

# Welcome

Business Environment -Session 2

**Management and Leadership**

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# Theories & Styles

## Theories of Leadership Approach

Trait Theory (the Qualities Approach)  
Action Centred Leadership (Adair)  
Contingency Approach (Fiedler)  
Transformational Leadership (Bennis)  
Managing Change (Kotter)  
Leadership to Mobilise (Heifetz)

## Leadership Styles

Blake & Mouton  
Ashridge

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# Classical School

## Fayol

Forecasting & planning

Control

Organisation

Co-ordination

Command

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# Classical School - Scientific Management

Taylor

High targets, good rewards

Job design and task timing

Maximum control, minimum discretion

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# Classical Approach

## Drawbacks

personality factors?  
people control?  
does it work in practise?  
rules rule!?  
a place for initiative?  
officious behaviour rewarded?

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# Human Relations School

## **Hawthorne studies**

Social & organisational factors

Leadership style

Variety

Ownership of targets

## **The Hawthorne Effect**

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# Systems Theory

**Input - process - output**

**Drucker**

Develop people

Organise

Set objectives

Motivate & Communicate

Establish yardsticks

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# Management Skills

**Figurehead**

**Leader**

**Liaison**

**Monitor**

**Disseminator**

**Spokesperson**

**Entrepreneur**

**Disturbance handler**

**Resource allocator**

**Negotiator**

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# Management Power

**Reward**

**Coercive**

**Expert**

**Referent**

**Legitimate**

**Matching Authority & Responsibility**

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# Trait Approach

**High intelligence**

**Considerable verbal fluency**

**Overall knowledge**

**Considerable initiative - energy, ambition & perseverance**

**Height (tallness implies authority!)**

**Ralph Stodgill, 1974**

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# Leader

**Innovates**  
**Is an original**  
**Develops**  
**Focuses on people**  
**Inspires Trust**  
**Long Range View**  
**Asks what and why**

# Manager

**Administers**  
**Is a copy**  
**Maintains**  
**Focuses on systems**  
**Relies on control**  
**Short range view**  
**Asks how and when.**

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# Leader

**Eye on the horizon**  
**Originates**  
**Challenges the status quo**  
**Obeys and thinks**  
**Does the right things**  
**Learns**

# Manager

**Eye on the detail**  
**Imitates**  
**Accepts the status quo**  
**Obeys orders without question**  
**Does things right**  
**Is trained.**

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# Leadership

**A leader gives:**

- Clarity
- Conviction
- Charisma
- Communication
- Care

**Though:**

- Concern for people
- Concern for task

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# Other Leadership Theories Comparisons

**Leader v. Follower-Centered Theory**

**Descriptive v. Prescriptive Theory**

**Universal v. Contingency Theory**

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# Groups

***Individuals, aware of one another, and aware of the existence of the group.***

**Synergy**

**The Impact of group norms**

focussed, dedicated, and selflessness

group objectives rule, group power shuns outsiders

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# Benefits of groups

## Reasons for joining

Collusion

Companionship

Protection

Communication

Cultural perpetuation & control

Interest & fun

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# Group Development & Roles

## Tuckman

Forming

Storming

Norming

Performing

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# Belbin

## Compatibility and essential roles

Leader

Shaper

Plant

Monitor-evaluator

Resource investigator

Company worker

Team worker

Finisher

Expert

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