

Leadership a Role or an Occasional Managerial Action

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Abstract

Webster's (1988) offers no help here for it defines "management" in terms of the words handling, controlling, and directing—words nearly identical to those with which it defines "leadership". But in a Management Advers Leadership Research Papers, it is necessary to make a differentiate between the two lyric in terms of the types of organizations that managers lead. Managers can be seen as being what mathematics calls a "proper subset" of leaders. In an competative business environment it is very important to know the implication of leadership with in management. They are, by moral excellence of the nature of the organizations they lead, distinct from leaders of armies and politicians. Business leadership, i.e. management, is restricted by the nature of the organization that is led, the proper sphere of behavior connected with such organizations by and large, and the type of goals which such organizations are expected to accomplish. Leadership is the intention of a leader to inspire his or her followers to achieve their common goals. The focus of a leader is on the entirety of a project or goal. The followers, under the guides of leadership, assume the responsibility of carrying out the necessary actions required to achieve whatever goal is at hand. Management, but then, handles the deputation of authority otherwise. Managers are concerned with all levels in the series of command. Unlike the leaders, managers have subordinates – which, differing from followers, have much less personal inspiration for the work at hand. Managers have to overcome their subordinates' personal desires with incentives. "Management requires efficiency, profitability, and depends on minimal inputs for maximum returns". Thus the study describes that one must undersatnd both leadership and management for competitive advantage of a business. Leadership is not a subject that can be taught in a couple of sessions, it is a skill that can be developed and perfected with experience, and acquired through a process called life. We discuss the implications of these findings for leadership research, specifically, that leaders at various levels should be considered collectively to understand how leadership influences strategic change.

Keywords: Management, Leadership, Skills, management roles, Business Excellence, Performance Management, change management .

Introduction

One of the most dangerous leadership myths is that leaders are born and that there is a genetic factor to leadership (Blank, 2001). Kouzes & Posner (2007) suggest that "it is pure myth that only a lucky few can ever understand the intricacies of leadership. Leadership and management entail a unique set of activities or functions. Leadership has been a central, and sometimes controversial, topic in the study of organizations. While leaders and managers share some similarities because they both influence others by using specific powers to achieve certain goals, there are also some prominent differences (Northouse, 2007). While, managers maintain a smoothly functioning workplace, leaders test the current position and encourage new functions, so they are looking for long-term goals (Yukl, 1989). In today's vigorous workplace, organizations

need both effective management, and effective leadership for optimal success (Kotterman, 2006). In the 21st century era, small and large, private and public businesses are all aiming towards economic growth. However, this growth has slowed following emergence of unprincipled leaders whose main aim has been satisfaction of individual needs as opposed to their employees and customers. These changes have challenged the need for leadership and management at all levels of business focusing on ensuring nothing but absolute success. For leadership and management to achieve these roles, there is need for redefinition from the commonly held perspective. Management and leadership are two terms that are commonly and differently used in small businesses and importantly in rejuvenating a dwindling economy.

In modern business environment, businesses – whether small or large- will importantly require effective managers and effective leaders if any operation is going to be regarded as successful. While some perspectives argue that their contributions to organizational success vary, it is conclusively understood that management and leadership will apparently contribute positively towards any business success. Leadership and management are important for success and hence if undermined, these businesses are likely to eventually fall or fail to achieve the overall objectives (Kouzes & Posner 2007). Kouzes and Posner (2007) understand leadership as a process that enables a group member to influence fellow members towards achieving a common goal. Further, the same authors explain that while indeed there exists various leadership styles, there are particular leadership components that will inherently exist in all these definitions. These varying definitions will undeniably agree that leadership is a process; it incorporates influence, involves attainment of a well labeled goal, and occurs in a group context. Hence, regardless of how leadership is operationalized, these aspects will undeniably play a contributing role in the utilized theory and definition of leadership.

From a different perspective, Kouzes and Posner (2007) argue that management is understood from varying definitions. Conversely, this does not imply that both management and leadership roles cannot be held by one individual, but management is perceived to follow a definition quite different from leadership. Management definition incorporates supervisory, administrative, and executive direction of an organization or group. Therefore, management and leadership are perceived to share numerous similarities. For instance, going by the understanding of Gordon and Yukl (2004), both leadership and management are ways of impacting influence and collaborating with people for achievement of the overall goal. However, management and leadership fields can also be observed to be different. In Kotler's leadership theory, leadership is an old concept that has been employed in business for many centuries. Management on the other hand is a concept that has been developed over the last 100 years as a result of industrial transformation. Kotler's perspective is undeniably shared by many scholars when it comes to understanding leadership and management. For instance, according to theorists Nanus & Bennis as qtd. by Gordon & Yukl (2004), management is perceived to be an approach through which activities are accomplished in such a way that routines can be mastered. Leading hence implies influencing others and development of a vision through which change may be enhanced. Rost (Chemers, 2002) on the other side understands leadership as a relationship with multidisciplinary influence while management is perceived to be authoritarian leadership that is lined towards one direction. Chemers (2002) adds that leadership and management are two different business approaches that should be handled by different individuals. Moreover, an overlap exists in the two fields.

Literature review

This review article will address and compare fundamental definitions of leadership and management, the specific types of skills for the manager and the leader, and discuss the similarities and differences between management and leadership. The following study is on secondary data.

Methodology

Methodology of Analysis An extensive literature search was conducted using the following electronic databases: EBSCO, EMBASE and Google Scholar. The search aimed to identify and locate all previous

articles which discussed the differences between the management and leadership. There was no time limitation; however the research was limited to only articles written in English. The title should have

“management” and “leadership” terms within it. The keywords and phrases used in the research include (leadership) and (management), or (differences), or (similarities). Original and peer reviewed articles were considered for this review.

Qualitative research involves, intensive, long term participation in a field setting. It involves careful recording of what happens in the setting by writing field notes and interviews and by collecting other kinds of documentary evidence (e.g. memos, audiotapes, school records, examples of work, videotapes). The analysis is based on the reflection of the documentary evidence in the field. The research is reported by means of detailed descriptions, direct quotes from interviews and interpretive commentary.

Our review of the evidence suggests that successful leadership can play a highly significant – and frequently underestimated – role in improving student learning.

In small businesses, leaders have used various approaches that have been employed to enhance organizational positioning in such a way that these business objectives and goals can be achieved (Howard, 2006). According to Pellerin's (2007) perception, small businesses are individually owned and operated, hence hardly dominate in their field of operation. The last three decades have seen United States, among other global nations, witness a dominant development of small businesses (Kurakto, 2007). According to Kurakto (2007), small business growth has been attributed to increased competition, profitability, and well framed organization goals. In order for these achievements to be enhanced, Kurakto (2007) has noted the importance of effective leadership. However, this has not always been the case because as earlier highlighted; poor leadership is inherent in many small businesses.

Based on this understanding, Gordon and Yulk (2004), Beaver (2003) and Perry (2001) affirms that one of the reasons for failure in much small business is simply because of poor leadership. More than two decades ago, Beaver (2003) analyzed 200 small scale businesses that had recorded bankruptcy. As Pellerin (2007) observes, the rate of failure in small businesses is high. Scheers and Radipere (2007) add that within the first ten years of business operation, 90% of small business fail. These authors strongly agree that failure in these businesses is mainly caused by poor skills in management and leadership. As a result, for any economy to be successful, small business have to be competitive and productive (Beaver 2003). Through leadership, a way is created through which contribution is enhanced by ensuring that extraordinary things are implemented (Pellerin 2007). In addition, if these leaders have to be successful, they should importantly portray internal control locus.

Conclusion

From the study, it was clearly observed that the main reason behind failure of small business was management neglect, and lack of knowledge on leadership. Therefore, if these small businesses have to be successful, it is important to incorporate leadership styles. Every organization needs managers and leaders, and their roles should be viewed as complementary to one another. The optimal effectiveness of an organization can only reach if the organization has strong leadership and strong management. Even as behavioral model is likely to assist management in a business when it comes to development of a specific leadership behavior, little guidance is given in understanding the constituents of effective leadership in varying situations.

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