can reward or punish them. The positional power can be weak if the subordinates do not directly report to the leader.

The path-goal model

The path-goal model developed by Robert House (1971) assumes that a leader complements his employees and compensates for their shortcomings. The achievement-oriented elements of the Path-Goal Theory match situational leadership. The Path-Goal Theory provides ways for leaders to encourage and support their employees in achieving their goals that also includes rewards.

Leader-member exchange theory (LMX)

The Leader-member exchange theory by Graen (1976) analyzes the relationship between managers and team members. Team members typically go through three phases in their relationship with their manager: Role-Taking, Role-Making, and Routinization. Typically, during the Role-Making phase, group members are classified into one of two groups: In-Group, and Out-Group. In-Group team members often receive more attention and support, and more opportunities, from their managers. Out-Group members get very little face time, and few opportunities. This theory can use to identify and validate any perceptions that managers might have of people on their team.

## 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.

An effective leader is a person with a passion for a cause that is larger than there are. Someone with a dream and a vision that will better society, or at least, some portion of it. A leader must have values that are life giving to society.

Let us draw an example of renowned individual, describe as bellow: A child had a rough childhood. He was physically and sexually abused growing up, got kicked out of high school, and tried to commit suicide twice – once as preteen again at 22. At 23, he moved to north his country and took up odd job as he started working on his stage career. At 30, he wrote, produced, and starred in his first theatre production, somewhat informed by his difficult upbringing. He put all his saving into the show and it failed miserably; the run lasted just one weekend and only 30 people came to watch. He kept up with the production, working more odd job and often slept in his car to get by. Six years later, he finally broke through when, on its seventh run, the show became a success. He is since gone on to have an extremely successful career as a director, writer, and actor. In fact, He was named highest paid man in entertainment next year.

Without passion, a leader will not make the necessary courageous and difficult decisions and carry them into action. This is not to imply that all decisions are of this nature. However, you can be sure, some of them will be. The leader without a passion for a cause will duck.

## Explain the main types of leaders learnt so far

Leaders have classified in three main types: Transactional leaders, Transformational leaders, and Charismatic leaders.

**Transactional leaders** by Burns (1978) – Power is given to the leader to evaluate, correct and train subordinates when performance needs to be improve and to reward effectiveness when the required outcomes are achieved. Transactional leaders are focused on directing/controlling people and process. Strength comes from power, control, formal authority, and personal results.

**Transformational leaders** by Bass (1985)- empower their followers and encourage them to ‘do more than they originally expected to do’, and their passion and purpose are to transform others, their influence touches people in all industries and across multiple generations. Their influence is continuously being transferred through many other leaders at many different times in multiple locations. Transformational leaders are focused on influencing/releasing people and developing motivation. Strength comes from relationships, moral authority, growth of others, and the respect they have earned.

Charismatic leaders by Weber (1947) - charismatic leaders have compelling personalities and the ability to rouse people to follow them through the sheer force of the impression they make. People want to follow them because of who they are and what they know. They influence others from the outside. They are process focused. They are trusted and deliver results for themselves, their families, their team, their organization, their customers, their suppliers, and their community. Charismatic leaders are focused on influencing/releasing people, managing the process, and getting results. Strength comes from relationship, moral authority, and team results.

## What is the significance of followers?

Successful leaders depend on followers who want to feel that they are being led in the right direction. Therefore, good followers are created partly by leaders who understand their obligations for developing people. Leaders have a duty to create a leader–follower relationship that engages the whole person rather than treat followers as passive sheep who should blindly follow orders and support the manager. Leaders need to know the followers stand, where they are going and what is in it for them.

## Explain the connect between leadership and emotional intelligence

Emotional intelligence is a combination of skills and abilities such as self-awareness, self-control, empathy and sensitivity to the feelings of others. Other way, emotional intelligence is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they are feeling, what their emotions mean, and how these emotions can affect other people. The four components of emotional intelligence are:

1. Self-management - the ability to control or redirect disruptive impulses and moods and regulate your own behaviour, coupled with a propensity to pursue goals with energy and persistence. Self-management is all about staying in control.
2. Self-awareness - the ability to recognize and understand your moods, emotions and drives as well as their effect on others. You always know how you feel, and you know how your emotions and your actions can affect the people around you.
3. Social awareness - the ability to understand the emotional makeup of other people and skill in treating people according to their emotional reactions. Leaders with social awareness have the ability to put themselves in someone else's situation.
4. Social skills – the ability to find common ground and build rapport. Leaders just as open to hearing bad news as good news, and they are expert at getting their team to support them and be excited about a new mission or project.

## Explain the Generally Accepted Accounting Principles (GAAP) that are appropriate for internal controls

Generally accepted accounting principles (GAAP), are a set of rules that include the details, complexities, and legalities of business and corporate accounting. GAAP delivers transparency and continuity; it enables investors and stakeholders to make sound, evidence-based decisions. The consistency of GAAP compliance also allows companies/organizations to more easily evaluate strategic business options.

## Why is it important to have annual audits in any organization?

Basically, the audit verifies the numbers, ensures accuracy, and assesses procedures. A comprehensive audit identifies internal controls that should be implemented to improve the integrity of your financial systems. Furthermore, the audit gives closure to the treasurer and sets a starting point for the new year’s activity. An audit is also the primary tool for uncovering financial mismanagement. An annual audit can uncover problems before they become significantly more serious. Another reason to conduct an annual audit even when not required by law is that many public and private foundations/funders (including governments) require charitable nonprofits to submit audited financial statements or conduct an audit in order to be eligible for funding. A nonprofit can build its reputation for integrity, transparency, and professionalism, by having a regular independent audit conducted and making it available to stakeholders and the public.

## Explain the four financial statements for Non-Profit Organizations, indicating and justifying their frequency of preparation

Whether you are starting a new job at a nonprofit organization, and joining a nonprofit Board of Directors, it is important to familiarize yourself with the unique way in which nonprofits present their financial statements. It is interesting to note that four financial statements bind non-profit organizations:

1. **Statement of financial position**: This statement is similar to the for-profit world’s Balance Sheet in that it lists the values of all the assets held by the organization and the values of all the debts owed, but the Statement of Financial Position also reports the organization’s net assets. Similar to equity, the net assets section denotes the “value” of the nonprofit. This value, however, is further divided on the Statement of Financial Position into restrictions – either temporarily restricted, permanently restricted, and unrestricted net assets. These classifications are used to segregate funding based on any restriction(s) imposed by each donor as to how the funds can be spent.
2. **Statement of activities**: This statement is in lieu of the Income Statement that is used by for-profit companies, and it reports the change in permanently restricted, temporarily restricted, and unrestricted net assets.
3. **Statement of Cash flows**: which is produced following the same procedures used by for-profit companies. This statement shows the inflow and outflow of cash within the organization. As shown in the sample statement below, the cash flow starts with the change in net assets – which equals the amount listed on the Statement of Activities.
4. **Statement of functional Expenses**: this statement will detail the expenses incurred during the reporting period, allocate it by program services, and support services. Best practice, although not required, is to breakout the program service costs by the organization’s various programs and list the expense categories from highest to lowest.

All of the financial statements are connected.  For the Statement of Functional Expenses (as shown in the example above), the total expenses will equal the same amount reported on the Statement of Activities.

These four statements represent the primarily financial statements that nonprofit organizations prepare.

## When handling funds, conflicts are expected because of the need of scoring personal goals. Assuming you encounter the same, explain in detail the procedure you will adopt to solve the same

While conflict is a normal part of any social and organizational setting, the challenge of conflict lies in how one chooses to deal with it. Concealed, avoided or otherwise ignored, conflict will likely fester only to grow into resentment, create withdrawal or cause factional infighting within an organization.

Developing effective conflict resolution skill sets are an essential component of a building a sustainable business model. Unresolved conflict often results in loss of productivity, the stifling of creativity and the creation of barriers to cooperation and collaboration.

What creates conflict in the workplace? Many of causes resulted from a lack of information, poor information, no information, or misinformation. Another common mistake made in workplace communications, which leads to conflict, is letting emotions drive decisions. While having a conflict resolution structure is important, effective utilization of conflict resolution processes is ultimately dependent upon the ability of all parties to understand the benefits of conflict resolution, and perhaps more importantly, their desire to resolve the matter. The following tips will help to more effective handle conflicts in the workplace:

1. **Define acceptable behavior**: Just having a definition for what constitutes acceptable behavior is a positive step in avoiding conflict - having clearly defined job descriptions so that people know what is expected of them, and a well-articulated chain of command to allow for effective communication will help avoid conflicts.
2. **Hit conflict head-on**: If a conflict does flair up, you will likely minimize its severity by dealing with it quickly - time spent identifying and understanding natural tensions will help to avoid unnecessary conflict.
3. **Understanding the “what is it for me” Factor**: The way to avoid conflict is to help those around you achieve their objectives - if you approach conflict from the perspective of taking the action that will help others best achieve their goals you will find few obstacles will stand in your way with regard to resolving conflict.
4. **The importance factor**: If the issue, circumstance, or situation is important enough, and there is enough at stake, people will do what is necessary to open lines of communication and close positional and/or philosophical gaps.
5. **View conflict as opportunity:** Divergent positions addressed properly can stimulate innovation and learning in ways like minds cannot even imagine. Smart leaders look for the upside in all differing opinions.

I expect resolution can normally be found with conflicts where there is a sincere desire to do so.

## What are some of the Malpractices, which may be curbed by whistle blowing? Explain your answer briefly.

An employee can raise a concern if they reasonably believe that one or more of the following has occurred:

* A criminal offence
* A failure to comply with a legal obligation
* Improper unauthorized use of public funds or other funds
* A miscarriage of justice
* Misconduct
* Endangering of an individual’s health and safety or welfare
* Damage to the environment
* Deliberate concealment of any of the above

Whistleblowing provisions cover all employees in the public, private and voluntary sectors and all other professionals. Legal protection may apply if the individual has a reasonable belief in what they are reporting. Whistleblowing provisions aim to protect whistleblowers from victimization and dismissal when they raise genuine concerns about misconduct or wrongdoing. The word whistleblowing in a policy refers to the disclosure internally or externally by workers of malpractice, as well as illegal acts or omissions at work. The policy aims to provide staff with an avenue to raise concerns internally and receive feedback on any action taken.

# Conclusion

Leadership closely with the idea of management, because leadership occurs any time one attempts to influence the behaviour of an individual or group, regardless of the reason; while management is a kind of leadership in which the achievement of organizational goals is paramount. The difference is that leader focus on people, while manager focus on systems. A Manager must manage as well as lead. Manager needs formal authority to be effective; so leader must let vision, strategies, goals and values guide the group action and behaviour rather than attempting to control others. At certain times, organizations thrives and prosper under transactional leadership, and other times they need transformational leadership. Young organizational respond favorably to transformational leadership, mature organizational to transactional leadership, and those in decline or renewal stage need transformational leader.

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