**Module-1: Assignment in Leadership and Management**

**1. What is strategy? What is the nature of strategy?**

Strategy is a plan of action or a system/policy put into place to achieve a goal. A major course of action through which an organization relates itself to its environment particularly the external factors to facilitate all actions involved in meeting the organization’s goals.

Strategy acts as guidepost for a company’s ongoing development. It provides a direction for the company and indicates what must be done to survive, grow and be profitable.

**Three models of strategy:**

According to Hambrick (1983), there is a lack of consistency in the definition of strategy because it is multidimensional, and it must be situational; therefore, it will vary by industry. In view of the above, there are three models of strategy:

**Model 1: Linear strategy**

This model of strategy is directed towards planning. It involves integrated decisions, actions or plans that leads to achieving organizational goals. To reach these goals, organization direct various links with the environment by altering their products or markets or by performing other actions. Some terms associated with this model include but not limited to, strategic planning, strategic formulation, and strategic implementation. The linear model considers top managers as possessing the capacity to change the organization. (Chandler, 1962)

**Model 2: Adaptive strategy**

Hofer characterizes this model as the concern with the development of match between the opportunities and risks in the external environment and the organization’s capacity to utilize these opportunities. In this model, the organization is held liable to continuously assess external and internal conditions. Associated terms in this model include strategic management, strategic choice, predisposition, strategic design, strategic fit, and strategic trust. (Miles & Cameron, 1982)

**Model 3: Interpretive strategy**

In interpretive strategy, the representative of the organization communicates meanings that are intended to motivate stakeholders in ways that favors the organization. Its focus of strategy includes participants and potential participants in the organization. (Chaffee, 1984)

**2. “Strategy is synonymous with policies”’ comment on the statement.**

In commenting on the statement, it is true that strategy is synonymous with policy in that both are set at the top-management level of an organization. Policy is set to help employees function in line with organization’s strategy. Policy serves as a guide to accomplishing a strategic goal.

**3. Difference between strategy and programs, procedures and rules.**

**Strategy and Program:**

The difference between strategy and program is that strategy is a set of actions, which leads to your destination. Whereas, program is a long-term managed activity of multiple projects to yield outcomes**.**

**Procedures and Rules:**

To differentiate the two, procedure is a method or series of actions that would help to achieve the best outcomes for a given task. On the other hand, rules are guidelines that enable organizations to create procedures to complete a certain task.

4**. What are the various levels at which a strategy may exist?**

The various levels at which strategy may exist in an organization are:

**A. Corporate level strategy:**

This is the first level of strategy in an organization, which is found at the executive level that oversees everything else that is done and defines the purpose of the organization. In a business venture, it serves as the planning stage.

**B. Business unit level strategy:**

This level of strategy serves as the step down from the corporate level strategy. It focuses on competition.

**C. Functional level strategy:**

This is the level that focuses on growth. It serves as the day-to-day strategy that points the organization in the right direction.

**5. Compare three types of leaders.**

When it comes to leadership, there are varieties of styles or successful models. These leadership styles have different characteristics and skills. Although different, all of them seek to achieve goals in their endeavors. Three types of leaders to discuss here are transformational leader, transactional leader and charismatic leader.

To compare transformational and charismatic leader, charismatic leaders are sometimes referred to as transformational leader because they have many similarities.

The difference is that in charismatic leadership, the leader’s attraction brings about inspiration and devotion among the followers towards the leader. While in transformational leadership, individuals change and social systems are created by means of collective vision. The leader also lays stress on values, needs and beliefs of followers. In transformational leadership, there is more than one leader in a group.

Transactional leadership is a style of leadership where emphasis is placed on the transactions between leader and followers. This type of leader focuses on planning an execution.

**6. Differentiate between a manager and a leader.**

The difference between leader and manager can be outlined as follows:

**Definition:** A leader is a person who influences his followers to accomplish a set goal, while a manager is a person who manages the organization and is responsible for planning, direction, coordination and control.

**Approach:** The leader sets direction, while manager plans details.

**Style:** For style of leadership in a leader it is transformational while manager’s leadership style is transactional.

**Decision:** A leader facilitates decision, while manager makes decision.

**Focus:** A leader focuses on people, where as manager focuses on process and procedure.

**Change:** A leader promotes change while manager reacts to change.

Finally, a leader strives for effectiveness where as a manager strives for efficiency.

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