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## ASSIGNMENT

**Course Code**

:

**MS-01**

**Course Title**

**: Management Functions and Behavior**

**Assignment Code**

:

**MS-01/TMA/SEM-II/  
Coverage**

:

**All Blocks**

1)

**What are the Institution Building Skills of the Top Executives in organisational set up? Explain with examples from various Institution Building Personalities quoting their role relating to various skills which contributed in Institution Building. Briefly describe the organisational history you are referring to.**

**Solution :** Top executives are usually thought of as the people who make the major decisions in an organisation. They often have disjointed and widely varied tasks, ranging from figurehead duties to conducting meetings. They also have external duties, including such varied ones as testifying at legislative hearings, greeting important customers, presiding at retirement luncheons and serving on the board of directors of agencies, such as a local college. The major duty of the top executive is to deal with broad organisational matters and major projects, such as long-range planning and the development of organisation's strategy. Decisions such as expanding a plant, dropping a major product, or purchasing another company are made at this level. Broadly speaking, they are expected to utilise human and non-human resources to achieve their organisation's goals, such as making profits for owners, paying good wages to employees and produce quality goods and services with a view to serve customers. In short, they must build institutions.

Now that we have gone through the major stages of an income generating project namely, planning, implementation, monitoring and evaluation we need to get to the question of how to build the "capacity" of individual PWDs and the organization (or

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the project) to undertake all these activities.

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**Capacity and capability** is the main skill of the top level executive  
**Capacity and capability** building is defined as the empowerment which encompasses the ability, will and skills to initiate, plan, manage, undertake, organise, budget, monitor/supervise and evaluate project activities.

- Education, as the key to information and ability, should, as a matter of policy, be made available to all PWDs within the mainstream services subject to the suitable training of instructors or change agents to meet the specific needs of the various disabilities. This was an immediate need in respect of children.
- With regard to adults, it was recommended that a sufficiently structured adult education system which imparts skills relevant and useful to the various disabilities should be instituted.
- For integrated training and education services to take place, it was proposed that attention be paid to the need for technology inputs required by the adaptation to accommodate the needs of the PWDs.
- In addition to education and training, capacity and capability building should be pursued through informal approaches like networking, visits to similar projects within the country, neighbouring states and the continent whenever possible.
- Continuous learning can also be ensured through instruments like refresher courses, correspondence, personal reading, club and group membership and participation in special activities like seminars, feasibility studies, appraisals and evaluation projects.
- Finally, it was resolved and recommended that the professionals who work with people with disabilities should understand and have the experience and positive attitude to work with individuals, groups and organizations in building of local knowledge and experience with a view to strengthening their institutional capacity.

**Others are :**

Self-respect and self-confidence to be self-reliant  
Conceptual, analytical and research skills  
Knowledge and information  
Productive resources: natural and human

**Appropriate aids for PWDs**

1. **Identity creating role:** Top level executives must create an identity for their organisations in the market place. Such an impact can be created by serving employees through excellent welfare measures, developing enviable marketing skills or fostering technological innovations. In short, they must „carve out a niche“ for themselves in the market place.

2. **Enabling role:** Top level executives must develop their resources (men, materials, equipment and other facilities) in the service of an organisation. A good

work atmosphere must be created where employees would feel like contributing their best to the organisation.

3. **Synergizing role:** Synergy means that the whole is greater than the sum of the parts.

In organisational terms, synergy means that as separate departments within an

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organisation cooperate and interact, they become more productive than if each had acted in isolation. For example, it is more efficient for each department in a small firm to deal with one financing department than for each department to have a separate financing department of its own. Top executives must try to combine their human as well as non-human resources in such a way that the goals of the organisation are met in an effective and efficient manner.

4. **Balancing role:** The top executive must be able to strike a harmonious balance between conformity and creativity within the organisation. Conformity to rules and regulations is required to ensure consistent and orderly execution of work. Conformity, when carried out in a rigid and scrupulous manner, may affect employee behaviour in a negative way and destroy the creative potential of employees. The chief executive, therefore, must encourage his employees to move in new directions and respond to new challenges in a dynamic way instead of merely applying rules and regulations in a mechanical manner.

5. **Linkage Building role:** The chief executive must be able to develop appropriate linkages between the organisation and outside constituencies such as government, financial institutions, community and society at large. Without enlisting support from these outside constituencies, it might be difficult for the organisation to obtain licenses, to expand business activity, to carry out research and to initiate rural development programmes.

6. **Futuristic role:** The chief executive must prepare the organisation for future challenges. To this end, the organisation must look into market opportunities and encash these in a prudent way. The chief executive must be able to steer the ship to safety, facing the turbulent environments in a bold manner.

7. **Creating an impact:** This means making an impact of one's organisation on others, by way of superior technology, marketing skills, innovative abilities, etc. Provide super ordination: The chief executive must be able to create a sense of pride and importance in the subordinates – making them feel that they are working in a very important field of work which is very useful for the society.

2)

**What are the common barriers to effective Decision making? How can they be overcome? Quote and describe the instances from your own experiences or the experiences you are aware of relating to and substantiating the answers to this question. Briefly describe the organisation and the situation, you are referring to.**

**Solution :** You as a manager make many decisions in your life. Some are very much easy and some are

very much complex. And some time we cant take any decision and our mind is frozen that is the barrier

of the problem solving. A number of barriers may exist that affect the actuality of problem solving and

decision making. Decision makers may not be aware that barriers are detracting from the

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decision-

making process. Some of the most common barriers to problem solving and decision making are:

1). Resistance to change: People are often reluctant to change from the time-honored way of doing things. Resistance to change can prevent people from taking chances and from considering new possibilities.

2). Habits: Habits limit our vision of what can be accomplished and many stand in the way of solving a problem. Habits may go undetected by an individual and may be a tremendous deterrent to correcting a problem. For example, receptionist who is having difficulty in completing his or her work may be unaware that the habit of taking personal calls is taking the bulk of work time.

3). Individual insecurity: Individual insecurity may deter individuals from taking risks or from pursuing behavior that may require them to take a stand. Individual insecurity may come from past experiences or from an overall lack of self-confidence.

4). Past history: Knowing what has happened before and what worked and did not work can inhibit an individual's desire to try new methods of problem solving or decision making. Past history is frequently an excuse for not making changes. The individual, who may not wish to approach a situation in a new way, may remind others that a similar idea failed in the past.

5). Fear of success or failure: At some time, everyone experiences some type of fear. The fear of success or failure may be viewed as unreasonable, but it can greatly deter the confrontation of problems. The unknown can be a frightening thing. When a new way of doing something is attempted, the possibility exists that it may work well or not at all. In either instance, changes may result. While some people thrive on recognition, others shy away from it. These fears may cause people to avoid the possibility of success or failure altogether.

6). Jumping to conclusions: When problems must be solved and decisions made, it is easy

to jump to



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conclusions. When someone jumps to conclusions, assumptions are made about what might or might not work or the possible results; assumptions may frequently take on negative perspectives.

7). Perceptions: As we have stated, perceptions are the ways that we see things based on our experiences. We may be unable to see something from another perspective because we are so blinded by our own perception.

You as a manager make many decisions in your life. Some are very much easy and some are very much complex. To take more effective decisions you must follow have to take care of the following steps in order to overcome the barriers in effective decision making.

#### THINK AND CONSULT:

Many people do not think before taking decisions. So in order to have an effective decision you must think for a while and analyze that what are causes of the problem, then make a list of the alternatives then choose the best one from them. After brainstorming you must get help from your employees, family and friends, and also from the one who has experience, in order to have the possible means to

understand the implantation of your decision.

#### •TAKE AN EYE ON ORGANIZATIONAL GOAL:

The most important strategy while taking decision is to keep an eye on your goal. You as a manager must have to take care of the organizational goals and interests while taking decisions. You must know what are the needs of the problem that are required to be solved? And why these should be solved? In this way you can be able make an effective decision because when you know that why you are making a decision, it will make you to stick with it and defend it.

•CONSIDER THE CONSEQUENCES:

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This is the key step of effective decision making because in this you will be asking yourself that what the results of your decision are. How it will affect your organization. Whether the decision you are taking is in the favor of organization or not? It is important step because it will make you able to understand the pros and cons of your decision that you are going to take.

•MAKE YOUR FINAL DECISION AND EVALUATE IT:

Once you have made the final decision and took an action towards it then you must have to evaluate

your decision in order check whether your actions are working in a right manner or not. And you should

give yourself permission to be okay with any failure that may arise because there is not any magic

formula for effective decision making. It is a type of a risk that you can control by following such steps.

You must take care of the “timing” because timing matters a lot in taking actions towards decision

making. You must avoid poor timing and take actions whenever these are required and do not make

higher expectations from any of your decisions and always be optimistic.

A well organized decision-making process usually leads to the effective decision-making. Without a well-

defined process, you take high risk in making decisions that are based on inappropriate information and

analysis. Many variables can affect the final impact of your decision. However, if you establish strong

base for decision making, make good alternatives, evaluate these alternatives thoroughly, and then ♦

check your decision-making process, you will improve the quality of your decisions.

**Problem solving series**

There are two ways :

- 1). Adaptive Decision Making
- 2) . Group Dynamics

**Adaptive Decision Making**

Adaptive techniques for solving problems are a combination of logic and common sense, and while

not precise, can produce satisfactory solutions.

If you cannot follow the complete problem solving process, use these techniques when you

have little time for research

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don't need exhaustive  
analysis can accept the risks  
can make reversible decisions

## **Group Dynamics**

Decisions made in groups differ substantially from those made by individuals, and this is why organizations put groups to use. What is less clear, and heavily debated amongst researchers, is how decision quality differs between groups and individuals.

The presence of a well developed group synergy, often achieved through healthy levels of dissent, typically results in preferable outcomes, while groupthink can lead to harmonizing and premature consensus.

Harvard professor and researcher Richard Hackman proposed five conditions that increase the probability of success for groups involved in decision making. Hackman mentions effective leadership, amongst other items, within the group context that contribute materially to successful group outcomes.

### **KNOW-HOW**

One of the most common barriers in decision making is not knowing how to make a decision in the first place.

It may seem strange, but many folks do not know how specifically they actually make decisions, or they use different decision making strategies in different circumstances without realizing it.

### **EXPERT, OR NOT**

Other barriers to decision making concern experts. Some will defer unquestioningly to authority and make no attempt to consider whether the expert's choice actually applies to them

or not. The converse of this is where someone is so internally referenced that they ignore expert

advice that would actually be useful for them. They are determined to do it their own way, even ♦

with difficult decisions.

### **THE BEST**

Major barriers in decision making nowadays are fear and anxiety at getting it wrong. We have

this idea that there is one best solution and that anything else is second-rate. This notion sometimes leads to an excessive gathering of information to the point where sometimes the

decision never actually gets made.

One way around this is to make effective decisions as opposed to perfect ones.  
As General

George S. Patton said, 'A good plan, violently executed now, is better than a perfect plan

next week'.

### WHAT MIGHT HAPPEN...

In a similar vein, further barriers in decision making are the desires to avoid negative consequences and unpleasant aspects. This may lead to indecision, or simply the choosing of a safe option to avoid controversy. This can be especially tricky because often times there are unexpected consequences to any decision.

The reason things are unexpected is that they are unexpected! It's just not possible to predict these. Life happens and the world is chaotic. A useful skill is to be able to use whatever

occurs so that you still get to achieve your outcome. That means you keep your goal in mind, but be flexible in how you achieve it.

### WHAT'S INVOLVED?

When you ask a question about how to make a decision, there are two things you need to consider. **You**, and your **decision making process**.

If you need to do a particular job, it's best to use the right tool for the job.

But if the tool is not in very good shape, it may not work particularly well. A blunt scissors, for example, won't perform as well as a sharp one.

Similarly, it's important that YOU are in good form before you get to the actual decision making part.

### HOW DOES THIS RELATE TO HOW TO MAKE A DECISION?

If you're having a bad time and things are not going well, it makes sense not to make important

decisions during this time. Chances are they may not work out so well either! So when people use phrases such as

weighed down

feeling down

the weight of the world on his shoulders

cramped

confined

this is their bodies way of telling them they are not working as well as they could... and it's

probably not a good idea to be making decisions at such moments.

Of course, there will be times when you absolutely have to make decisions when you are stressed

or under pressure. A useful trick here to minimize such occurrences is to make decisions

ahead



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of time, that is, before you 'have to'.

For example, if you plan to buy an expensive item, you might decide, before you go to the shop

or store, what the maximum you're prepared to pay, rather than being pressured into paying more

at the last minute by a slick salesman. Or you decide before a negotiation what you want and

what you are prepared to concede, rather than going along and hoping for the best. In this way you can make decisions when you are relaxed, calm and without pressure.

### **THE 'YOU' PART**

When someone is in a good mood they often describe themselves as

feeling light

walking tall

walking with their head held

high they have a glide in their

stride moving gracefully

Have you ever considered where these phrases come from? They are actually descriptions of the

awareness people have of their physical bodies at different times. Phrases such as

Shake it off

Sleep on it

Let's step away from it for a moment  
Have a breather

are used when we want to distance ourselves, or think differently about, some issue. We inherently know that moving our body in different ways gives us different ways of thinking.

This also explains why it's often when someone leaves their desk to get a coffee that they are

suddenly inspired in that they realize the answer to a problem or understand which choice to

make.

There are also other more subtle internal signals that let us know how to make good decisions and

you can learn about your own personal signals here...

On a similar note, knowing what your own personal values are also allows you to be able to

make faster decisions.

### **Children and teens**

Special consideration has to be given to children and teens in decision making because it

takes

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time for the brain to develop and there are many factors that influence adolescents in their decision making.

### **A ROUGH GUIDELINE...**

The general guideline then is:  
Good mood = good decisions,  
Bad mood = bad decisions.

I am taking 'bad mood' to include times of pressure, stress and time constraints, and I am not saying that all decisions made in such circumstances are bad decisions. Instead, it's more likely that we will make poorer decisions or decisions that are wrong when we are in a 'bad mood'.  
And, of course, some people prefer to make decisions under pressure, they claim that they are more effective this way!!

3)

**Conflict is an integral part of organisational functioning. Briefly describe and discuss the impact of conflict on organisational functioning. Draw from your own experience or the situations and effect you are aware of in organisational set up with reference to the various impacts listed in the study material. Briefly describe the organisation, and the situation you are referring to.**

### **Solution :**

Conflict can be a serious problem in any organization. It might not bring about the demise of a firm, but it certainly can hurt an organization's performance as well as lead to the loss of many good employees. However, as we show in this chapter, all conflicts aren't bad. Conflict has a positive side as well as a negative side. We explain the differences in this chapter and provide a guide to help you understand how conflicts develop. We also present other topics –negotiation, and stress, which are closely related to conflict negotiation. But let's begin by clarifying what we mean by conflict.

### **CAUSES OF ORGANIZATIONAL CONFLICT**

Group Identification and Intergroup Bias

## Interdependence

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Differences in Power, Status, and Culture  
Ambiguity  
Scarce Resources  
The Conflict Process

## **CONDITIONS LEADING TO CONFLICT SITUATIONS IN ORGANIZATIONS**

Ambiguous jurisdictions  
Conflict of interest  
Communication barriers  
Dependence on one party  
Differentiation in organization  
Association of the parties  
Behaviour regulation  
Performance expectations  
Competition for limited resources  
Lack of cooperation  
Unresolved prior conflicts

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## **EFFECTS OF CONFLICTS**

There is always two side of coin in this way there is also positive and negative effect of conflict on the organisation so lets as discuss first negative effect of conflict :

### **Negative Effects of Conflict Within an Organization**

An organization is made up of groups of people, and within groups of people conflicts are inevitable. Part of the measure of a good executive and management team is how they handle conflict. When conflict management is successful, there are limited negative effects and the company can move forward in a productive manner. When management does not offer conflict resolution, there can be many negative effects on the company. Understanding the negative effects of conflict on your organization can help emphasize the importance of conflict management.

### **Insubordination**

A company with weak management develops problems with conflict that continue for the long term. Employees see that management is unable to resolve conflicts within the company, and respect for the authority of management can be eroded. Insubordination develops because

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employees do not think management can maintain control over the company

### **Drop in Productivity**

Allowing a conflict to continue means that employee attention becomes more focused on the conflict and not on productivity. As a problem is allowed to linger, employees will attach more importance to resolving the issue in their favor rather than attending to worker productivity.

### **Lack of Direction**

Conflict can sometimes arise when management is unable to communicate the direction of the company to employees. Conflict will erupt as employees are allowed to interpret change within the company in their own way.

### **Fragmentation**

Conflict creates rival factions. Sometimes those factions are individuals, sometimes they are groups. Unresolved conflict can create tension between groups that may normally need to work together. Such rivalries can make progress within the company difficult.

### **Lack of New Ideas**

Groups in conflict tend not to collaborate on new ideas. When conflict goes unresolved it can be difficult to create new ideas the company needs to solve problems it is facing.

### **Quality of Work**

If a conflict is allowed to go on long enough, the parties involved may begin to show more interest in the conflict than in doing their jobs properly. Product quality can suffer, and in some cases the safety of the employees can be in jeopardy as well.

### **Deadlines**

In some companies, deadlines are very important. Groups in conflict may start to

push deadline

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limits as the conflict becomes more important than reaching their deadlines. When both sides think they are right and the conflict is not brought in check by management, the idea that each side must think they are right before they can move on will begin to affect important deadlines

### **The Positive & Negative Factors of a Conflict**

Many psychologists or behavioral experts agree that conflicts are an inevitable and natural aspect of human interaction that occur both internally and externally and as a result of change.

In addition, conflict itself cannot be thought of as good or bad, since clashing opinions, values

and ideas themselves cannot be called right or wrong. If conflicts are managed effectively, they

can have a positive effect. If they're not diffused properly, however, they can negatively impact people.

### **Positive: Identification of Problem**

When a conflict arises, it means that different ways of tackling an issue have arisen and a solution cannot be achieved unless there is further discussion. Conflict can highlight where a

group needs to focus its attention to move forward. In many cases, if conflict is avoided (for

example, if one person gives in against her will or chooses to avoid antagonism altogether by

not speaking up), it could lead to larger problems down the road. Therefore, engaging in conflict sooner can potentially prevent future conflicts, as well as point out where organizational changes must be made.

### **Positive: Encouragement of Cohesion**

Any time a group engagement is encouraged, it has the potential to bond members more deeply. People will use communication skills as they try to find a solution to the problem.

This

enables a group to develop as a whole as members open up to see different viewpoints and

perspectives, and might aid them in working together effectively in future disputes. Problem-



solving can also attest to a group's unified strength and open-mindedness, since it shows

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commitment to their relationship and stability.

### **Inspire Creativity**

Fortunately, some organization members view conflict as an opportunity for finding creative solutions to solve problems. Conflict can inspire members to brainstorm ideas, while examining problems from various perspectives.

### **Share And Respect Opinions**

As organization members work together to solve conflict, they are more willing to share their opinions with the group. Conflict can also cause members to actively listen to each as they work to accomplish the organizations' goals.

### **Improve Future Communication**

Conflict can bring group members together and help them learn more about each other. From learning each others' opinions on topics relevant to the organization's growth to understanding each member's preferred communication style, conflict within an organization can give members the tools necessary to easily solve conflicts in the future.

### **Identify New Members**

Within organizations members actively participate in each meeting, enjoy serving on multiple committees and have an opinion on each topic the group discusses. There are also members who seemingly contribute little to the group and observe more than talk. Conflict within an organization can inspire typically silent members to step up and demonstrate their leadership skills by offering meaningful solutions to the problem the group is facing.

### **Dealing with conflict**

Conflicts are inescapable in an organization. However, conflicts can be used as motivators for healthy change. In today's environment, several factors create competition; they may be differing departmental objectives, individual objectives, competition for use of resources or

differing viewpoints. These have to be integrated and exploited efficiently to achieve organizational objectives.

A manager should be able to see emerging conflicts and take appropriate pre-emptive action.

The manager should understand the causes creating conflict, the outcome of conflict, and various methods by which conflict can be managed in the organization. With this understanding, the manager should evolve an approach for resolving conflicts before their disruptive repercussions have an impact on productivity and creativity. Therefore, a

manager

should possess special skills to react to conflict situations, and should create an open climate

for communication between conflicting parties.

### **Ways to resolve conflict**

When two groups or individuals face a conflict situation, they can react in four ways (De Bono, 1985). They can:

· Fight, which is not a beneficial, sound or gratifying approach to dealing with a conflict situation, as it involves 'tactics, strategies, offensive and defensive positions, losing and winning grounds, and exposure of weak points.' Fighting as a way of resolving a conflict

can

only be useful in courtroom situations, where winning and losing becomes a by-product of the judicial process.

· Negotiate, towards a settlement with the other party. Negotiations take place within the prevailing situation and do not involve problem solving or designing. Third-party roles are very

important in bringing the conflicting parties together on some common ground for negotiations.

· Problem solve, which involves identifying and removing the cause of the conflict so as

to

make the situation normal again. However, this may not be easy. It is also possible that

the

situation may not become normal even after removing the identified cause, because of its influence on the situation.

· Design, which is an attempt towards creativity in making the conflict situation normal.

It

considers conflicts as situations rather than problems. Designing is not confined to what

is

already there, but attempts to reach what might be created given a proper understanding

of the

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views and situations of the conflicting parties. The proposed idea should be appropriate and acceptable to the parties in conflict. A third party participates actively in the design process rather than being just an umpire.

4)

**How do you see the relationship between leadership styles and leadership Theories? Describe, explain and relate your answer with the experience you have had in the organisational set up yourself or you are aware of. Describe the situation and the organisation briefly, which you are referring to.**

**Solution :**

**Leadership Theory vs. Leadership Style**

Leadership theory is a discipline that focuses on finding out what makes successful leaders excel in what they do. The primary distinction between leadership theory and leadership style is that leadership style falls under the overall umbrella of leadership theory. In other words, leadership style is one of many examples covered with leadership theory. Leadership style focuses specifically on the traits and behaviors of leaders.

**Leadership Theory**

Since businesses are always striving to find great leaders that can lead them to success, much effort has been put forth into finding out how they operate. More specifically, businesses are trying to identify the characteristics and behaviors associated with the best leaders. As a result, many leadership theories have been developed over the years that attempt to explain what makes a leader great. Businesses figure if they can identify the traits that make a successful leader, they can not only identify potential leaders more readily, but also can hone in on those specific skills for improvement.

## **Examples of Leadership Theory**

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In the beginning, leadership theories focused primarily on specific characteristics and behaviors of leaders. However, as time went on, theories began to focus more on a leader's followers and the contextual nature of leadership. For example, the early theories, such as the great man theory and the trait theory, focused specifically on innate qualities leaders are born with. Within the next phase -- which includes behaviorist theory, situational leadership theory, and contingency theory -- focus shifted more toward what leaders do versus what traits they have. The final stage includes transactional theory and transformational theory, where the relationship between the leader and his followers is explored.

### **Leadership Style**

Leadership style is modeled after a leader's behaviors, which is encompassed under behaviorist theory. Within this category, different patterns of leadership behavior are observed and then categorized as leadership styles. Practicing managers tend to be the most interested in researching this particular theory because with it leaders have the ability to alter their style based on the beliefs, values, preferences and culture of the organization they work for.

### **Examples of Leadership Style**

Leadership styles can be broken down in several different ways depending on what information is being looked at. For example, an organization interested in how decisions are made may define leaders as either being autocratic or democratic. Another organization may have more interest in how leaders handle situations and choose to define them as being charismatic, participative, situational, transactional, transformational, quiet or servant-like. One more way to differentiate leadership styles is according to whether leaders are task-oriented or people-oriented. Task-oriented leaders are said to have a considerate style and people-oriented leaders an initiating-structure style.

### **Leadership Styles and Theory**

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· Leadership is the process of motivating a group of people to act towards accomplishing a common task. There are number of recognized versions, or styles, of leadership, some of which have been shown to be more effective than others. In 1939, a group of researchers led by German-American psychologist Kurt Lewin identified three major leadership styles: authoritarian or autocratic;

participative or democratic; and delegative. Good leaders may well adopt some element of all of the styles of leadership.

· Autocratic leaders seek to have the most authority in decision-making and provide the rest of the group with clear expectations regarding what needs to be done and how it should be done. They try to make as many decisions as possible and consultation is minimal. This leadership style is effective on short-term projects or in environments where employees are poorly motivated or need to perform low-skilled tasks.

· This leadership style offers some benefits to managers who use it. It reduces their stress levels as they know they have full control and it also improves the working speed of poorly motivated employees, who know they are being watched by a leader. One of the main disadvantages of this style is that by making all the decisions, the leader doesn't give the other members of the group the opportunity to start their leadership development. By taking all responsibility, the leader works at full capacity, which can lead to health problems and poor working relationships with colleagues.

· Participative or democratic leadership style is generally seen to be the most effective. Democratic leaders offer guidance to group members and participate in the group. Democratic leadership promotes sharing of responsibility and continual consultation. The leader delegates tasks to each member of the group and gives full control over them. Democratic leaders encourage others to get



involved in leadership development.

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· This leadership style has many benefits. Employees that are given responsibility tend to become more enthusiastic about their work and are involved more in the accomplishment of their task.

Consulting the other members of the group and giving and receiving feedback results in better decision making and creative thinking. But consulting over every decision can be time-consuming and can cause opportunities to be missed.

· Delegative leadership style gives little or no guidance to group members, but allows them to make the decisions. This style can be effective in situations where group members are highly qualified or when the leader trusts them. However, it can lead to poorly defined roles within the group and a lack of motivation.

· Over time, many other leadership theories have been developed. Most can be classified as one of the eight major types.

· "Great Man" theories assume that great leaders are born, not made. Leaders have exceptional qualities and are destined to lead. They are portrayed as heroes who will rise to leadership when needed.

· Trait theories are similar to "Great Man" theories. These theories assume that people inherit certain qualities and traits that are suited to leadership.

· Contingency theories state that no leadership style is suited for all situations. Success depends on situational factors, including the leadership style and the abilities and behavior of the followers.

· Situational theories assume that the best action of the leader depends on a range of situational variables including motivation and capability of followers.

· Behavioral theories are based on the assumption that great leaders are made, not born. They don't

focus on the leaders' inborn traits, but on what they can do. According to these theories,

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leadership

can be learned, rather than being inherent.

· Participative theories assume that the members of the group make decisions together while leaders help them feel more relevant within the group.

· Management theories, also known as transactional theories, are based on a system of rewards and punishments. The leader creates a clear structure which states what is required from each member of the group. Transactional leadership is mainly used in companies, when the employees' performance is good, they are rewarded and when it is poor they are reprimanded.

· Relationship theories, also known as transformational theories, focus on the relationships between the leader and the members of the group. Transformational leaders put passion and energy in everything and inspire and motivate the members of the group. These leaders focus on the performance of each member group and help them fulfill their potential.

· Leadership Leadership is the process where a person exerts influence over others and inspires, motivates and directs their activities to achieve goals. Effective leadership increases the firm's ability to meet new challenges. Leader: The person exerting the influence. Personal Leadership Style: the ways leaders choose to influence others. Some leaders delegate and support subordinates, others are very authoritarian. Managers at all levels have their own leadership style.

· Leadership Across Cultures Leadership styles may vary over different cultures. European managers tend to be more people-oriented than American or Japanese managers. Japanese culture is very collective oriented, while American focuses more on profitability. Time horizons also are affected by cultures. U.S. firms often focus on short-run efforts. Japanese firms take a longer-term outlook.

· Sources of Power Used to affect other's behavior and get them to act in given ways. Legitimate Power: manager's authority resulting by their management position in the firm. Can

be power to

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hire/fire workers, assign work. Reward Power: based on the manager's ability to give or withhold

rewards. Pay raises, bonuses, verbal praise. Effective managers use reward power to signal employees they are doing a good job.

· Sources of Power Coercive Power: based in ability to punish others. Ranges from verbal reprimand to

pay cuts to firing. Can have serious negative side effects. Expert Power: based on special skills of

leader. First & middle managers have most expert power. Often found in technical ability. Referent

Power: results from personal characteristics of the leader which earn worker's respect, loyalty and

admiration. Usually held by likable managers who are concerned about their workers.

· Empowerment Process of giving workers at all levels authority to make decisions and the

responsibility for their outcomes. Empowerment helps managers: Get workers involved in the

decisions. Increase worker commitment and motivation. To focus on other issues. Effective managers

usually empower substantial authority to workers.

· Leadership Models Trait Model: sought to identify personal characteristics responsible for effective

leadership. Research shows that traits do appear to be connected to effective leadership. Many "traits"

are the result of skills and knowledge. Not all effective leaders possess all these traits. Behavioral

Model: Identifies types of behavior. Consideration: leaders show care toward workers. Employee-

centered. Initiating Structure: managers take steps to make sure work is done. Done by assigning

work, setting goals, etc. Job-oriented.

· Consideration & Initiating Structure Rate manager from 1 (never does) to 5 (always does) NOTE: for

full survey, see Figure 13.2 in text Figure 13.2 Consideration Initiating Structure Is friendly, approachable Do little things to make it fun to be a member of group Give advance notice

of

changes Willing to make changes Treats group members as equals Tries out ideas in the group Lets

group members know what is expected  
Assigns workers to tasks  
Schedules work to be

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doneMaintains

standards of performance

· Theories of Leadership Trait theories: Is there a set of characteristics that determine a good

leader? Personality? Dominance and personal presence? Charisma? Self confidence? Achievement? Ability to formulate a clear vision?

· Theories of Leadership Trait theories: Are such characteristics inherently gender biased? Do such

characteristics produce good leaders? Is leadership more than just bringing about change? Does this imply that leaders are born not bred?

· Theories of Leadership Behavioural: Imply that leaders can be trained – focus on the way of doing

things Structure based behavioural theories – focus on the leader instituting structures – task

orientated Relationship based behavioural theories – focus on the development and maintenance of relationships – process orientated

· Contingency Models Fiedler's Model: effective leadership is contingent on both the characteristics of

the leader and the situation. Leader style: the enduring, characteristic approach to leadership a

manager uses. Relationship-oriented: concerned with developing good relations with workers. Task-

oriented: concerned that workers perform so the job gets done.

· Fiedler's Model Situation characteristic: how favorable a given situation is for leading to occur. Leader-member relations: determines how much workers like and trust their leader. Task

structure: extent to which workers tasks are clear-cut. Clear issues make a situation favorable for

leadership. Position Power: amount of legitimate, reward, & coercive power a leader has due to their

position. When positional power is strong, leadership opportunity becomes more favorable.



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