

Unit 2.3 Leadership and management

Task 1: Complete the missing words

Management is the process of getting things done through other people in order to achieve the _____ and _____ of a business. This is likely to involve planning, organizing, co-ordinating, commanding and controlling the various operations and resources within a business.

Managers and leaders adopt different styles to tackle organizational objectives and strategies. For example, _____ leaders make decisions independently of others and delegate very little, if any, responsibility to their subordinates. By contrast, _____ leaders encourage others to be involved in decision-making (by a process of consultation and consideration of the views of the workforce) before they implement any changes. _____ leaders are those who have minimal direct input in the work of their staff. Instead, they allow subordinates to make their own decisions and to complete tasks in their own way. _____ leadership also suggests that managers and leaders must be able to change and adapt their style to different situations. Managers may adopt a _____ approach when inducting new staff or when dealing with staff with personal difficulties.

There are various factors that influence a person's style of management and leadership. These influences include: the nature of the _____ (e.g. whether it is routine or a major undertaking that requires strategic leadership), the nature of the _____ (e.g. experience, qualifications, training and personality) and the organizational _____ (i.e. the 'way' things are done in the organization).

Task 2: Explanations

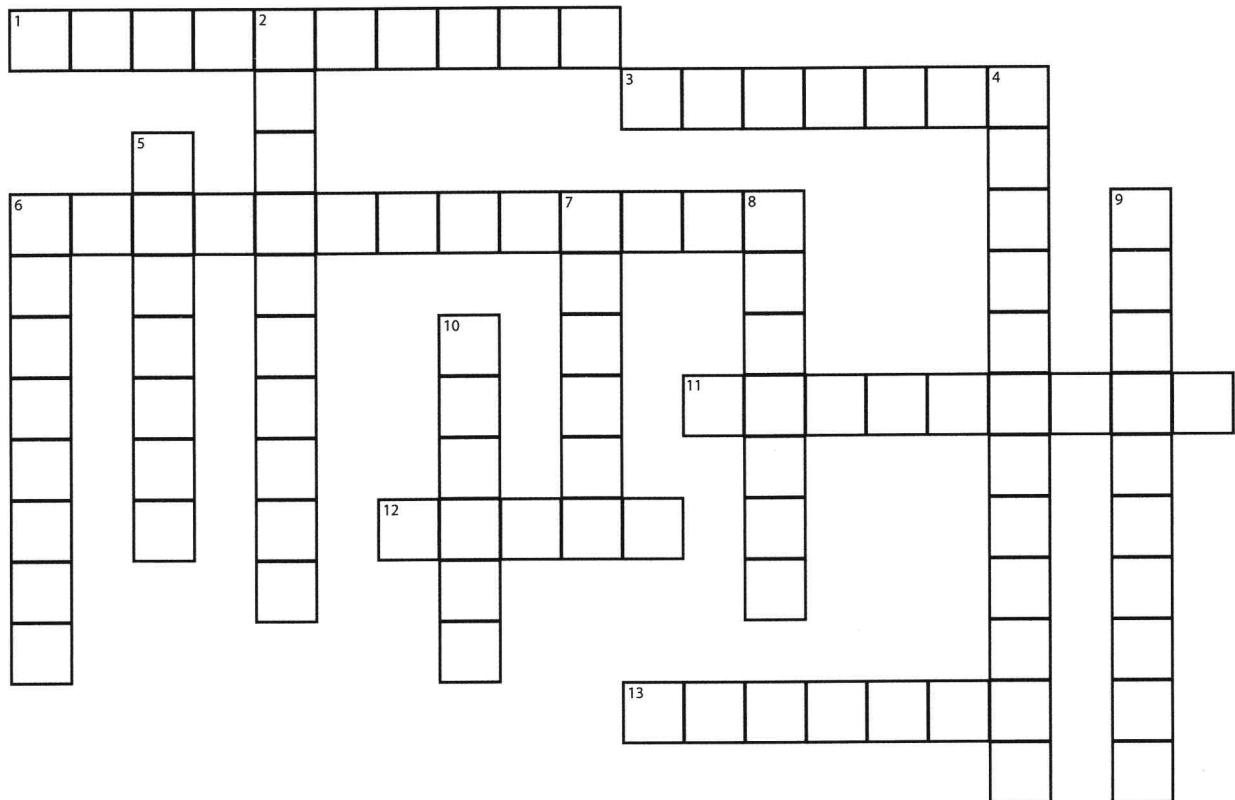
- a. Outline two factors that could influence someone to adopt an autocratic leadership style.

- b. What do you think management guru Warren Bennis meant when he said, "Failing organizations are usually over-managed and under-led".

- c. Outline two core competencies that leaders must develop to be successful.

- d. If a leader needs to seek the advice from others when making a key strategic decision, is this a sign of weak leadership?

Task 3: Crossword



Clues across

1. An authoritarian style of management (10)
3. A key function of management (7)
6. Managers who act in a way they believe to be in the best interests of their subordinates (13)
11. Only senior managers make this type of decision (9)
12. Targets and objectives, in short, should be: specific, measurable, agreed, realistic and time constrained (5)
13. Charles Handy describes such a person to be a general practitioner, confronter of dilemmas and balancer of cultural mixes (7)

Clues down

2. One of the core functions of management as suggested by Henri Fayol (10)
4. Style of management most suited to firms with highly skilled and competent staff (12)
5. Considerations that are based on the leader's personal values and moral judgment (7)
6. All managers participate in this key function (8)
7. The highest ranking level of managers (6)
8. The customs and norms within an organization (7)
9. Management styles will affect the level of this driving force in an organization (10)
10. An official leader or manager established by the organization, rather than through natural flair or charisma (6)

Task 4: True or false?

		True/False
a.	Function of management include the planning, organizing, commanding, coordinating and controlling of business operations.	
b.	Leaders are the people at the top of an organization.	
c.	The best managers are those who are compassionate towards their staff.	
d.	Paternalistic leaders treat their employees as if they were family members, guiding them and acting in the best interest of their subordinates.	
e.	A paternalistic management style tends to be suitable when dealing with new and inexperienced workers.	
f.	Autocratic leaders tend to be ineffective as they cannot motivate workers.	
g.	Since laissez-faire managers allow employees to work towards their own objectives, this tends to be the most effective management style today.	
h.	Corporate culture is an important factor in determining a person's management and leadership style.	
i.	The level of risks involved in decision-making is a key difference between leaders and managers.	

Task 5: Multiple choice

- A key difference between managers and leaders is that
 - Managers conform to the organizational culture
 - Managers have subordinates
 - Leaders are those at the very top of an organization
 - Managers are professionally qualified
- Leadership is not directly concerned with
 - Influencing people
 - Guiding people
 - Training and developing people
 - Cohesiveness in the workplace
- The management style that sees the leader allowing subordinates to achieve targets in their own way is known as
 - Autocratic
 - Democratic
 - Laissez-faire
 - Paternalistic

4. Which management or leadership style is most suitable during a hostile takeover?
 - A. Autocratic
 - B. Democratic
 - C. Laissez-faire
 - D. Paternalistic

5. Which statement does not apply to an autocratic style of management?
 - A. Senior managers make all the decisions
 - B. Senior managers monitor and direct workers
 - C. Useful when working with highly skilled workers
 - D. Suitable when quick decision-making is required

6. Autocratic leaders excel when dealing with
 - A. A very small number of workers
 - B. Experienced workers who want to have an input
 - C. An unexpected crisis
 - D. Trusted employees

7. A democratic management style exists when managers
 - A. Trust their employees
 - B. Leave workers to achieve their targets in their own way
 - C. Direct workers
 - D. Ignore the views of subordinates

8. An autocratic leader does not
 - A. Make all the decisions alone
 - B. Delegate much, if any, responsibility to subordinates
 - C. Maintain overall authority in decision making
 - D. Work well during a time of emergency or crisis

9. The leadership style that encourages workers to make decisions that the management team will listen to is called
 - A. Democratic
 - B. Paternalistic
 - C. Laissez-faire
 - D. Situational

10. Which of the following factors does not affect the style of management or leadership?
- A. The nature of the task
 - B. Personality
 - C. Corporate culture
 - D. Specialisation and division of labour
11. When critical decisions need to be made, which management style is most appropriate?
- A. Laissez-faire
 - B. Democratic
 - C. Autocratic
 - D. Paternalistic
12. Which of the following is not a feature of management as advocated by Henri Fayol?
- A. Division of labour
 - B. Tall organizational structures
 - C. Delegation and empowerment
 - D. Authoritarian management style
13. Which type of leader consults their staff and makes decisions based on such consultation?
- A. Paternalistic
 - B. Situational
 - C. Laissez-faire
 - D. Democratic
14. Which of the following statements relates best to an autocratic manager?
- A. Centralized decision-making
 - B. Considers the welfare of the workforce before making key decisions
 - C. Consults staff before making key decisions
 - D. Makes decisions that are believed to be in the best interest of the staff, even if this means being unpopular
15. According to management guru Peter Drucker, which of the following is not a key function of management?
- A. Setting clear goals
 - B. Organizing people
 - C. Measuring performance
 - D. Controlling people