

Leadership - Past Questions

1 (2014)

7	a	Name one leadership style. Autocratic/Democratic/Laissez Faire	10
	b	Illustrate how a manager adopting this leadership style might manage the process of change in a business: Change is implemented by intimidating workers into accepting change e.g. threatening redundancies etc. Change is implemented by having a consultative process with employees e.g. calling a meeting and discussing and seeking opinions and views of staff with a view to reaching a compromise. Less engaged in the process of change and adopts a 'hands-off' approach.	

2 (2012)

4. (a) Define the term *delegation*.

Delegation involves the assignment of authority/power to another person. It is generally assigned from a manager to a subordinate, to undertake a specific work task or project. The accountability for the particular task/project is also assigned.

(b) Outline two benefits of delegation within a business.

- Manager is not required to do all the work and has more time for strategic planning.
- Task/project may be completed to a higher standard due to the level of personal accountability provided by delegation.
- Increased employee motivation from job enrichment/ improved staff morale/more challenging work.
- Effective time-management tool/ managers can prioritise tasks that need their attention.
- Higher skilled workforce will allow greater management flexibility.
- May improve the work-life balance for the manager.

4	B	<p><u>Physical Needs</u> Need for food, water, clothing and shelter. It offers competitive salaries to all employees</p> <p><u>Safety Needs</u> The need for certainty and physical safety. Long- term contracts of employment to all employees</p> <p><u>Social Needs</u> The need for interaction with other human beings. A team structure exists in the business where employees from all over the world work together on innovative projects</p> <p><u>Esteem Needs</u> The need to have your performance recognised by others. Staff ideas are accepted, and innovation rewarded.</p> <p><u>Self-Actualisation</u> This need is met when an employee reaches their full potential. Hexagon supports employees who take on further studies.</p>	20
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4	C	<p>(i) • Autocratic The leader gives instructions to subordinates. S/he makes decision without consulting with anyone. Example: A product recall or an emergency in store.</p> <p><u>Characteristics</u></p> <ul style="list-style-type: none"> • The leader gives instructions to subordinates. • Decision making is not shared/no consultation. • Little room for employee innovation. <p>• Democratic The leader involves the employees in the decision making process. S/he listen to the views of others and may facilitate consensus of the team. Leadership generates a sense of belonging but it is still centrally controlled by the manager/ Capitalise on the skills and talents of employees by letting them share their views rather than expecting them to conform.</p> <p><u>Characteristics</u></p> <ul style="list-style-type: none"> • The leader shares decision making with subordinates. • They listen to the views of employees /collaborative/keep employees informed of changes so they feel part of the retail outlet. • Leadership generates a sense of belonging but is still centrally controlled by the manager. • Teamwork-fosters an atmosphere that values information sharing/greater openness. • Requires trust between manager and employees. <p>• Laissez faire (Free reign) Leadership involvement is minimised/Very highly skilled employees (such as middle managers) may make their own decisions and there is no requirement for central coordination.</p> <p><u>Characteristics</u></p> <ul style="list-style-type: none"> • Very highly skilled employees/experts (such as middle managers). • This involves allowing subordinates to set their own goals and achieve them without interference of management. • Requires employees who are very engaged with their work. 	10
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4	C	(ii)	<ul style="list-style-type: none"> • Instant/quick decisions where there is no need for input on the decision or where the decision wouldn't change as result of employee input autocratic style would be appropriate. • Type of Employees. The amount of direction needed by employees will need to be considered. Assembly line staff more suited to an autocratic style. • Time. If an outcome is needed fast, a more autocratic form of leadership may be required. • Complexity of the task/Skills of employees. A more complicated task will require more detailed instruction and supervision. However, if the skill set is high, employees may require a leader to be a facilitator to allow them to figure out the task themselves. • Corporate Culture. The culture of the organisation will also influence the leadership style expected by the manager. • Span of Control 	10
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- (B) Outline **one** appropriate leadership style which a manager in a retail outlet could adopt, giving reasons for your choice. (20 marks)

Question		Possible Responses	Max Mark
6	(B)	<p>Democratic</p> <p><u>Characteristics:</u></p> <ul style="list-style-type: none"> • The leader shares decision making with subordinates. • They listen to the views of employees /collaborative/keep employees informed of changes so they feel part of the retail outlet. • Leadership generates a sense of belonging but is still centrally controlled by the manager. • Teamwork-fosters an atmosphere that values information sharing/greater openness. • Requires trust between manager and employees. <p><u>Reasons:</u></p> <ul style="list-style-type: none"> • Employee have some freedom to show innovation/greater flexibility/greater empowerment. • Provides feedback to employees on their relationship with customers/appreciation of their efforts. • Employee will mirror the behaviour of the manager with customers. • Employees will sell from a position of confidence as they are allowed to grow personally while they help grow the retail business. 	<p>Leadership style 3m</p> <p>2@7(4+3)</p> <p>+3m for reference to retail outlet</p>

Autocratic

Characteristics:

- The leader gives instructions to subordinates.
- Decision making is not shared/no consultation.
- Little room for employee innovation.

Reasons:

- Tasks are completed efficiently /may be suitable in high volume stores/fast paced retail outlet where staff are told what to do without question.

Free reign/Laissez-faire

Characteristics:

- Very highly skilled employees/experts (such as middle managers).
- This involves allowing subordinates to set their own goals and achieve them without interference of management.
- Requires employees who are very engaged with their work.

Reasons:

- Little supervision from management/staff make their own decision.
- Management have more time to dedicate to strategic issues.

5 (2012)

(C) Outline two styles of leadership and illustrate how each of these styles may be appropriate in different business situations.

Leadership Styles.

Autocratic

- Leader who likes to be in control of things and does not delegate/ Little consultation with employees, frequently dictating instructions/ Opinions of employees are not considered
- All major decisions are made by the leader and orders are issued and directives are made to be obeyed without question.
- Fear and threats are used as motivators/ Little trust in employees
- Manager suffers from overloading and the quality of their work suffers
- Subordinates get little experience of management and promotions are mostly external
- Morale can low among staff/ Staff turnover can be high/ Staff become frustrated: industrial relations disputes follow

Illustration: This style of leadership may be appropriate in a crisis or emergency situation where tough decisions may be needed quickly e.g. turning around a business, facing insolvency.

Democratic

- Power is shared with staff
- Authority is delegated to staff, but ultimately responsibility rests with the manager.
- Opinions/ideas/feedback are sought before decisions are made and tend to be better as a result.
- Trust is built overtime with staff/ Staff feel more valued and motivated.
- Promotions are internal as staff get experience of management.
- Intrapreneurship may occur.
- Decision making can be slow and delayed.

Illustration: It may be appropriate in a business that promotes teamwork (e.g. Google). Works well in an environment where staff can handle responsibility.

Laissez – Faire

- Management has a facilitative role (guide) and does not get involved in the day- to -day running of the business.
- Almost all authority is delegated to staff.
- Huge Trust is placed in staff.
- Highly motivated and trustworthy workers use their initiative leading to very high levels of intrapreneurship.
- Staff are empowered rather than ordered.
- Greater freedom given to staff in setting own goals.
- Managers are free to deal with more strategic matters.

Illustration:

Is likely to be used by High Tech industries which rely on well educated and highly self-directed employees. Prevalent form of leadership in firms engaged in R&D and advertising where creativity is valued.

(20 marks)

Delegation involves the assignment of authority to another person, generally from a manager to a subordinate, to undertake a specific work task or project. Successful delegation requires that the manager articulate the following clearly to the subordinate:

- Details including deadline of the assigned task/project
- The extent of the authority delegated, including reporting requirements to the manager

The manager must also ensure that the person to whom the task/project has been delegated has the necessary skills and competencies, and is provided with the necessary resources to complete the task/project.

The ultimate responsibility for the task /project remains with the manager.

(ii) Describe the benefits of delegation for a manager.

- More efficient completion of tasks or projects, as manager is not required to do all the work.
- Task/project may be completed to a higher standard due to level of personal accountability provided by delegation.
- Increased employee motivation from job enrichment/ improved staff morale/better work.
- Managers can prioritise tasks that need their attention, thereby having more time for the completion of these tasks and for managing i.e. planning etc.
- Higher skilled workforce will provide greater flexibility for manager.
- May improve work-life balance for the manager- better distribution of work.

(B) Analyse the implications for a business of a manager adopting a Theory X approach to managing.

Theory X Manager believes that workers:

- are lazy and that they dislike work
- lack ambition, and will avoid taking responsibility
- dislike and are reluctant to accept change in the workplace
- are motivated by money – will not be possible to provide extra pay in current economic climate to motivate workers

The Theory X Manager adapts an Autocratic approach to management - supervising workers closely, offering incentives or using sanctions to ensure employee co-operation and conformity.

Characteristics/Implications of a Theory X Manager may include:

- Manager keeps control/ possible conflict between management and employees.
- Little trust/employees less likely to use their own initiative.
- No consultation when making decisions/lower productivity and lower quality
- Little delegation/fewer opportunities for employee promotions.

- (A) **One** motivational theory (describe)
- Maslow's Hierarchy of Needs
 - McGregor's Theory X and Theory Y
- (B) **Three** styles of leadership (discuss)
- Autocratic (Authoritarian)
 - Democratic
 - Laissez Faire

