

Q.1: DEFINE POSDCORB. ALSO DISCUSS ITS IMPORTANCE IN EDUCATIONAL LEADERSHIP AND MANAGEMENT?

ANSWER:-

POSDCORB is an acronym widely used in the field of Management and Public Administration that reflects the classic view of administrative management. Largely drawn from the work of French industrialist Henri Fayol, it first appeared in a 1937 staff paper by Luther Gulick and Lyndall Urwick written for the Brownlow Committee. The acronym stands for steps in the administrative process:- Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting. These responsibilities can be summarized into "POSDCORB". The acronym "POSDCORB" stands for following aspects of administration. They are:-

Planning  
Organizing  
Staffing  
Directing  
Coordinating  
Reporting  
Budgeting

The strengths of "POSDCORB" lies in the fact that it can be the starting point to analyze the management functions in a structured way. The structure also helps to analyze the management activities. Now, let us have a look at each and every management responsibilities.

**PLANNING & ORGANIZING:-**

Various Types of Planning includes Business Plan, Event Planning, Financial Plan, Marketing Plan and Strategic Planning.

**MARKETING PLAN:-**

Marketing Plan helps us understand who are the customers and their key characteristics, needs and wants, their expectation of our product, their special requirements and perceptions, their perspective about our organization, products or services and finally the buying intentions of the customer.

**STRATEGIC PLAN:-**

A strategic plan is an internal document for internal guidance within an organization. In most cases, strategic plan is not shared with audience outside the organization. Each department in the organization makes sure that their goals are aligned with the strategic plan.

**BUSINESS PLAN:-**

A business plan is meant for possible investors outside the organization. A business plan presents current financial condition, future investment plans, revenues and growth projection to lure investors. It can also be considered as a branding exercise.

**EVENT PLANNING:-**

Event planning deals with planning, budgeting, scheduling, developing a theme and coordinating a convention or a party to make it a grant success.

**FINANCIAL PLANNING:-**

Financial Planning helps a firm to determine the future financial needs or goals and ways to achieve them. It helps a firm to decide on investments and activities which needs to be taken up under various financial circumstances, keeping in mind short term and long term financial plan.

**ORGANIZING:-**

Organizing is establishing the internal organizational structure of the business. Main objective is to create a clear cut division and coordination of tasks, information flow management inside an organization. An organizational structure should clearly define the division of labor, delegation of authority and span of control.

Delegation of authority can be achieved using one of the following principle. Exception principle – This principle talks about a manager concentrating on tasks which needs immediate attention (Considerable deviation from the planned) and let his subordinates handle routine tasks. Scalar chain of command – Talks about a shorter chain of command for a better top down communication. Decentralization – Delegating of authority to the lower levels in an organization. Parity principle – Talks about how a manager should keep a balance between responsibility and authority Departmentation

DEPART-MENTATION:-is the process of clubbing multiple jobs and assign it to manager for better planning, coordination and control.

SPAN OF CONTROL:-

The span of control states the number of employees a manager can supervise, typically 5-6 employees. Based on the level of complexity and priority of the project, the span of control can be increased.

STAFFING:-

Main objective of Staffing is to manage various job profiles created by organizing. Staffing helps to find the gap between available and required manpower. Staffing is not one time activity. As per organization growth, new positions should be identified and filled.

DIRECTING:-

Directing is a continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise. Directing includes Communicating, Leading and Motivating.

CONTROLLING:-

Control is one of the managerial functions like planning, organizing, staffing and directing. It helps us to keep tab on the day to day activities, analyze the gaps and and rectify/minimize them, so that organizational objectives are met. Usually organizational control proceed establish standards to measure performance, compare the results with stated goals and take corrective actions.

REPORTING:

A document containing information organized in a narrative, graphic, or tabular form, prepared on ad hoc, periodic, recurring, regular, or as required basis. Reports may refer to specific periods, events, occurrences, or subjects, and may be communicated or presented in oral or written form.

BUDGETING:-

Budgeting for a business is a process. It is the process of preparing a detailed statement of financial results that are expected for a given time period in the future. There are two keywords in that statement. The first keyword is “expected.” Expected means something that is likely to happen. The second keyword is “future” which is a period in the time to come. So, budgeting is the process of preparing a detailed statement of financial results that are likely to happen in a period in a time to come.

Q.2: WRITE NOTES ON FOLLOWING:-

Answer:-

a) CONFLICT MANAGEMENT

Definition of Conflict Management Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today’s market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team. Conflict Management Styles

Conflicts happen. How an employee responds and resolves conflict will limit or enable that

employee's success. Here are five conflict styles that a manager will follow according to Kenneth W. Thomas and Ralph H. Kilman:

An accommodating manager is one who cooperates to a high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desired outcomes. This approach is effective when the other person is the expert or has a better solution.

**AVOIDING:-** an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning.

**COLLABORATING:-** managers become partners or pair up with each other to achieve both of their goals in this style. This is how managers break free of the win-lose paradigm and seek the win-win. This can be effective for complex scenarios where managers need to find a novel solution.

**COMPETING:-** This is the win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence.

**COMPROMISING:-** This is the lose-lose scenario where neither person or manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals.

#### B) INTEGRATED PLANNING ANSWER:

Integrated Business Planning is a planning process that integrates across two or more functions in a business or government entity referred to as an enterprise to maximize financial value. The specific functional areas in a company as well as the industry domain associated with the company defines the specific type of IBP process. Examples of IBP processes are:-

- Sales and Operations Planning
  - Healthcare Analytics
  - Strategic Corporate Performance Management
  - Planning and scheduling across multiple plants in a factory
- The key requirement for IBP is that two or more functional process areas must be involved and maximizing (optimizing) of financial value should be done. Corporate executives, business unit heads and planning managers use IBP to evaluate plans and activities based on the economic impact of each consideration.

**BRIDGING CORPORATE PERFORMANCE MANAGEMENT AND S&OP:-** There has been a lot of focus on Integrated Business Planning in the context of Sales and Operations Planning. Gartner refers to a 5-stage S&OP Maturity model wherein IBP is referred to as the Phased 4 & 5. Integrated Business Planning however is broader than S&OP. It is an approach that combines enterprise performance management (EPM) and sales and operations planning (S&OP) to provide incremental capabilities that neither provides individually. In so doing, IBP platforms address long-standing challenges that financial and operational professionals have struggled to overcome. The result: opportunities for step change improvements to how manufacturers plan, manage and govern their business.

**COMPONENTS:-** Integrated Business Planning requires the following capabilities to be enabled:: A) ENTERPRISE MODEL:-

- Ability to create a demand chain model
- Ability to create a supply chain model
- Ability to create a finance chain model

#### B) INTEGRATED PLANNING

- Ability to create a plan across multiple functions
- Ability to create predictive and collaborative plans

### C) ENTERPRISE OPTIMIZATION

- Ability to create optimized plans across multiple constraints
- Ability to create financial integration across optimization

APPLICATIONS:- IBP has been used to model and integrate the planning efforts in a number of applications, including:-

- Product profitability
- Customer profitability
- Capital expenditures
- Manufacturing operations
- Supply chain
- Business processes (human and information-based)
- Business policy
- Market demand curves
- Competitive strategy All of the above can be summarized as Enterprise Optimization use cases.

Q.3: DISCUSS WHETHER MANAGEMENT IS SCIENCE OR ARTS, STRENGTHENS YOUR POINT OF VIEW WITH THE HELP OF SUITABLE EXAMPLES?

ANSWER:

IS MANAGEMENT A SCIENCE OR AN ART?

I believe that management can be studied and refined to a science. You can study what other great managers do, you can read the latest “how to” book to polish your skills and learn how to manage or handle a particular situation. Leadership on the other hand is a very different matter. A friend of mine and I were talking the other day about Managers vs. Leaders and he made what I thought was quite a profound statement. “Managers take a situation and find a way to fix the problem, Leaders see the situation before it ever becomes a problem.”

True Leadership is an art. One that cannot be taught or studied, but only learned. Through mistakes as a “manager” and years of trial and error, you discover what your talents are and what you have to offer your team as well as your peers. You discover what your team needs from you to become successful and you find a way to take them there. A manager will use their tried and true methods with each new set of employees they encounter, but a Leader will never steer his people to greatness the same way twice. Management can be considered as both science as well as an art. Management is Science because of several reasons like – it has universally accepted principles, it has cause and effect relationship etc., and at the same time it is art because it requires perfection through practice, practical knowledge, creativity, personal skills etc.

Management is both an art and a science. Management combines features of both science as well as art. It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers. Science provides the knowledge & art deals with the application of knowledge and skills. A manager to be successful in his profession must acquire the knowledge of science & the art of applying it. Therefore management is a judicious blend of science as well as an art because it proves the principles and the way these principles are applied is a matter of art.

Science teaches to ‘know’ and art teaches to ‘do’. E.g. A person cannot become a good singer unless he has knowledge about various ragas & he also applies his personal skill in the art of singing. Same way it is not sufficient for manager to first know the principles but he must also apply them in solving various managerial problems that is why, science and art are not mutually exclusive but they are complementary to each other (like tea and biscuit, bread and butter etc.).

The old saying that “Manager are Born” has been rejected in favor of “Managers are Made”. It has been aptly remarked that management is the oldest of art and youngest of science. To conclude, we can say that science is the root and art is the fruit.

MANAGEMENT AS SCIENCE:- Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon. It establishes cause and effect relationship between two or more variables and underlines the principles governing their

relationship. These principles are developed through scientific method of observation and verification through testing. Science is characterized by following main features:

1. Universally acceptance principles—scientific principles represents basic truth about a particular field of enquiry. These principles may be applied in all situations, at all time & at all places. E.g. — law of gravitation which can be applied in all countries irrespective of the time. Management also contains some fundamental principles which can be applied universally like the Principle of Unity of Command i.e. one man, one boss. This principle is applicable to all type of organization — business or non-business.

2. Experimentation & Observation — scientific principles are derived through scientific investigation & researching i.e. they are based on logic. E.g. the principle that earth goes round the sun has been scientifically proved. Management principles are also based on scientific enquiry & observation and not only on the opinion of Henry Fayol. They have been developed through experiments & practical experiences of large no. of managers. E.g. it is observed that fair remuneration to personal helps in creating a satisfied work force.

3. Cause & Effect Relationship — Principles of science lay down cause and effect relationship between various variables. E.g. when metals are heated, they are expanded. The cause is heating & result is expansion. The same is true for management, therefore it also establishes cause and effect relationship. E.g. lack of parity (balance) between authority & responsibility will lead to ineffectiveness. If you know the cause i.e. lack of balance, the effect can be ascertained easily i.e. in effectiveness. Similarly if workers are given bonuses, fair wages they will work hard but when not treated in fair and just manner, reduces productivity of organization.

4. Test of Validity & Predictability — Validity of scientific principles can be tested at any time or any number of times i.e. they stand the test of time. Each time these tests will give same result. Moreover future events can be predicted with reasonable accuracy by using scientific principles. E.g.  $H_2$  &  $O_2$  will always give  $H_2O$ . Principles of management can also be tested for validity. E.g. principle of unity of command can be tested by comparing two persons —one having single boss and one having 2 bosses. The performance of 1st person will be better than 2nd. It cannot be denied that management has a systematic body of knowledge but it is not as 'exact as that of other physical sciences like biology, physics, and chemistry etc. The main reason for the inexactness of science of management is that it deals with human beings and it is very difficult to predict their behavior accurately. Since it is a social process, therefore it falls in the area of social sciences. It is a flexible science & that is why its theories and principles may produce different results at different times and therefore it is a behavior science. Ernest Dale has called it as a Soft Science.

**MANAGEMENT AS ART:-** Art implies application of knowledge & skill to trying about desired results. An art may be defined as personalized application of general theoretical principles for achieving best possible results. Art has the following characters —

1. Practical Knowledge: Every art requires practical knowledge therefore learning of theory is not sufficient. It is very important to know practical application of theoretical principles. E.g. to become a good painter, the person may not only be knowing different color and brushes but different designs, dimensions, situations etc. to use them appropriately. A manager can never be successful just by obtaining degree or diploma in management; he must have also know how to apply various principles in real situations by functioning in capacity of manager.

2. Personal Skill: Although theoretical base may be same for every artist, but each one has his own style and approach towards his job. That is why the level of success and quality of performance differs from one person to another. E.g. there are several qualified painters but M.F. Hussain is recognized for his style. Similarly management as an art is also personalized. Every manager has his own way of managing things based on his knowledge, experience and personality, that is why some managers are known as good managers (like Aditya Birla, Rahul Bajaj) whereas others as bad.

3. Creativity: Every artist has an element of creativity in line. That is why he Aims at producing something that has never existed before which requires combination of intelligence & imagination. Management is also creative in nature like any other art. It combines human and non-human resources in useful way so as to achieve desired results. It tries to produce sweet music by

combining chords in an efficient manner.

4. Perfection through practice: Practice makes a man perfect. Every artist becomes more and more proficient through constant practice. Similarly managers learn through an art of trial and error initially but application of management principles over the years makes them perfect in the job of managing.

S. Goal-Oriented: Every art is result oriented as it seeks to achieve concrete results. In the same manner, management is also directed towards accomplishment of pre-determined goals. Managers use various resources like men, money, material, machinery & methods to promote growth of an organization. Thus, we can say that management is an art therefore it requires application of certain principles rather it is an art of highest order because it deals with molding the attitude and behavior of people at work towards desired goals. 6. Work by effectively. manager manage all problem in every environment so this is not science, it is an art that how he manage every problem of organization in every environment.

MANAGEMENT AS BOTH SCIENCE AND ART:- Management is both an art and a science. The above mentioned points clearly reveals that management combines features of both science as well as art. It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers. Science provides the knowledge & art deals with the application of knowledge and skills. A manager to be successful in his profession must acquire the knowledge of science & the art of applying it. Therefore management is a judicious blend of science as well as an art because it proves the principles and the way these principles are applied is a matter of art. Science teaches to 'know' and art teaches to 'do'. E.g. a person cannot become a good singer unless he has knowledge about various ragas & he also applies his personal skill in the art of singing. Same way it is not sufficient for manager to first know the principles but he must also apply them in solving various managerial problems that is why, science and art are not mutually exclusive but they are complementary to each other (like tea and biscuit, bread and butter etc.). The old saying that "Manager are Born" has been rejected in favor of "Managers are Made". It has been aptly remarked that management is the oldest of art and youngest of science. To conclude, we can say that science is the root and art is the fruit.

MANAGEMENT AS PROFESSION:- A profession may be defined as an occupation that requires specialized knowledge and intensive academic preparations to which entry is regulated by a representative body. The essentials of a profession are: 1. Specialized Knowledge — A profession must have a systematic body of knowledge that can be used for development of professionals. Every professional must make deliberate efforts to acquire expertise in the principles and techniques. Similarly a manager must have devotion and involvement to acquire expertise in the science of management. 2. Formal Education & Training — There are no. of institutes and universities to impart education & training for a profession. No one can practice a profession without going through a prescribed course. Many institutes of management have been set up for imparting education and training. For example, a CA cannot audit the A/C's unless he has acquired a degree or diploma for the same but no minimum qualifications and a course of study has been prescribed for managers by law. For example, MBA may be preferred but not necessary. 3. Social Obligations — Profession is a source of livelihood but professionals are primarily motivated by the desire to serve the society. Their actions are influenced by social norms and values. Similarly a manager is responsible not only to its owners but also to the society and therefore he is expected to provide quality goods at reasonable prices to the society. 4. Code of Conduct — Members of a profession have to abide by a code of conduct which contains certain rules and regulations, norms of honesty, integrity and special ethics. A code of conduct is enforced by a representative association to ensure self-discipline among its members. Any member violating the code of conduct can be punished and his membership can be withdrawn. The AIMA has prescribed a code of conduct for managers but it has no right to take legal action against any manager who violates it. 5. Representative Association — For the regulation of profession, existence of a representative body is a must. For example, an institute of Chartered Accountants of India establishes and administers standards of competence for the auditors but the AIMA however does not have any statutory powers to regulate the activities of managers. From above discussion, it is quite clear that management fulfills several essentials of a

profession, even then it is not a full fledged profession because: – a. It does not restrict the entry in managerial jobs for account of one standard or other. b. No minimum qualifications have been prescribed for managers. c. No management association has the authority to grant a certificate of practice to various managers. d. All managers are supposed to abide by the code formulated by AIMA, e. Competent education and training facilities do not exist.. f. Managers are responsible to many groups such as shareholders, employees and society. A regulatory code may curtail their freedom. g. Managers are known by their performance and not mere degrees. h. The ultimate goal of business is to maximize profit and not social welfare. That is why Haymes has rightly remarked, “The slogan for management is becoming — ‘He who serves best, also profits most.’”

i think management is more of art than science.it is the accumulated knowledge which comprises science. Through exhaustive acquaintance with management over the history it has added itself with knowledge. But when matter comes to practices of management it is purely art with help of knowledge available.

Q.4: DIFFERENTIATE BETWEEN INSPECTION AND SUPERVISION. HIGHLIGHT THE TYPE OF EVALUATION IN YOUR JOB PLACE. JUSTIFY EITHER ITS INSPECTION OR SUPERVISION.

ANSWER:-

Any work in which two or more persons cooperate involves supervision. One must go ahead or think ahead, and indicate, though perhaps only silently by his own actions, what the others are to do. When the group is numerous, then special supervisors are needed. When the group is also there for the purpose of being trained, like the practice teachers in a normal school, then supervision of high quality is necessary; mere setting of tasks is not sufficient.

The function of the supervisor is to help the worker to find himself, to discover his own best way of doing whatever has to be done. Supervision must therefore be sympathetic – working, thinking, feeling, with the person supervised. The supervisor should be enthusiastic – should radiate success in every motion and word – though not at all in the spirit of self-display, wholly to set an example and to encourage. The discouraged worker must have kindly instruction. Nothing must be done to destroy self-respect; cutting remarks must be reserved for the careless or supercilious worker. But the supervisor must have compelling power – something in him to make the corps of workers feel that their assignments are of tremendous importance.

When the hour comes to-morrow those children must be taught, and taught properly, whether you have time to meet your friend at the train or not. You are an officer in the great educational army, and you must do your duty.

Supervisory Control depends for its effectiveness upon agents who possess technical and expert knowledge of educational processes, and who are capable of employing that knowledge for the development and advancement of the institutions coming under their control. ... It is emphatically constructive, rather than merely executive. For its best results it demands the completest cooperation between the members of the teaching and supervisory staffs. For the proper exercise of this form of control superintendents, directors, and principals should be given entire freedom of action. Supervisory control does not lie within the legitimate province of the Board of Education or of other municipal boards and officers.... – Elliott, City School Supervision, pp. 11-13. Inspection is quite a different matter. Its purpose is, not to give help immediately, but to evaluate and report for the guidance of authorities higher up in making future arrangements, one of which may be the dismissal or promotion of the person whose work is inspected. The inspector needs to have merely enough sympathy, or tact, to make his visit as little of a disturbance as possible. But the indispensable qualifications are, first of all, broad and accurate judgment, then thorough honesty, with plenty of moral courage.

There are two ways of judging a specialist of any rank, say a kindergartner or a teacher of Latin. One is by other specialists who are able to appreciate every step of the work; the other is by laymen on the basis of results merely. Either way has its advantages as well as its disadvantages, so that each needs to be supplemented by the other. The layman's view is the ultimate test, but it may be enlightened and guided by expert views. Our school boards, boards of regents, and commissions of various kinds exist to represent and make effective the layman's view; they sometimes include specialists in their own number, but even then they must occasionally employ outside specialists to investigate, evaluate, and report. The finances of institutions of all kinds have long been treated in just this way. The treasurer makes his report

to the governing body. A committee is then appointed, including an accountant if possible, to examine the report and advise whether or not it should be accepted. In some states there are certified public accountants who make a business of auditing reports. If there is an error in the computations, or a payment without a voucher, or some overvaluation of assets, the auditor calls attention to it. No treasurer should be offended at this: that is what the auditor is employed for – to find any flaws that exist. Inspection is necessary in any large organization, and no one should resent being subjected to it. When the inspector calls, it is best to welcome him, to throw everything open to his view, and help him to find out what he wants to know. To appear reticent is certain to raise the suspicion that something is being concealed. Rather than be overcautious when under the eye of the inspector, it is better to push the work merrily along even at the risk of making some blunders.

Though supervision and inspection are so different in their nature, they are often combined in the same office. The person holding such an office is likely to emphasize one phase of his work at the expense of the other, which one that shall be depending on his nature. Most school principals, supervisors, inspectors, and superintendents have to do both supervising and inspecting, whatever the title of the office may be and whatever their ostensible duty may be. With young persons, and with new recruits of any age, supervision is especially needed. With persons fitted to their work by years of experience, occasional inspection is needed to see how well they retain their efficiency and keep up with the times. When we rise to the higher ranks of workers, those who are specialists in their respective lines and whose duties are not strictly standardized like those of bookkeepers, helpful supervision ceases to be possible, and even inspection is either perfunctory or else it is impertinent meddling: the inspector who makes an unfavorable criticism of an expert may have a war on his hands. The reason for this is not merely that competent supervisors and inspectors can no longer be found, but that the spirit of the workers is different. These high-grade workers are neither amateurs nor apprentices; they are masters. They are held to their tasks, not by the necessity of earning a livelihood or fear of discharge, but by sense of duty, loyalty to the institution, professional honor, love of achievement. To send an inspector to such a person is an affront, particularly if the purpose seems to be to find petty faults without coming to an appreciation of the larger results that are being accomplished.

Inspectorial Control is similar in nature to supervisory control, yet to be distinguished from it.... It differs from the supervisory activity in that its primary purpose is not personal, constructive service. Its aim is toward an impersonal, objective measurement of the results and worth of the school.... There has not been, up to the present time, any widespread recognition in American education of the great importance of the inspectorial form of control. Yet, as the public schools have expanded and have become more intricate in their organization, so much greater has become the necessity of means whereby the essential operations may be subjected to a checking and valuating process. The schools have lacked an audit that would exhibit how well that which is being attempted is being done; an audit that would reveal the degree to which the machinery of organization is adapted to its purpose; an audit that would display the essential facts of census, attendance, and rate of progress of pupils, the accomplishments of teachers, and an analysis of the real cost in money of the several and numerous activities that enter into school education.

(This is not part of assignment the are just tags:- aiou solved assignment 1 code 8605 autumn 2016, solved assignment 1 code 8605 autumn 2016, aiou solved assignment 1 code 8605, code 8605 aiou solved assignment, autumn 2016 aiou solved assignment 1 code 8605, aiou solved assignment 1 code 8605 spring 2017, b.ed code 8605 aiou solved assignment 1 autumn 2016)

Inspectorial control should be exercised by duly constituted agencies distinct from those agencies or individuals that are primarily responsible for administrative and supervisory direction. Otherwise, there will be no impersonal judgments of worth founded on actual results and accomplishment. – Elliott, *City School Supervision*, pp. 12, 13. ... A man who has to inspect the work of five hundred, or even a hundred, others must do so superficially. He knows nothing of the life and character of the man before him, and must judge by unimportant or accidental details observed at the moment of inspection (in a superficially organized army, for instance, mainly by the condition of a man's clothes or by his look of "smartness" on parade). Under such conditions, as a school teacher complained to me, "only the coarser and more obvious forms of success pay." Work (to use only words which I have written down after actual conversations) becomes "mechanical," "inhuman," "red-tapish," and those who have to do it become

“system-sick” and suffer from “Potters’ Rot.”

What is worse is that the defects of any system of inspection which ignores the quantitative limitations of personal intercourse can be “played up to” by the baser kind of employee. A Washington civil servant was, I believe, typical of many thousand others when he complained to me: “The low-class man who cares only to draw his pay and intrigue for promotion is happy. The man of public spirit or with the craftsman’s love of his work is unhappy....”

Much has been done in almost all great businesses and services to prevent the more obvious faults of superficial inspection. The head of a great business is often warned that he must neither blame nor praise an individual workman for what he happens to see in a visit to the works. Confidential “dossiers” are sometimes kept of a man’s whole career, which are consulted before any step is taken to promote or degrade him. But success in the art of “human” as compared to “mechanical” direction is, I believe, still largely a matter of accident.... In this difficult task of adjusting the vastness of the Great Society to the smallness of individual man, one of the most useful ideas to be kept before the inventor of an organization is the “self-respect” of those who are to be organized. An important means of preserving that self-respect is, as I have just said, such a system of inspection and control as shall secure that a man is judged on his whole character and by his best work.

Q.5: WHAT IS MEANT BY LEADERSHIP STYLES? WRITE DOWN ITS TYPE WITH MERITS AND DEMERITS OF EACH.

ANSWER:-

LEADERSHIP STYLES:-

A leadership style is a leader’s style of providing direction, implementing plans, and motivating people [citation needed] There are many different leadership styles proposed by various authors that can be exhibited by leaders in the political, business or other fields. Studies on leadership style are conducted in the military field, expressing an approach that stresses a holistic view of leadership, including how a leader’s physical presence determines how others perceive that leader. The factors of physical presence are military bearing, physical fitness, confidence, and resilience. The leader’s intellectual capacity helps to conceptualize solutions and acquire knowledge to do the job. A leader’s conceptual abilities apply agility, judgment, innovation, interpersonal tact, and domain knowledge. Domain knowledge encompasses tactical and technical knowledge as well as cultural and geopolitical awareness. Daniel Coleman (2000) in his article “Leadership that Gets Results” talks about six styles of leadership.

TYPES OF LEADERSHIP STYLES

AUTHORITARIAN:-

The authoritarian leadership style keeps main emphasis on the distinction of the authoritarian leader and their followers; these types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be key in maintaining a successful environment and follower ship. Authoritarian leadership styles often follow the vision of those that are in control, and may not necessarily be compatible with those that are being led. Authoritarian leaders have a focus on efficiency, as other styles, such as a democratic style, may be seen as a hindrance on progress. Examples of authoritarian leadership: a police officer directing traffic, a teacher ordering a student to do his or her assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or get a point across. Authoritarian Traits: sets goals individually, engages primarily in one-way and downward communication, controls discussion with followers, and dominate interaction. Several studies have confirmed a relationship between bullying, on the one hand, and an autocratic leadership and an authoritarian way of settling conflicts or dealing with disagreements, on the other. An authoritarian style of leadership may create a climate of fear, where there is little or no room for dialogue and where complaining may be considered futile.

Assignment No. 1  
(20% = 1-40)

Q.1. Define POSDCORB. Also discuss its importance in Educational Leadership and Management?

**Answer:**  
POSDCORB is an acronym widely used in the field of Management and Public Administration that reflects the classic view of administrative management. Largely drawn from the work of French industrialist Henri Fayol, it first appeared in a 1937 staff paper by Luther Gulick and Lyndall Urwick written for the Brownlow Commission. The acronym stands for steps in the administrative process: Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting. These responsibilities can be summarized into "POSDCORB". The acronym "POSDCORB" stands for following aspects of administration. They are:-  
Planning  
Organizing  
Staffing  
Directing  
Coordinating  
Reporting  
Budgeting  
The strength of "POSDCORB" lies in the fact that it can be the starting point to analyze the management functions in a structured way. The structure also helps to analyze the management activities. Now, let us have a look at each and every management responsibility.

**Planning & Organizing**

**Various Types of Planning** includes Business Plan, Event Planning, Financial Plan, Marketing Plan and Strategic Planning.

**Marketing Plan**

Marketing Plan helps to understand who are the customers and their key characteristics, needs and wants, their perception of our product, their special requirements and perceptions, their perspective about our organization, products or services and finally the buying intentions of the customer.

**Strategic Plan**

A strategic plan is an internal document for internal guidance within an organization. In most cases, strategic plan is not shared with audience outside the organization. Each department in the organization makes sure that their goals are aligned with the strategic plan.

**Business Plan**

### PATERNALISTIC:-

The way a paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become totally committed to what the leader believes and will not strive off and work independently. The relationship between these co-workers and leader are extremely solid. The workers are expected to stay with a company for a longer period of time because of the loyalty and trust. Not only do they treat each other like family inside the work force, but outside too. These workers are able to go to each other with any problems they have regarding something because they believe in what they say is going to truly help them.

One of the downsides to a paternalistic leader is that the leader could start to play favorites in decisions. This leader would include the workers more apt to follow and start to exclude the ones who were less loyal. In today's market paternalism is more difficult to come by according to Padavic and Earnest who wrote "business dimensional and Organizational Counseling." They believe this because there have become more lay-offs and stronger unionization. This affects paternalistic leaders because the co-workers may not believe that their jobs are 100% ensured. When this happens, workers begin to look for bigger and better job opportunities instead of staying at one company for a longer period of time. Because of this, the leader may be thinking that you could be leaving and not fully believe you when you tell them something about a job opportunity. This could put the workers and leader at risk for a bad situation. According to B. M. Bass who wrote Leadership and Performance Beyond Expectations, workers who follow paternalistic leadership also have better organization skills. The leader encourages organization because they allow the workers to complete tasks so that they can stay on top of their work. The workers complete tasks this boosts self-confidence and it makes them work harder to reach a goal and exceed the goal to prove to their boss they are working hard. Having this style of leadership can also help implement a reward system. This system will allow their workers to work even better because there is something for them at the end of the tunnel. While doing this they will also be able to accomplish more work in a set time frame.

**DEMOCRATIC:-** The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's

decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions. Traits of a Good Leader compiled by the Santa Clara University and the Tom Peters Group:-

- Honest — Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.
- Competent — Base your actions on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
- Forward-looking — Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.
- Inspiring — Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
- Intelligent — Read, study, and seek challenging assignments.
- Fair-minded — Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.
- Broad-minded — Seek out diversity. Courageous — Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
- Straightforward — Use sound judgment to make a good decisions at the right time.
- Imaginative — Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative! Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

**LAISSEZ-FAIRE:-** The laissez-faire leadership style is where all the rights and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White in 1939, along with the autocratic leadership and the democratic leadership styles. Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance.

This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.
- Followers have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Followers are trustworthy and experienced. This style should not be used when:
- The leader cannot or will not provide regular feedback to their followers.

**TRANSACTIONAL:-**

Transactional leaders focus their leadership on motivating followers through a system of rewards and punishments. There are two factors which form the basis for this system, Contingent Reward and management-by-exception. Contingent reward provides rewards, materialistic or psychological, for effort and recognizes good performance.

Management-by-exception allows the leader to maintain the status quo. The leader intervenes when subordinates do not meet acceptable performance levels and initiates corrective action to improve performance. Management by exception helps reduce the workload of managers being that they are only called-in when workers deviate from course.

This type of leader identifies the needs of their followers and gives rewards to satisfy those needs in exchange of certain level of performance.

Transactional leaders focus on increasing the efficiency of established routines and procedures. They are more concerned with following existing rules than with making changes to the organization.

A transactional leader establishes and standardizes practices that will help the organization reach:-

- Maturity
- Goal-setting
- Efficiency of operation
- Increasing productivity.

EFFECT ON WORK TEAMS:- Survey done by Jun Liu, Xiaoyu Liu and Xianju Zeng on the correlation of transactional leadership and how innovations can be affected by team emotions. The research was composed of 90 work teams, with a total of 460 members and 90 team leaders. The study found that there is a relationship between emotions, labor behavior and transactional leadership that affect for the team. Depending on the level of emotions of the team; this can affect the transactional leader in a positive or negative way. Transactional leaders work better in teams where there is a lower level of emotions going into the project. This is because individuals are able to

- Think freely when setting their emotions aside from their work.
- Have all of their focus on the given task.

A transactional leader is:-

1. Negatively affected when the emotional level is high.
2. Positively affected when the emotional level is low.

Transactional leadership presents a form of strategic leadership that is important for the organizations development. Transactional leadership is essential for team innovativeness.

#### AIU SOLVED ASSIGNMENT 1 CODE 8605 TRANSFORMATIONAL LEADERSHIP

TRANSFORMATIONAL:- A transformational leader is a type of person in which the leader is not limited by his or her followers' perception. The main objective is to work to change or transform his or her followers' needs and redirect their thinking. Leaders that follow the transformation style of leading, challenge and inspire their followers with a sense of purpose and excitement. Transformational leaders also create a vision of what they aspire to be, and communicate this idea to others (their followers). Schultz and Schultz identify three characteristics of a transformational leader:-

- Charismatic leadership has a broad field of knowledge, has a self-promoting personality, high/great energy level, and willing to take risk and use irregular strategies in order to stimulate their followers to think independently
- Individualized consideration
- Intellectual stimulation