

# LCBB4003 Smaranda Gindila- Leadership and Management

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Discuss the meaning of  
Leadership and  
Management and how  
they differ in scope  
and style

Contents

|                   |                                           |
|-------------------|-------------------------------------------|
| Contents .....    | <sup>2</sup> Error! Bookmark not defined. |
| INTRODUCTION..... | Error! Bookmark not defined.              |
| MAIN BODY .....   | Error! Bookmark not defined.              |
| CONCLUSION .....  | Error! Bookmark not defined.              |
| REFERENCES.....   | Error! Bookmark not defined.              |

## INTRODUCTION

In an organisational environment, leadership and management are two separate yet related ideas. Leadership is the capacity to persuade and motivate people to work towards a common aim, whereas management is the coordination and arrangement of resources to achieve goals effectively (Purwanto, 2020). Any team or organisation must have effective management and leadership in order to succeed. Elon Musk, a prominent businessman, is a shining example of leadership. Musk has demonstrated visionary leadership as the CEO of Tesla and SpaceX by motivating his people to push the frontiers of technology and creativity. His ability to convey an inspiring vision and inspire his team has led to incredible successes like the advancement of electric cars and space exploration.

On the other side, leaders like Satya Nadella, the CEO of Microsoft, serve as examples of effective management. The focus of Nadella's management style is on operational effectiveness and strategic planning. Microsoft has grown significantly during his leadership, evolving from a software-focused business to a dominant force in cloud computing and services. Management and leadership are not just used in corporate settings. For instance, the Pakistani campaigner and Nobel laureate Malala Yousafzai exhibits excellent leadership by promoting girls' education throughout the world. Her bravery, tenacity, and ability to rally support have highlighted the value of education and empowered many people.

## MAIN BODY

Two crucial organisational roles, management and leadership, each having their own unique scope, style, and qualities. While both are essential to an organization's success, they are different in terms of their emphasis, strategy, and end goals. Let's explore their opposing qualities using actual organisational instances to highlight these variances.

### Focus & Objectives:

**Leadership:** Setting the course, inspiring and motivating others, and directing them towards a shared vision or objective are the main objectives of leadership (Bush, 2020). Leaders offer direction, foster a sense of purpose, and enable people to produce extraordinary achievements. They frequently demand change, promote innovation, and question the current situation/approach.

The co-founder and former CEO of Apple Inc., Steve Jobs, is an example of revolutionary leadership. Jobs had a distinct vision for developing ground-breaking goods that combine technology and creativity. The development of famous products like the iPhone, iPad, and Mac under his charismatic leadership and unrelenting quest of quality helped Apple become one of the most lucrative and significant businesses in the world.

**Management,** on the other hand, focuses on organising, managing, and planning resources to effectively accomplish particular goals. Tasks are delegated, deadlines are met, and resources are used effectively, thanks to managers (Figuerola and et. al., 2019). They put a lot of effort into upholding consistency, putting in place procedures, and attaining operational effectiveness.

Example: During her stint as CEO of PepsiCo, Indra Nooyi shown remarkable managerial abilities. To fuel PepsiCo's expansion, Nooyi gave operational effectiveness, cost management, and strategic planning top priority. She oversaw the company's expansion of its product line, emphasis on healthier substitutes, and effective adaptation to shifting consumer demands.

### **Approach and style**

**Leadership:** The capacity of a person to influence, inspire, and encourage others is sometimes referred to as their approach and leadership style. A more futuristic and human-centred strategy is adopted by leaders. They develop a collaborative environment, promote open dialogue, and give their team members autonomy. Strong connections, personal growth, and utilising people's strengths are the three areas on which leaders concentrate.

A prime example is General Motors CEO Mary Barra, who is renowned for her collaborative management approach (Bhasin, 2019). Open communication is given top priority at Barra, along with the promotion of many viewpoints and the right to decision-making for staff members. Her leadership approach has aided General Motors in overcoming obstacles, stimulating innovation, and fostering a culture of responsibility and continuous development.

**Management:** The focus of management is on structure, efficiency, and procedures, with a more task-oriented approach. To accomplish set goals, managers concentrate on organising, planning, and directing resources. They oversee operations, distribute resources, and keep an eye on performance. The demands of the team, organisational culture, and situation all influence management style.

As an illustration, Tim Cook, the CEO of Apple Inc., is well known for his expertise in operational management (Shaturaeu and Bekimbetova, 2021). Cook places a strong emphasis on cost reduction, supply chain optimisation, and efficiency. Apple has demonstrated great operational success under his direction, ensuring prompt product introductions and effective global distribution.

### **Scope and impact**

**Leadership:** Leadership goes beyond particular activities or projects and has a wider range of applications. The culture, vision, and long-term plan of the organisation are shaped by the leaders. They motivate people to accept change, question the existing quo, and look for new chances (Connolly, James and Fertig, 2019). Fostering innovation, accelerating organisational growth, and creating a durable competitive edge all depend on effective leadership.

The founder and former CEO of Amazon, Jeff Bezos, is famous for his revolutionary leadership. Bezos put a lot of effort into being innovative, long-term thinking, and customer-focused. In addition to diversifying the company's products into different areas, such as cloud computing and digital streaming, his leadership helped Amazon develop from a small online bookshop to a major worldwide player in e-commerce.

**Management:** Management mostly handles an organization's operational facets. Everyday duties are carried out successfully, resources are allocated wisely, and goals are reached within the predetermined boundaries thanks to the management team (Setiawan and et. al., 2021). Maintaining stability, achieving immediate objectives, and guaranteeing efficient operations all depend on effective management.

For instance, the recovery of the corporation was greatly aided by Mary Barra's managerial skills as CEO of General Motors. General Motors was able to re-establish profitability and strengthen its market position thanks to Barra's focus on cost management, product quality, and operational

effectiveness. Her managerial expertise was essential in simplifying processes, boosting product offerings, and raising customer happiness.

### **Decision making and risk taking**

**Leadership:** Decisions about the organization's future are frequently left to the leaders. They negotiate uncertainty, investigate new possibilities, and take prudent risks. To spur innovation and progress, leaders are able to handle ambiguity and are willing to question accepted wisdom.

As an illustration, consider how Netflix co-founder and CEO Reed Hastings has demonstrated bold leadership via risk-taking decisions (Brock and Von Wangenheim, 2019). Under his direction, Netflix changed from a DVD rental business to a major global streaming service.

Hastings made critical choices that altered the entertainment business and contributed to Netflix's success, such as investing in original programming and going worldwide.

**Management:** Within certain parameters, managers are in charge of making operational choices. To maximise efficiency and satisfy organisational goals, they analyse data, weigh possibilities, and put plans into practice (Stollberger and et. al., 2019). Managers put a lot of effort into risk reduction and make sure that choices are consistent with the organization's policies and practices.

As an illustration, consider Tim Cook's method of decision-making at Apple. Apple's operational efficiency and financial success are a result of Cook's emphasis on product line rationalisation, inventory control, and supply chain management. His deliberate decision-making guarantees that Apple upholds quality standards and provides consumers with their orders on schedule.

### **Adaptability and change management**

**Leadership:** In managing change and assisting organisations through changes, leaders are essential. They foresee changes in the market, spot new trends, and aid in the organization's adjustment to these realities. Through their inspiration and engagement, leaders encourage their teams to be flexible and innovative.

As the CEO of Microsoft, Satya Nadella, for instance, showed strong leadership in change management. Nadella oversaw the company's shift to a cloud-first strategy from a software-centric one. His focus on cultural change, teamwork, and adopting new technology rekindled Microsoft's growth and market competitiveness.

**Management:** On a practical level, managers are in charge of carrying out and supervising change efforts. They make ensuring that resources, systems, and procedures are in line with the changes and that staff members have the right equipment and training (Grinerud, Aarseth and Robertsen, 2021). During change initiatives, managers keep an eye on the situation, handle problems, and guarantee a seamless transition.

An illustration of good change management abilities is provided by Angela Ahrendts, the former Senior Vice President of Retail at Apple. Ahrendts oversaw a revision of Apple's retail strategy that put an emphasis on developing immersive experiences and improving customer support. Her management strategy included retraining staff, introducing new store designs, and increasing Apple's retail presence internationally.

Theories of leadership and management offer frameworks and paradigms for comprehending and researching these ideas. These theories aid in identifying the essential characteristics, behaviours, and strategies that support efficient leadership and management techniques. Here are a few prominent theories in each domain:

### Leadership theories

**1** According to the trait hypothesis, good leaders have specific innate features or attributes that set them apart from non-leaders. These qualities might include wits, assurance, tenacity, and charm. The approach places a strong emphasis on the role that human traits play in good leadership.

**4** **Behavioural Theory:** Rather than focusing on a leader's intrinsic qualities, behavioural theories concentrate on the activities and behaviours of leaders. According to the idea, good leaders may be recognised by their distinctive behaviours, such as those that are task-oriented (focused on reaching goals) and people-oriented (emphasising connections and communication).

**Contingency Theory:** According to contingency theories, effective leadership depends on how the leader's actions interact with the situational circumstances. According to these views, many leadership philosophies may work well in certain contexts. For instance, the situational leadership theory contends that leaders should modify their leadership stance in accordance with the degree of growth and preparation of their subordinates.

### Management Theories:

**Classical Management Theory:** Frederick Taylor and Henri Fayol, among other pioneers, emphasised rationality, efficiency, and formal organisational structures in the classical management theory. To increase production, it emphasises the use of division of labour, bureaucratic structures, and standardised procedures.

**Human Relations idea:** According to this idea, social and psychological variables play a significant role in the workplace. It implies that motivated and contented workers produce more. According to this view, accomplishing organisational goals depends significantly on good communication, staff engagement, and positive work environments.

**Systems Theory:** According to the systems theory, organisations are interdependent and interrelated systems. It emphasises the necessity for comprehensive management techniques and acknowledges the complexity and dynamic character of organisations. This theory places a strong emphasis on how different organisational parts are integrated together as well as how external influences that affect organisational performance are taken into account.

**7** The contingency theory in management asserts that there is no one-size-fits-all method of management, much as the contingency theory in leadership. According to these ideas, management procedures should depend on a number of variables, such as the organisational structure, culture, external environment, and particular tasks or goals.

**Focus, strategy, and influence inside an organisation are different between a leader's and a manager's traits.**

### Leaders:

**Visionary-** Leaders that possess a compelling vision are forward-thinking and determined. They encourage and inspire people to work towards long-term objectives and a common purpose.

**Inspirational:** Leaders have the capacity to influence and inspire people by appealing to their feelings, ideals, and goals. They instil a sense of fervour and dedication in their adherents.

**Risk-taker:** Leaders aren't afraid to take calculated chances and investigate new possibilities. They inspire creativity and innovation while embracing unpredictability.

**Relationship-focused:** Leaders place a high value on establishing trusting bonds and encouraging teamwork. They are excellent communicators, actively listen to others, and foster a positive work atmosphere.

**Managers:**

**Goal-oriented:** Managers concentrate on accomplishing particular goals and targets within established parameters. They coordinate team and individual efforts to achieve organisational objectives.

**Task-focused:** Managers are in charge of organising, coordinating, and planning the completion of tasks and projects. They guarantee effectiveness, track development, and wisely use resources.

**Risk mitigation-** Managers place a strong emphasis on risk assessment and mitigation. They put stability first, adhere to accepted practises, and concentrate on reducing potential dangers and difficulties.

**Structured-** Managers operate under frameworks and procedures that have been developed. To guarantee efficient operations and dependable performance, they put policies, protocols, and procedures into place and enforce them.

It's crucial to remember that people can display a combination of both leadership and management traits, even if these features illustrate the typical differences between leaders and managers. Strong leadership and efficient management must frequently coexist in order for an organisation to be innovative, adapt to change, and have long-term success.

## Conclusion

5 conclusion, management and leadership are separate but related roles in organisations. While management places a stronger emphasis on effectiveness, efficiency, and goal attainment, leadership focuses on motivating, creating vision, and fostering creativity. While leaders have inspiring and visionary traits, managers are excellent at goal- and task-focused methods. Management and leadership are both essential to the success of organisations. Organisations may take use of each function's strengths and strike a balance to promote development, adapt to change, and achieve sustained success in dynamic and competitive situations by recognising the similarities and contrasts between leadership and management.

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