

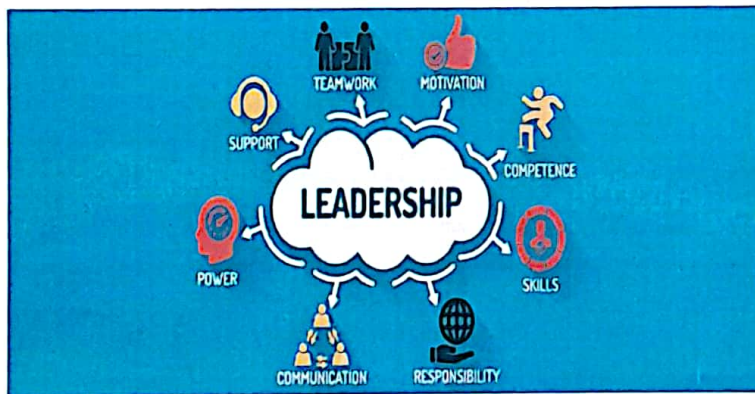
BUSINESS MANAGEMENT ASSIGNMENT



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Title of the case study - Lack of Leadership Skills.

TOPIC-CASE STUDY OF LEADERSHIP



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SEC: A

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IMPORTANCE OF LEADERSHIP:

- **Initiates Action-** is started by the leader, who does this by explaining the policies and plans to the team members, who are then responsible for carrying them out.
- **Motivation-** A leader clearly plays a motivating role in the operation of the business. He gets the work from the subordinates through motivating the staff with both material and intangible rewards.
- **Giving direction-** In addition to supervising, a leader must act as a guide for the followers. Here, giving direction refers to advising subordinates on how to carry out their tasks successfully and efficiently.
- **Building confidence-** is a crucial element that can be attained by communicating the work efforts to the subordinates, clearly outlining their responsibilities, and providing them with instructions on how to accomplish the objectives in an efficient manner. It's also critical to pay attention to the concerns and complaints of the staff.
- **Building morale-** Morale refers to an employee's willingness to cooperate with their work, gain their confidence, and gain their trust. In order to perform to the best of their ability while working to attain goals, a leader can increase morale by securing complete cooperation.
- **Creates a productive work environment—**management is the process of getting work done by others. Sound and stable growth is facilitated by an effective work environment. As a result, a leader ought to be conscious of interpersonal relationships. He should interact with employees on a personal level, listen to their issues, and find solutions. He ought to be kind to the workers.



ADVANTAGES OF LEADERSHIP:

1.Implements vision and values-

Most businesses have a vision of where they would like to be in the future and how they would like to be perceived by clients, stakeholders and the wider community. Sometimes both of these can get lost in the day-to-day activities of keeping a business running, but a strong leader will ensure staff are reminded of an organisation's vision and values and remind them to implement it into their daily actions.

2. Boosts morale-

Businesses are nothing without their staff. Constantly recruiting is time consuming and expensive, so boosting morale to help retain staff is important to a business's success. A happy, contented workforce who feel appreciated and involved in a company's journey will be more likely to stay loyal to a business, something which a strong leader will ensure happens. A winning combination for any organisation.

3. Ensures effective communication-

When big business decisions are made, such as a new strategy or a change in direction, it is important to ensure that everyone in the company is informed, to reduce the risk of miscommunication. A strong leader will ensure effective communication reaches everyone via emails or staff meetings, and hearing it from a point of authority will diffuse any doubt as to whether the news is true or not.

4. Motivates employees-



Strong business leaders will motivate employees, whether this is in monetary form via salaries and bonuses, or the implementation of schemes and reward systems that can benefit all staff. They should also recognise hard work and achievement where necessary, so staff feel appreciated for what they do and motivated to continue the good work.

5. Provides appropriate resources-

Having the right tools to do a job effectively is important for every member of staff and a strong leader will make sure these are available for the whole organisation. Doing this will show that they care about colleagues being able to produce quality work and they will make the effort to ensure they always can.

DISADVANTAGES OF LEADERSHIP:

1. Difficult to maintain the co-ordination among the group. Agree and disagree on particular topic may leads to communication gap. Chances of getting poor ideas from unskilled member.
2. Leadership is rarely effective. Since group member are not the part of decision making, this may leads to decrease in employee morale. Chances of lack of trust between leader and group can be more.
3. It is inflexible due to structured pattern, Leadership does not offer creativity to the employee. Organisations following leadership barely adopt any changes.
4. Risk taken can leads to bad result. Leaders have to ignore certain protocols of the organisation.



5. Leaders sometimes become insensitive towards their employees. They focus more on target rather on employee's creativity and encouragement.

CASE STUDY:

In 1990, Sanjay Katariya, a chartered accountant, was elected as the chairman of promising life insurance company, which was at that time the third largest life insurance company in the country. During the next 5 years, however, while its business increased, it did not grow as fast as its major competitors, and promising company dropped from third to sixth place.

This naturally perturbed Sanjay Katariya as it did the board of directors of the company. Finally, after deliberations, the board of directors concluded that the lack of leadership in the sales of both ordinary life policies and group life insurance was the major cause of company's comparative slow progress. It was also generally concluded executives and leaders but the regional and district managers working under them were not very competent leaders.

Sanjay Katariya called these two directors and asked them to ensure strong leadership at the regional and district levels or else quit their jobs. As these directors left the meeting with the chairman, one



director told the other, "Now, just how do we make people leaders? How can we be sure whether or not a person is a leader? You know this is a tough job."

QUESTION AND ANSWERS:

Q.1 If you were one of the directors how would you have answered the question that the other director had raised?

If we were one of the Directors, we would understand the requirement and roles and responsibilities of the leader's position and choose the right candidate accordingly. As a director we would check the following qualities of the candidate:

- Leadership Training: Training programmes can be given to the candidates for enhancing their leadership skills and to tackle several leadership situations.
- Being a Transparent Leader: Being transparent leader is very important, as they set expectations in the company including themselves. Problems will be solved faster and more efficiently if the leader is transparent and honest with his/her team members.
- Understanding His/her Roles and Responsibilities: It is essential for the manager to understand their roles and responsibilities such as; achieving the target goals, to conduct one-to-one calls with the team members, proper and equal distribution of work, not being partial, appreciating the team members etc.
- Autonomy and Accountability: Manager will be able to sharpen their leadership skills under relative freedom.



They should be allowed to have the freedom to use their own methods of tackling situations.

- Time for Interaction with the Subordinates: The Manager should interact with the subordinates frequently to guide and to understand them, to resolve their queries, to groom them for further levels, to be supportive and to develop the subordinates.

Q.2 What would you do about developing strong leaders?

- Leadership development-Managers can participate in training programmes that expose them to various leadership scenarios and educate them how to deal with them. Both simulated and actual circumstances are present.
- Exposure within the organisation-Exposing managers to challenging circumstances within the organisation that need the use of leadership skills is another way to help them enhance their leadership skills.
- Independence and responsibility-Under circumstances of relative flexibility, managers may be able to sharpen their leadership skills. They should be given a great deal of latitude to develop their own strategies for dealing with circumstances that necessitate strong leadership qualities.
- Interaction opportunities- Managers should also have regular, intense opportunities to interact with their staff members. The availability of time has a role in this. Many managers become so overwhelmed with their own duties that they have little time for their subordinates, who need guidance, understanding of their viewpoints, support, and development.



- Job switching. Managers may also benefit from a practise of systematic job rotation in the development of their leadership abilities. They should be exposed to a range of superior-subordinate relationships and work settings so they can learn how to deal with circumstances that prevent them from using stereotypical styles or approaches.

SUMMARY OF THE CASE STUDY:

Mr. Sanjay Katariya a Chartered Accountant, also a chairman working for "The Promising Life Insurance Company", the 3rd largest company in the country. During the last 5 years, the company did not grow as fast as its competitors and due to its slow progress, the company dribbled from 3rd place to 6th place.

This incident especially disturbed the Chairman, Mr. Sanjay Katariya and the Board of Directors of the company. After a lot of discussion and analysis, the Board of Directors concluded that the main reason for the company's slow progress was lack of leadership skills in the sales of both Ordinary Life Policies and Group Life Insurance. The Board of Directors also discussed the 2 competent executives and leaders who are the Directors of the company, these Directors were in charge of the two major areas of business. But the regional and district Managers who were working under these 2 Directors were not as competent as them.

During the meeting, Mr. Sanjay Katariya gave the Directors two choices, either to ensure strong leadership skills or to quit their jobs.



After the meeting with Mr. Sanjay Katariya, the 2 Directors discussed how they would know if a candidate is a suitable person to be a leader or not.

Thus, it is very important for the Directors to understand the requirement and the roles and responsibilities of the leader's position. Since this will help the Directors to rightly select the appropriate candidate for better progress that would increase the growth of the company in the most efficient and skilful way.

CONCLUSION:

We can conclude that leadership is the ability to direct a group of people in realising a common goal. This is done by people applying their leadership attributes. Leaders create commitment and enthusiasm amongst followers to achieve goals. Leadership is achieved through interaction between leader, follower and environment.

Decision-making is thinking through a process and coming to a consensus. Within organizations, decision-making affects stakeholders (i.e., vendors, customers, employees, shareholders etc.). Hopefully, leaders choose the best decision out of a set of good options, or attempt to reduce harm from a set of bad options. This is ethical decision-making, so it is not enough to pick just one option, or two options.

The style is dependent on the problem (structured, unstructured, and crisis). Using the best style that fits the specific problem will render the best results. One tool that can be used within decision-making styles is the role of delegation. Barriers of bounded rationality, escalation of commitment, time constraints, uncertainty, biases, and conflict can be detrimental to the decision-making process.



Being knowledgeable about situations and using that knowledge can help remove barriers. Teamwork, for the most part is beneficial, depending on the power dynamic. If too much power is presented, that needs to be evened out to ensure a full collaborative nature.

**REFERENCE BOOK: PRINCIPLES & PRACTICE OF
MANAGEMENT.**

AUTHOR OF THE BOOK: C.B. GUPTA

