

MANAGEMENT & LEADERSHIP

2

PAPER

2

TOPIC

MANAGEMENT AND LEADERSHIP

Define/Elaborate on the meaning of management and leadership.

Leaders have a broad outlook of an organisation. They focus on the vision and mission of the business. They consider employees as people first, before relating to them as employees.

Managers, however, have a narrower view of the organisation. They focus on the organisation's immediate goals.

Differentiate/Distinguish between management and leadership.

LEADERSHIP	MANAGEMENT
Leads by inspiring and motivating employees.	Manages processes by using their authority.
People-orientated, thus putting employees first.	Task orientated, ensuring the job gets done.

LEADERSHIP STYLES

Identify leadership styles from given scenarios and motivate your answers.

Outline the differences/Differentiate/Distinguish between the following leadership styles:

Democratic Leadership Style(2)

- A democratic leader involves employees in the decision-making process.
- The leader realises that there is power within the collective input of individuals.
- This inclusive approach by the leader ensures the support of employees in decisions made by the leader.

Autocratic Leadership Style (2)

- An autocratic leader does not involve employees in the decision-making process.
- Employees are told what to do and must execute the decisions of the leader without questioning his/her decisions.

Laissez-faire/Free-reign Leadership Style (2)

- A laissez-faire/free reign leader delegates decision-making to employees that he/she trusts.
- The leader separates him/herself from the decision-making process and allows employees to make decisions in the best interest of the organisation.

Charismatic Leadership Style (2)

- A charismatic leader uses his/her personality and charm to influence the behaviour and actions of employees. Employees are inspired by the energy and keenness of the charismatic leader.

Transactional Leadership Style (2)

- A transactional leader uses rewards and punishments to drive employees towards business goals and targets.
- The transaction leaders focus on the results/performance of employees to measure their effectiveness in terms of the goals of the organisation.

DEMOCRATIC LEADERSHIP STYLE	AUTOCRATIC LEADERSHIP STYLE
Invites employees to be part of the decision-making process.	All decisions are taken by the leader alone – without employee involvement
Open communication between the leader and employees.	Employees are told what to do and how it must be done.

Discuss/Evaluate/Analyse the impact (including positives/advantages and/or negatives/disadvantages) of each leadership style.

The impact of the Democratic Leadership Style (4)

- + The leaders do not have to rely on their knowledge/skills to solve complex problems.
- + Leaders may invite employees to participate in the decision-making process and benefit from their experiences/expertise.
- Input from inexperienced employees could lead to decisions that are not in the best interest of the organisation.
- The leader could delay making decisions because he/she is waiting for inputs from employees.

Impact of the Autocratic Leadership Style (4)

- + The leader is in a position to make quick decisions, without consulting employees.
- + Clear/Consistent direction from the leader, provides certainty to new employees.
- Tension could arise between the leaders and employees if there are disagreements on strategies.
- Employees could become frustrated/irritated if their inputs are not considered.

The impact of the Laissez-faire/Free Reign Leadership Style (4)

- + Employees are trusted and given the responsibility of making decisions in areas of their expertise.
- + Employees don't need to consult the leader when making decisions that may benefit the organisation.
- The uncertainty regarding clear decision-making could influence the morale of employees negatively.
- Employees could be hesitant to take decisive actions, which could affect their work performance.

The impact of the Charismatic Leadership Style (4)

- + Employees are inspired by the energy/passion of the charismatic leader.
- + Employees are motivated to exceed their expectations and overcome their fears.
- A leader may promote his own personal interest, instead of leading for the benefit of the organisation.
- Employees rely on the leader to improve their morale/motivation levels.

The impact of the Transactional Leadership Style (4)

- + Linking rewards to targets encourages workers to work effectively/efficiently.
- + Incentives offered to employees who exceed targets increase the productivity levels of workers.
- Employees may feel demoralised if they're punished for not meeting targets.
- The leader may need to monitor the performance of employees to ensure that targets are met.

Suggest/Recommend situations in which each leadership style can be applied in the workplace.

Democratic Leadership Style (4)

- Employees are experienced/experts in their chosen fields of occupation.
- Teamwork is promoted and the inputs of employees are valued/appreciated.
- The leader requires a different perspective on an issue and experienced employees could provide valuable information.
- Employees are experienced/experts in their chosen fields of occupation.

Autocratic Leadership Style (4)

- When a crisis arises within an organisation and requires immediate action on the part of the leader.
- The leader has all the information at his/her disposal and does not require further input from employees.
- The leader has earned the trust of the employees, and they are willing to accept his/her judgement.
- The business appointed inexperienced/new employees that could benefit from this type of leadership style.

Laissez-faire/Free Reign Leadership Style (4)

- The leader is occupied with more important aspects of the business and delegation of duties may improve the efficiency of the organisation.
- Employees who are experienced in their chosen field, are often trusted/relied on by the leader to make responsible decisions.
- Leadership potential exists amongst employees and that they need opportunities to acquire additional skills.
- Employees have acquired a greater level of knowledge/skills on a particular subject matter than what the leader has acquired.

Charismatic Leadership Style (4)

- The organisation wants to implement changes and uses the leader to get the support of employees.
- The leader wants to boost the morale of employees, who may be demotivated.
- The leader wants employees to continue on the path of high productivity/efficiency levels.
- Confidence levels of employees are low, and employees need to be inspired

Transactional Leadership Style (4)

- The leader wants employees to exceed target levels.
- The business wants to maximise employee performance.
- Deadlines have to be met on short notice/under pressure.
- Employees have a low morale.

LEADERSHIP THEORIES

Discuss/Explain the following theories of management and leadership:

Leaders and followers (4)

- The relationship between the leader and employees has a major impact on the goals that the organisation has set out to achieve.
- Leaders allow followers to be creative/innovative and encourage them to explore alternative methods to increase productivity.
- Leaders lead by example and provide incentives for positive behaviours.
- Followers take responsibility for goals/targets not achieved.

Situational leadership (4)

- Leaders are required to manage employees under different conditions and different character traits are required to deal with each situation within the workplace.
- A different leadership style would be adopted by the leader, based on the prevailing circumstances at a particular time.
- Effective leaders may adopt the leadership style that will ensure that the goals of the organisation are achieved.
- The relationship between the leader and the employees are based on values of trust/integrity/respect.

Transformational/Transitional leadership (4)

- This leadership theory would be adopted by the leader during a period in which the organisation is experiencing radical changes.
- Leaders have strong and charismatic personalities, that they use to increase the motivation/productivity levels of workers.
- Employees are supported throughout this period of radical change and given opportunities to share their thoughts/ideas without any constraints.
- Leaders lead by example and workers respond by focusing on their outputs.

Identify the above-stated leadership theories from given scenarios/statements.

Explain/Discuss the role of personal attitude in successful leadership. (4)

- Positive attitude releases leadership potential.
- A leader's good/bad attitude can influence the success/failure of the business.
- Great leaders understand that the right attitude will set the right atmosphere.
- Leaders' attitude may influence employees'/teams' thoughts/behaviour.
- Leaders should model the behaviour that they want to see in team members
- Enthusiasm produces confidence in a leader.

Identify the role of personal attitude in successful leadership from given scenarios/case studies.