
Chapter 6

Leadership

Higher Level

**Past Exam notes
(For this chapter)**

WHAT IS LEADERSHIP

Leadership involves the following

1. Direction

By given staff direction and clear instruction they will know what work must be completed. It also ensure that they understand what must be done and how. This will result in them achieving the goals of the business.

2. Set an example

Leaders demonstrate the positive attitude and behaviour that is expected by the company. This will result in then gain the respect and trust from their employees. If they see a leader doing it they will done it as well.

3. Delegate Work

Leader Delegate work to subordinates. This means that manager will have more time to spend on important task and the employee being trusted to complex a task. It will also mean that the employee will gain valuable skills and more motivates to work in the company.

Benefits of Delegation	Why managers don't delegate
1. More time for important tasks	1. Managers think that employees won't be able to do the work up to their standard
2. Less stress sharing the workload	2. Managers fear that employees will do a better job than they would
3. Staff gain experience	
4. Staff become more skilled and flexible	
5. Work gets shared and completed faster	

WHAT ARE THE TYPES OF LEADERS?

There are 3 main types of leaders

1. **Autocratic** Def This type of leader does not like sharing their authority and prefer to make the decision themselves

2. **Democratic** ^{Def} This type of leader is willing to discuss issue with staff and the delegate power and responsibility to them
3. **Laissez- Fair** ^{Def} This leader gives employees general goals and target. They also give them the authority to achieve these in whatever way they think is necessary

Autocratic

Features	Advantages	Disadvantages
1. Have little Trust	1. Decisions are made quickly	1. Can be overworked
2. Don't Delegate	2. Useful in an emergency	2. Staff get demotivated
3. Ignore other when making decisions	3. Work gets done the way the manager wants	3. Can lead to Industrial Relations
4. Use their position to get what they want	4. Useful where discipline is important	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #e0f0e0;"> <p>Past Exam Questions 2014 - Short Q7 2022 - Question 5 - Part A 2019 - Question 4 - Part C 2018 Question 6 Part B 2012 Question 4 - Part C 2006 Question 4 - Part B</p> </div>
5. Use intimidation and fear to get what they want		

Democratic

Features	Advantages	Disadvantages
1. Have trust in subordinates	1. Better decisions	1. Slower decision making
2. Delegate Authority	2. Less stress	2. Quality of decision may be poor
3. Discuss with other before making a decision	3. Motivated staff	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #e0f0e0;"> <p>Past Exam Questions 2014 - Short Q7 2022 - Question 5 - Part A 2019 - Question 4 - Part C 2018 Question 6 Part B 2012 Question 4 - Part C 2006 Question 4 - Part B</p> </div>
4. Use reasonable argument to persuade others	4. Promotes Staff Initiative and Intra-repreneurship	

Laissez Faire

Features	Advantages	Disadvantage
1. Have a lot of trust	1. Speedy decisions	1. Inexperienced staff may not be able to handle to responsibility
2. Delegate power and responsibility	2. Challenges and motivates staff	3. Lack of control may result in poor decisions
4. Let staff make the decisions	3. Intrapreneurship is encouraged	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #e0f2f1;"> <p style="text-align: center; margin: 0;">Past Exam Questions</p> <p style="text-align: center; margin: 0;">2014 - Short Q7</p> <p style="text-align: center; margin: 0;">2022 - Question 5 - Part A</p> <p style="text-align: center; margin: 0;">2019 - Question 4 - Part C</p> <p style="text-align: center; margin: 0;">2018 Question 6 Part B</p> <p style="text-align: center; margin: 0;">2012 Question 4 - Part C</p> <p style="text-align: center; margin: 0;">2006 Question 4 - Part B</p> </div>
5. Listen before making decisions		

Factors that influence the leadership style adopted by business managers.

1. Decision Making

How quick decision have to be made should be taken into consideration.

If there is no need for input from employees and their opinion would not change a decision

For example an autocratic style would be appropriate

Past Exam Questions

2019 Question 5 - Part C

2. Type of employee

The amount of direction needed by employees would also need to be considered. If employees have the necessary skills, training and authority to make to decision. This would result in not a lot of damaged cause by the action of the employees

For example laissez faire

3. Time

If an outcome is require in a timely fashion the correct leadership style will be required. If there is a delay in the outcome it could cost the business money

For example autocratic leadership

4. Cooperate Culture

The culture environment will also affect the leadership style. Employees who are promoted will be influence by the managers they have had. If they had a manager that consulted employees, they might adapted that style

For example democratic leadership

Benefits of leadership

The following are some of the benefits of leadership

1. Goals of the business are achieved - the goals are communicated clearly to staff, so employees know what has to be done to achieve these goals
2. Time - Delegation allows managers to spend time on more important management tasks. This will reduce management stress.
3. Motivation - Employees will be more motivated because they are included in the decision-making process. This makes employee s feel important and increase motivation
4. Change - Good leadership can result in employees supporting change. If the managers lead by example, employees will follow suit
5. Staff Retention - Good leadership helps to attract and retain staff. If employees are happy in their work, it will reduce staff turnover and staff absenteeism

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Past Exam Questions (For this chapter)

SHORT QUESTIONS

2014 Question 7

(a) Name one leadership style

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(b) Illustrate how a manager adopting this leadership style might manage the process of change in a business

LONG QUESTIONS**2022 - Question 5 - Part A**

Read the information supplied and answer the questions which follows

M6 Motors

Alan Naughton is an entrepreneur who set up M⁶ Motors in 2011. The business is now one of the leading car sourcing companies in Ireland. As the business grows Alan expanded his workforce. The company specialises in high specification cars at competitive prices

- (A) Evaluate two leaderships styles the business manager at M6 motors could adopt, Provide reasons for your choice (20)

2019 - Question 4 - Part C

- (C) (i) Describe two leadership styles
(ii) Outline the factors that influence the leadership style adopted by business managers provide examples to support your answer (20)

2018 - Question 6 - Part B

- (B) Outline one appropriate leadership style which a manager in a retail outlet could adopt, give reasons for your choice (20)

2012 Question 4 - Part C

- (C) Outline tow styles of leadership and illustrate how each of these styles may be appropriate in different business situations (20)

2006 - Question 6 Part B

- (B) Discuss Thress styles of leadership (20)

2003 - Question 5

Managers are said to take on a wide range of roles in pursuing the objectives of an organisation. They are accountable for the work of others as well as their own work and they work with, and through, other people at all levels in the organisation

Evaluate in the above context the management skills of

- (i) Leading
- (ii) Motivating
- (iii) Communicating