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**Professor Ivey**

## **LEAD 701 FINAL EXAM**

1. In what ways do management and leadership differ? Are they distinct and separate roles, or do they overlap? Be thorough and specific in your response.

According to Yukl (2013), many believe one can be a leader without being a manager and that there are many managers without being a leader. While some scholars believe leadership and management can't dwell within the same person because in most cases, both differ, not only in their personalities but in their values as well (Yukl 2013). On the other hand Bennis and Nanus (1985), believe the managers are impersonal beings who are more concerned with order, stability and reaching short term goals, while leaders concentrate more people person oriented. They believe leaders are more flexible and more concerned about reaching long-term goals which can be obtained through objectives and strategies. (Bennis &Nanus 1985).

2. Thoroughly explain how a compelling vision is important with respect to implementing change.

According to Yukl (2013) leaders who are able to advocate a vision in a manner that most are unable, generally are perceived as being charismatic therefore followers normally are more energetic to navigate to the next level with that leader even if that means change (Yukl 2013).

3. Explain the Vroom-Yetton normative model of leadership.

Yukl (2013) states the Vroom-Yetton normative model of leadership as being a normative decision model which assist managers or leaders in using the most appropriate decision procedures. Yukl(2013) described the model makeup and being one which includes 5 specific sections which include (A-I and A-2) two different autocratic decision choices (C-I and C-II ) two different consultation varieties, G-I one variety of joint decision making with leader and group of subordinates. (Yukl 2013).

A-I use the time and information currently available to either solve problem at hand or to made a decision.

A-II obtain necessary information from subordinates, without telling them why, in order to make a sound solution to problem at hand.

C-I discuss issues with subordinates individually in the attempts of gaining knowledge from their suggestions and ideas so you can make a sound decision which may or may not use information gained from subordinates meetings.

C-II at this stage you share current problems with a group of subordinates in the attempts of making a needed decision however decision doesn't have to reflect information gained from meeting with the group of subordinates.

G-II this phase is where one shares problem with a group of subordinates so together a decision can be made however the leader/manager doesn't influence group with their opinions (Yukl 2013).

4. Compare/contrast situational leadership theory with servant leadership theory.

According to Yukl (2013) **situational leadership** is the process in which leaders obtain the ability and confidence to display the appropriate behaviors when certain situations occur. Yukl (2013) also elaborated on how this particular leadership is used effectively with mature leaders. For those that are not quite as mature, Yukl (2013) discussed how those leaders should use should concentrate more on defining specific roles, company standards and procedures, as well as the directing and monitoring of staff progress. Once the leader has reached a moderate level of maturity, Yukl (2013), discusses how that leader can then decrease task-oriented behaviors and then increase more relationship-oriented behaviors.(Yukl 2013). On the other hand Yukl (2013) discusses another important leadership style, **servant leadership**. This style of leadership was said to be that which assist, those in the workplace, achieve shared objectives by implementing such instruments such as empowerment, development as well as work which takes into consideration of the total welfare of staff members. In other words, servant leaders are mostly concerned with assisting the needs of their followers in the attempts to make sure they become healthier, more empowered by nurturing and advocating on their behalf. (Yukl 2013).

5. Explain leader-member exchange theory.

According to Yukl (2013) leader-member exchange is described as being the process where develop as well exchange relationship with each of their subordinates over a period of time. Yukl (2013) elaborated on the purpose of such theory is mainly to implement a high-exchange relationship in the attempts for the leader to be able to control desired outcomes. When there is a high exchange relationship between leaders and their followers, usually followers are appear to be more committed to carryout assignments, tasks, and the delegation of responsibilities (Yukl 2013). Yukl (2013) also discussed how low- exchange relationships are relationships where leaders give followers standard assistance. There's minimal exchange and less mutual influence from leader

(Yukl 2013). According to Yukl (2013) studies show who the quality of exchange theory usually include mutual trust, loyalty, affection as well as support and respect (Yukl 2013).

6. What leadership roles and process are important for self-managing teams?

The leadership roles and processes that are important for self-managing teams, according to Yukl (2013) is internal and external leadership roles.

Internal Leadership - according to Yukl (2013), internal leadership roles are management responsibilities which are assigned to a specific team and shared by members of the group. Normally a team leader is chosen by the group members whose position may be rotated among the various members in the group. Yukl (2013) also discussed whether the team leader is elected or chosen, that leader doesn't just replace the former leader (Yukl 2013).

The role of Internal Leadership – according to Yukl (2013) the roles of internal leadership are as follows (Yukl 2013).

- Members meet to discuss important matters and make a group decision.
- A member with relevant expertise may assume responsibility for providing coordination and direction on specific team activities.
- Routine administrative tasks may be assigned to individual members or someone with a strong interest in a task may take the initiative to do it without permission.
- Enforcing group norms may be performed collectively

External Leadership – according to Yukl (2013) – external leadership involves managerial responsibilities not delegated to the team who can be middle managers, special facilitators, or previous first-line- supervisors (Yukl 2013).

The role of External leadership – according to Yukl (2013) external leadership are as follows (Yukl 2013)

- Serving as a coach is most important. Coaching and encouragement is necessary to assist new teams to successful journeys
- The obtaining of necessary information, resources and political support from the organization.
- A competent leader is important for the success of self-managed teams in both the transition and performance phase.

7. Discuss the importance and potential of cross-cultural leadership? Also identify potential pitfalls/risks in implementing cross-cultural leadership?

According to Yukl (2013), cross – cultural leadership is important for the following reasons:

- a.) Increases globalization of organizations which makes it more important to learn about the leadership effectiveness in different countries.
- b.) Leaders obtain the need to influence people from other cultures therefore leaders must become culturally aware in regards to different countries.
- c.) Leaders must also gain knowledge of the views and actions of people from different countries.
- d.) Leaders are required to gain knowledge on a broader than usual scale of variables and the way in which processes occur.
- e.) When validating taxonomies of leadership behaviors which occur in different countries, leaders are can gain knowledge on new aspects of behavior regarding effective leadership.
- f.) The examination of cross-cultural leadership may allow researchers pay more attention to possible effects of situational variables which are not normally included in most leadership theories.
- g.) This particular leadership style gives unique methodological challenges which could provide improved procedures for research data collection and analysis.

8. What is the most effective training method for developing leadership skills?

9. What can be done to increase ethical behavior and decrease unethical practices by leaders in an organization?

According to Yukl (2013) a way leaders can increase ethical behavior and decrease unethical practices by using power to improve and promote effectively articulating organizational vision rather than to humiliate and bully followers (Yukl 2013).

10. Explore the strengths and weakness of charismatic leadership and express your view on whether or not it is an appropriate style of leadership in a not-for-profit organization.

The strengths of charismatic- leadership attribute highly to the charismatic leadership behaviors which include the following:

- a,) Leaders are able to advocate the vision in a way most are not able.

- b.) leaders engage followers with emotional appeals when dealing with certain ideas and values.
- c.) leaders lead by self – sacrificing their time and efforts for their followers.
- d.) leaders who are confident usually gain respect of followers for they may feel as though the leader fully understands the direction in which they are headed.

The weakness of charismatic – leadership, according to Yukl (2013) has said to be as

Follows:

- a.) When followers absolutely adore or are in awe of leaders, often times such behaviors can limit the presence of good suggestions from followers.
- b.) Followers desiring acceptance from leaders generally reduces criticism from followers.
- c.) Followers who adore leaders generally gain some sort of delusions of leader infallibilities.
- d.) Leaders who tend to be over confident generally pose dangers to the leader's leadership styles.
- e.) Denial of problems and failures may reduce learning within and organization.
- f.) Leaders who take complete credit for success may result in key followers to become alienated from the rest of the followers.
- g.) When followers become excessively dependent on leaders, often times those followers inhibit developmental success.
- h.) When followers fail to develop successors, usually leadership crisis occur.