

Management and Organisational Behaviour

Introducing Leadership and Theories

Lecture will start at 1:30pm

Last Week

- 1. Introduced key themes**
- 2. Organisational behaviour defined**
- 3. What organisations are**
- 4. Why they exist**
- 5. The role of managers**
- 6. The need to understand organisational behaviour**

RECAP QUIZ

Join the Vevox session

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Enter the session ID: **110-168-958**

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What is management?



What is management?

Working on controlling and ensuring a smooth day and everything is	Coordination	Management is getting work done through people to achieve goals.	The process of the organisation
Organizing, planning and checking all the tasks.	How you cope with it day to day 👉 What you do to deal	Lead a team, organize meetings and make sure all staff team have	Means as a head and principal of an organisation , you have a

Management is...

“the process through which efforts of members of the organisation are co-ordinated, directed and guided towards the achievement of organisational goals.”

(Mullins, 2016. p.620)



Which of the following best defines “Management is PIGG”?

A system in which an individual controls resources to achieve personal success.

0%

A process in which an individual (or group of individuals) encourages and coordinates a group of individuals toward a common goal.

0%

A method of enforcing rules so individuals follow orders without input.

0%

A strategy where groups work independently without leadership to reach separate goals.

0%



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ID: 110-168-958

Preparing Results

Which of the following best defines “Management is PIGG”?

A system in which an individual controls resources to achieve personal success.

0%

A process in which an individual (or group of individuals) encourages and coordinates a group of individuals toward a common goal.

100%

A method of enforcing rules so individuals follow orders without input.

0%

A strategy where groups work independently without leadership to reach separate goals.

0%

Management is...

P
I
G
G A **Process** in which an
Individual (or group of
individuals) encourages
and coordinates a **Group**
of individuals toward a
common **Goal**.





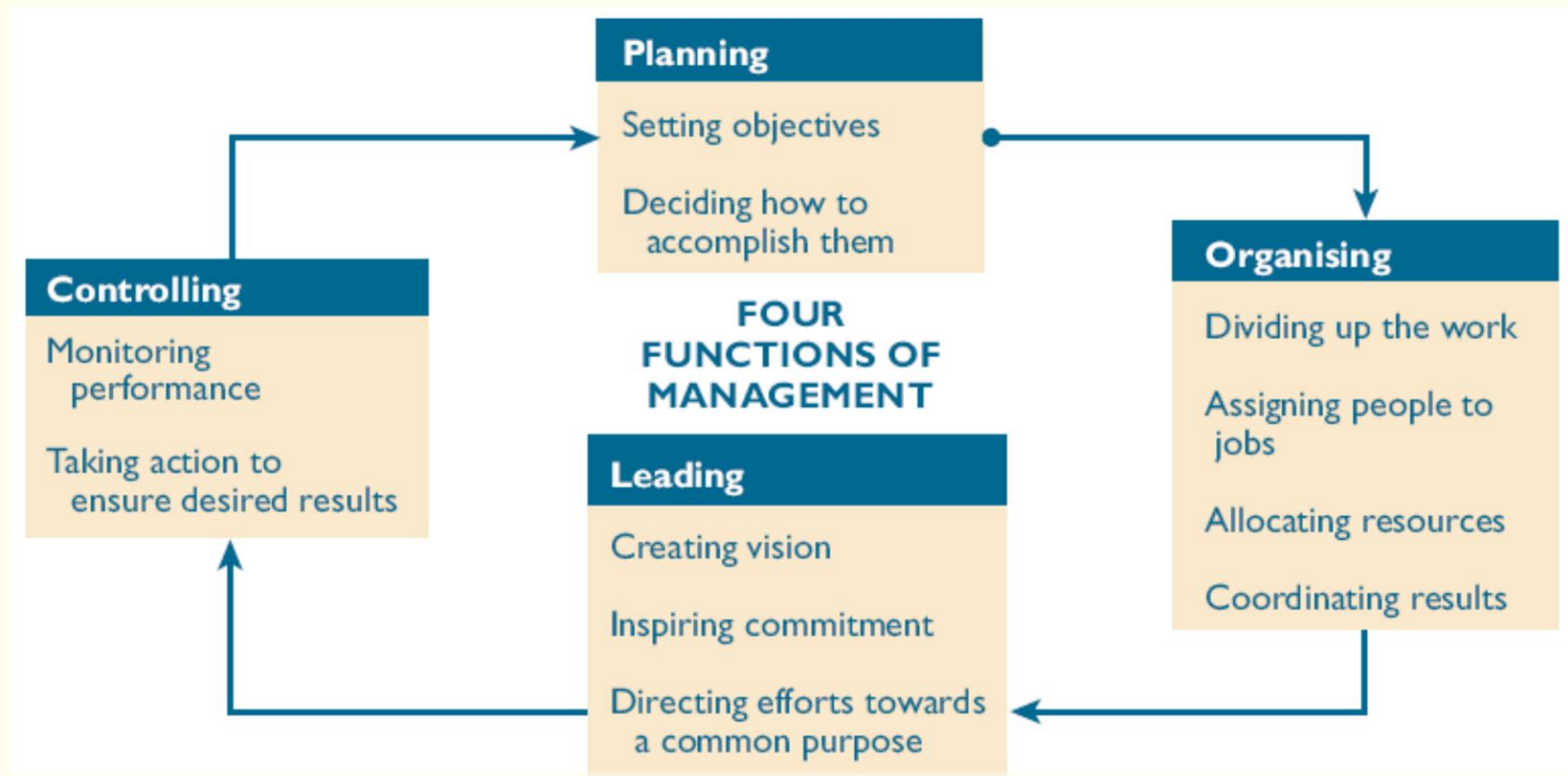
What functions do managers perform? (clue: 4)



What functions do managers perform? (clue: 4)



What managers do...



Peek, S. (2023)
Management Theory of Henri Fayol (1949)



What is the difference between management and leadership?

Management is only used in businesses, while leadership is only used in schools and sports.

0%

Leadership is focused on rules and procedures, while management is focused on motivation and inspiration.

0%

Management focuses on planning, organising and controlling work, while leadership focuses on inspiring and guiding people toward a vision.

0%

Management and leadership mean the exact same thing and can always be used interchangeably.

0%



What is the difference between management and leadership?

Management is only used in businesses, while leadership is only used in schools and sports.



0%

Leadership is focused on rules and procedures, while management is focused on motivation and inspiration.



11.11%

Management focuses on planning, organising and controlling work, while leadership focuses on inspiring and guiding people toward a vision.



88.89%

Management and leadership mean the exact same thing and can always be used interchangeably.



0%



Name 3 organisations that operate in the **private** sector.

[illegible]



Name 2 organisations that operate in the public sector.

[illegible]



Organisational Behaviour is...

...the study of how products are manufactured and distributed to customers.

0%

...the study of market trends and consumer decision-making to improve business strategy.

0%

...the study of human resource planning, recruitment, and training to improve workforce performance.

0%

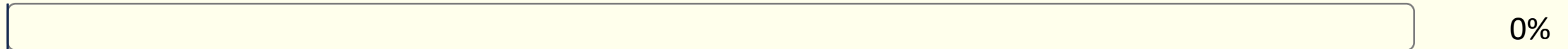
...the study of individuals and groups in organisations.

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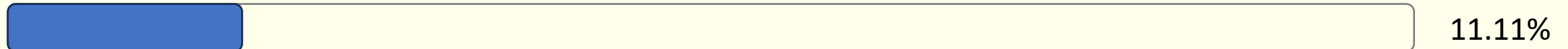


Organisational Behaviour is...

...the study of how products are manufactured and distributed to customers.



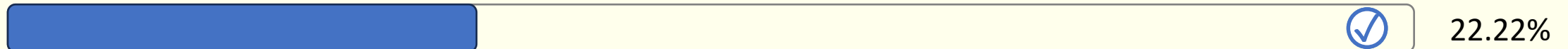
...the study of market trends and consumer decision-making to improve business strategy.



...the study of human resource planning, recruitment, and training to improve workforce performance.



...the study of individuals and groups in organisations.





When is the assignment due?

There is no assignment.

4th February 2026

6th April 2026

15th May 2026

0%

0%

0%

0%



9

Join at: **vevox.app**ID: **110-168-958**

Preparing Results

When is the assignment due?

There is no assignment.



**WELL
DONE!**

Today's Objectives

- 1 To explain the meaning and importance of leadership in the workplace
- 2 To contrast the main approaches to leadership
3. To introduce Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - Blake and Mouton Managerial Grid
 - McGregor X and Y
 - Adair's model of Action Centred Leadership (ACL)



Leaders vs Managers

What's the difference between a manager and a leader?

Are all managers leaders?

Are all leaders managers?

Are leaders born or can they be made?

Name 3 well-known leaders



The Meaning of Leadership

Leadership:

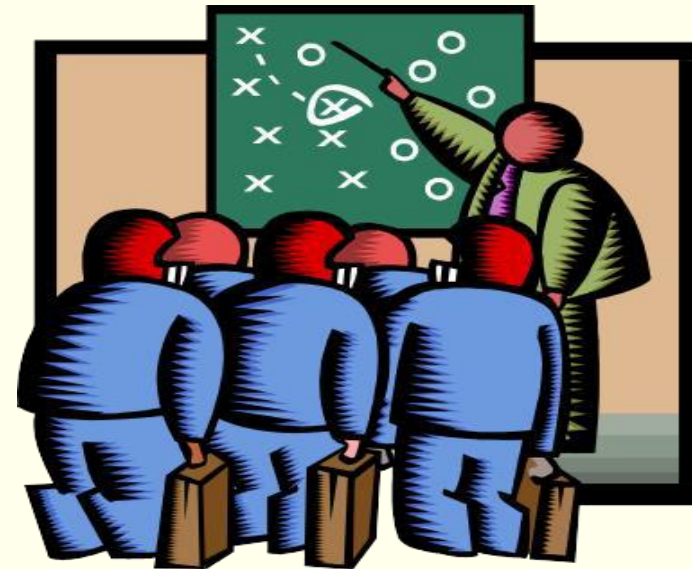
A relationship through which one person influences the behaviour or actions of other people.



Leadership vs Management

Leadership	Management
About behaviour	About processes
The way management methods and processes are used	The type of management methods and processes used
Sets a new direction and vision for others to follow	Controls/directs people and resources according to established principles/values
Relies on attitudinal qualities	Relies on management processes

Leaders Vs Manager Activity



Action	Category (M/L/both?)	Explanation
Organising resources and tasks	Management	Managers ensure tasks are delegated efficiently and that resources are properly allocated.
Inspiring and motivating the team		
Monitoring performance and productivity		
Building relationships and fostering collaboration		
Problem-solving and decision-making		
Implementing company policies and procedures		
Creating a vision and setting a direction		
Allocating tasks and responsibilities		
Empowering others to take initiative and innovate		

Action	Category (M/L/both?)	Explanation
Organising resources and tasks	Management	Managers ensure tasks are delegated efficiently and that resources are properly allocated.
Inspiring and motivating the team	Leadership	Leadership involves inspiring and encouraging employees to stay engaged and perform at their best.
Monitoring performance and productivity	Management	Management includes overseeing performance metrics and ensuring efficiency in operations.
Building relationships and fostering collaboration	Leadership	Leadership is about creating a positive culture and promoting collaboration among teams.
Problem-solving and decision-making	Both	Both leaders and managers make decisions, but leaders focus on strategy while managers handle daily issues.

Action	Category (M/L/both?)	Explanation
Implementing company policies and procedures	Management	Managers are responsible for enforcing company rules and ensuring compliance with procedures.
Creating a vision and setting a direction	Leadership	Leadership requires crafting a clear vision that guides the organisation's future direction.
Allocating tasks and responsibilities	Management	Managers assign roles to employees based on their skills and responsibilities.
Empowering others to take initiative and innovate	Leadership	Leaders encourage innovation and allow employees to take ownership of their work.

The Importance of Leadership

Management is changing:

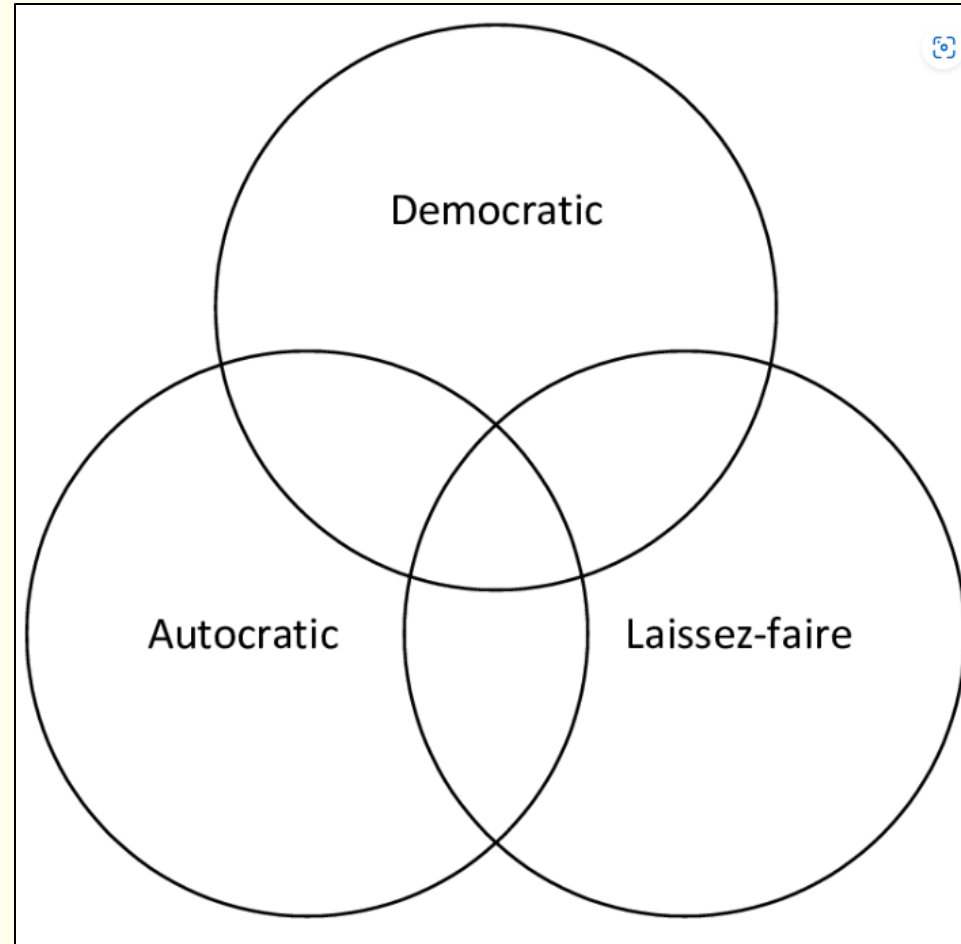
- Less about getting results by close control of workers
- More about coaching, support and empowerment
 - Good leadership involves delegation and empowerment.
 - Leadership is a dynamic process.
 - The leader – follower relationship is two-way
- Strong, positive relationship between leadership development and employee motivation and satisfaction.



Some examples of leadership theories/models

- Lewin's Leadership Model: Autocratic / Democratic / Laissez-Faire
- McGregor X and Y Theory
- Blake and Mouton Managerial Grid
- Adair's model of Action Centred Leadership (ACL)
- Great man theory
- Transactional Leadership

Autocratic vs Democratic vs Laissez Faire



Kurt Lewin's
Leadership Model
from the 1930s

Lewin (1939)

Autocratic Leaders



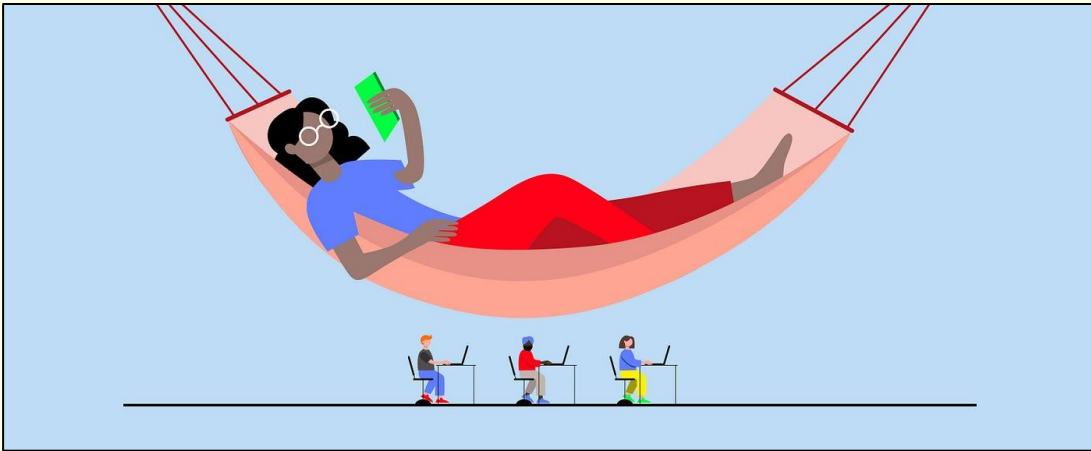
- Leaders keep a hold of all the decision making
- Do not allow time to consult others within their responsibility
- Communication is always 'top down' e.g. CEO, to Manager and so on...
- Very formal system and preference to command and control
- Lack of trust given to subordinates
- This approach is often implemented / linked to McGregor's Theory X

Democratic Leaders



- Leadership functions are shared within the group
- Employees have a greater involvement in decision making
- Emphasis on delegation and consultation
- Potential impacts on 'speed of decision making' but these leaders support a higher level of motivation and morale for employees
- Leaders will still have the final say

Laissez-faire Leaders

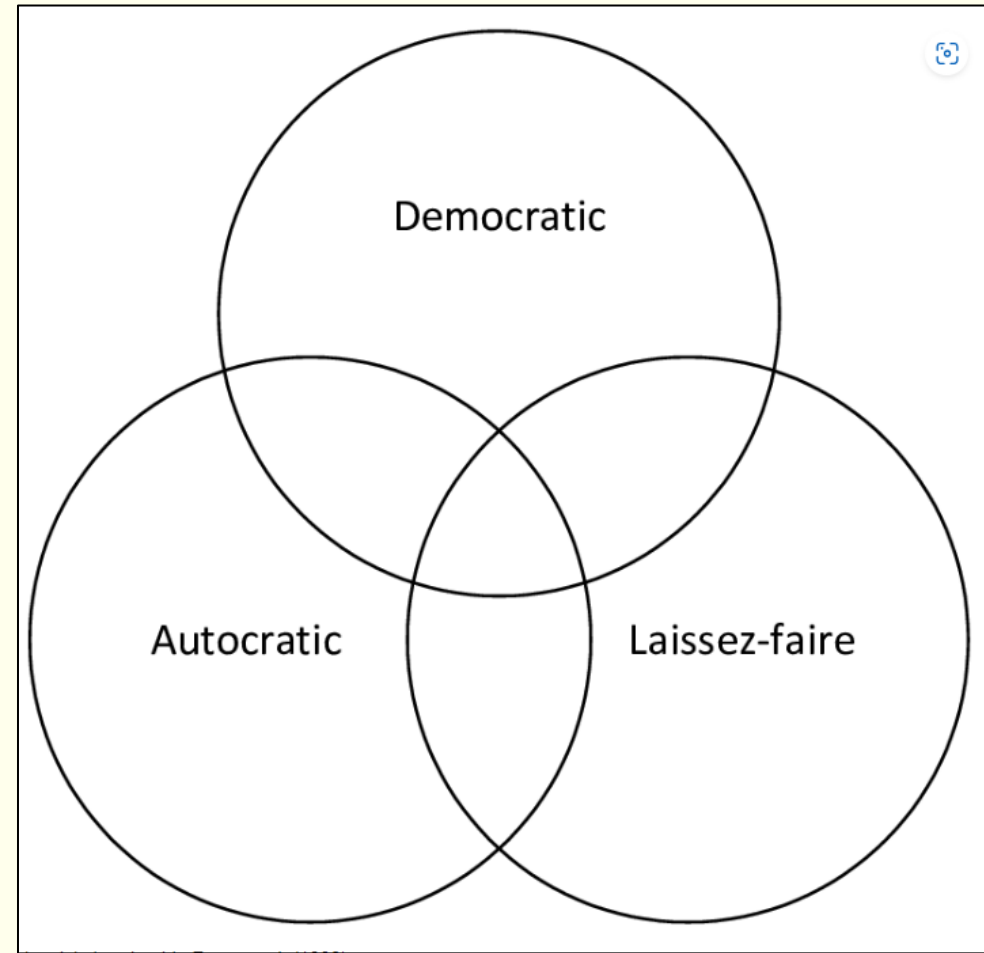


- Managers and employees have freedom to do what they think is best
- Leader has little input into day-to-day decision making
- Often employees are left to solve their own problems
- Leaders only take charge when they feel is necessary
- Little guidance is provided by leaders
- A more 'hands off' approach

Comparing the 3 styles

Leadership Style	Decision-Making	Group Involvement	Motivation Impact	Ideal Context
Autocratic	Leader-only	Low	Often low	Crisis/urgent tasks
Democratic	Shared (leader decides)	High	High	Collaboration & creativity
Laissez-Faire	Team-driven	Very high	Mixed (depends on team)	Expert, self-managing groups

If you had to place yourself in this model, where would you be?



Lewin (1930)

Blake and Mouton Managerial Grid

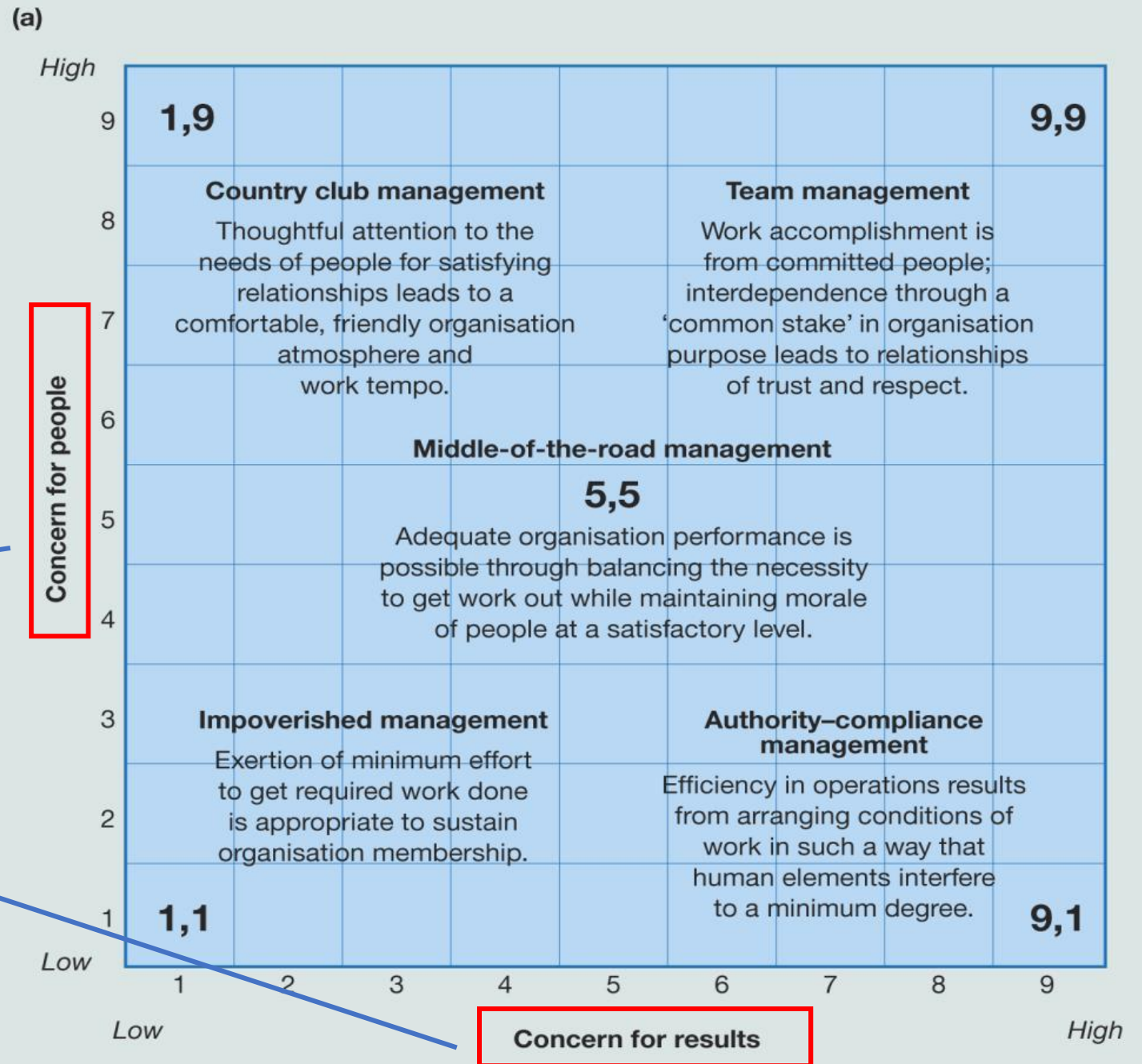
A view of the Blake and Mouton Managerial Grid

Blake & Mouton (1964)

The categories or 'styles' are determined by these two dimensions:

- Concern for people

- Concern for production
(*results*)



Blake and Mouton
grid explained...

Access:

[Blake Mouton
Managerial Grid | A-
Level & IB Business](#)



Leadership Grid style definitions

**9,1
Authority-
compliance
management**

Managers in this position have great concern for production and little concern for people. People are seen as 'tools' for production. They demand tight, unilateral control in order to complete tasks efficiently. They consider creativity and human relations to be unnecessary.

**1,9
Country club
management**

Managers in this position have great concern for people and little concern for production. They try to avoid conflicts and concentrate on being liked, even at the expense of production. To them the task is less important than good interpersonal relations. Their goal is to keep people happy. (This is a soft Theory X and not a sound human relations approach.)

**1,1
Impoverished
management**

This style is often referred to as *laissez-faire*. Leaders in this position have little concern for people or productivity. They avoid taking sides and stay out of conflicts. They do just enough to maintain group membership.

(Mullins, 2007)

Leadership Grid style definitions (Continued)

5,5 Middle-of- the-road management

Leaders in this position have medium concern for both people and production. They rely on tried and true techniques and avoid taking untested risks. They attempt to balance their concern for both people and production, but are not committed strongly to either. Conflict is dealt with by avoiding extremes and seeking compromise rather than sound resolution.

9,9 Team management

These managers demonstrate high concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They explore alternatives openly and aggressively. They are flexible and responsive to change. This style is considered ideal.

(Mullins, 2007)

Comparison to Lewin's Leadership Styles

Blake & Mouton	Comparable Lewin Style	Key Difference
9,1 Authority/Compliance Management	Autocratic	Both emphasise control, but Blake & Mouton add nuance via “concern for people” dimension.
9,9 Team Management	Democratic	Both emphasise collaboration, empowerment and high-quality outcomes.
1,1 Impoverished	Laissez-Faire	Both involve low direction, but Blake & Mouton explicitly consider low concern for people AND tasks.

Blake and Mouton Managerial Grid Practice Quiz

1. According to the Blake and Mouton Managerial Grid, which two dimensions are used to evaluate a manager's leadership style?

- a) Task orientation and motivation
- b) People orientation and technical skills
- c) Concern for people and concern for production ✓
- d) Innovation and financial performance

2. In the Blake and Mouton Managerial Grid, what is the ideal leadership style that maximises both employee well-being and productivity?

- a) Country Club Management
- b) Produce or Perish Management
- c) Impoverished Management
- d) Team Management ✓

3. Tom is a manager that allows employees to relax on the job. He often asks questions like, *How are you? Is there anything I can do to help?* Why is this an example of a country club leader?

- a) Because he believes in a hierarchical organisation.
- b) Because he cares about his employees' mental state and happiness. ✓
- c) Because he is laid back and doesn't care about social norms.
- d) Because he asks a lot of questions which always helps improve relations within the company.

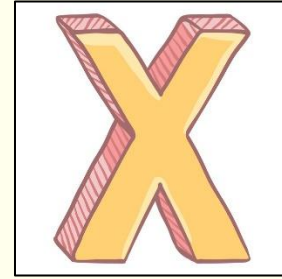
According to Blake and Mouton's Grid....

What type of 'Leader' would
be most effective within the
hospitality industry?
Why?

Let's take a
break



McGregor's X and Y Theory



The theory is used to describe human behaviour at work and McGregor placed in two sides.

Theory X and Theory Y are two extremes!

McGregor did not indicate workers would be one or the other. But, more likely that people fall on the spectrum somewhere between the two extremes.

McGregor's Theory



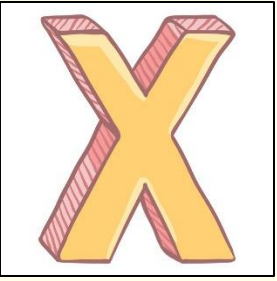
Access:

[Douglas McGregor's
Theory X and Theory Y](#)

X or Y ?



Theory X



- Individuals who dislike work
- People who lack ambition and do not want responsibility
- People desire the need for security

From the manager's perspective, they would need to understand these workers need a structured system that has control and punishment.

McGregor (1960)

Theory Y



- Work could be considered a source of satisfaction (*depending upon conditions*)
- Individuals are motivated by a level of responsibility
- Consider effort at work to be important

From a manager's perspective, rewards are important to these individuals trying to foster an environment where workers can show and develop their creativity.

McGregor (1960)

Group Discussion

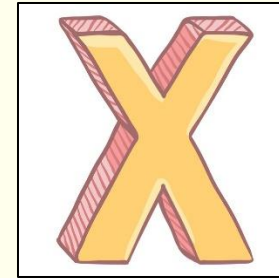
What impacts do you think
the X and Y approach will
have on a manager's
style/approach?

Impacts on Management Style: Theory X

If a manager holds Theory X assumptions, they believe employees dislike work, avoid responsibility and need control. This leads the manager to adopt a **more authoritarian style**.

Impact on managerial approach

- Close supervision and micromanagement
- Strict rules, procedures and deadlines
- Top-down communication
- Little delegation – manager keeps decision-making authority
- Motivation through rewards and penalties
- Focus on compliance, control and productivity



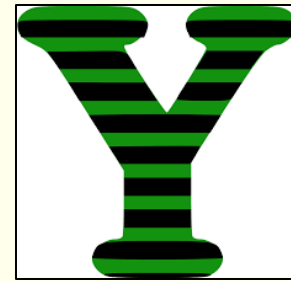
Likely workplace effects: Faster short-term results; Lower morale and reduced creativity; Higher turnover and lower trust

Impacts on Management Style: Theory Y

If a manager holds Theory Y assumptions, they believe employees are capable, motivated and seek responsibility. This leads the manager to adopt a **democratic, empowering style**.

Impact on managerial approach

- Delegation and shared decision-making
- Trust-based management with autonomy
- Coaching and development-focused leadership
- Open communication and collaboration
- Motivation through recognition, purpose and growth opportunities



Likely workplace effects: Higher engagement and job satisfaction; More innovation and initiative; Stronger team relationships and long-term performance

Impacts on Management Style (contd.)

McGregor argued that a manager's assumptions shape employee behaviour and become **self-fulfilling**:

- ❖ Treat people as untrustworthy (Theory X), and they become disengaged.
- ❖ Treat them as capable (Theory Y), and they rise to expectations.

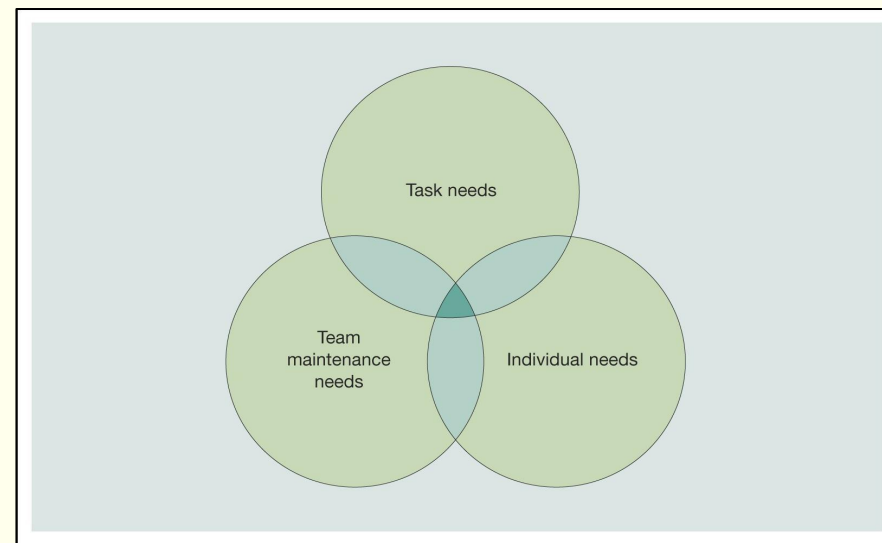
He did not say one style is always right – **effective leadership depends on context.**

Adair's model of Action Centred Leadership (ACL)

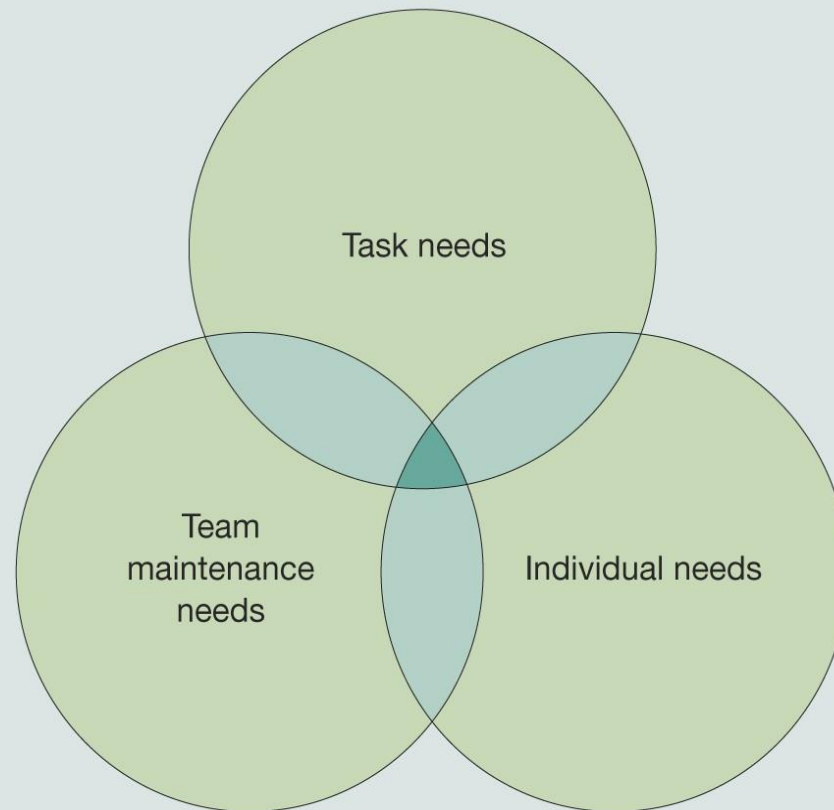
You have 10 minutes to look it up

What did you find out?

Let's discuss!



Action-Centred Leadership



Adair (1979)

Task functions



- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

Adair (1979)

Team functions



- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub-leaders

Adair (1979)

Individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual



Adair (1979)

Recap



Today we have discussed:

- The meaning of main approaches to leaderships
- Introduced Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - McGregor X and Y
 - Blake and Mouton Managerial Grid
 - Adair's model of Action Centred Leadership (ACL)

Reference List

Adair, J. (1979). *Action-Centred Leadership*. Gower Press, p. 10.

Blake, R., & Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston, TX: Gulf Publishing Company. *Excellence*. Gulf Publishing Company.

McGregor, D. (1960) 'Theory X and Theory Y', *Organization Theory*, 358(1), 5.

Mullins, L.J. (2007) *Management and Organisational Behaviour*. 8th ed. Pearson Education, p.76.