

MGT503 FINAL TERM PAPER ON 24 JUL 2012

Q-64. Charismatic Leadership style is considered to be most effective in motivating and influencing the following behavior but still style is also criticised by some. Provide the list of attributes to justify the effectiveness as well as criticism.

Charismatic leadership theory is an extension of attribution theory and suggests that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors.

1. Five personal characteristics of charismatic leaders have been identified.
 - a. Have a vision
 - b. Are able to articulate that vision
 - c. Are willing to take risks to achieve that vision
 - d. Are sensitive to both environmental constraints and follower needs
 - e. Exhibit behaviors that are out of the ordinary
2. An increasing amount of research shows impressive correlations between charismatic leadership and high performance and satisfaction among followers.
3. Most experts think that individuals can be trained to exhibit charismatic behaviors.
4. Charismatic leadership may not always be needed to achieve high levels of employee performance. It may be most appropriate when an employee's job has a lot of ideological content.

Criticism

1. The most important situational variable is leader-member relations, i.e., the extent to which the leader has the support of group members.
2. Task structure is the extent to which a task is clearly specified with regard to goals, methods, and standards of performance.
3. Position power is the amount of power that the organization gives the leader to accomplish necessary tasks.
4. Low-LPC leaders do best in situations of either high favorability or extremely low favorability. The High-LPC leaders do best in situations of moderate favorability.
5. Recent analyses are tending to support Fielder's original research do suggest that there are additional factors at work that are not accounted for in the contingency model.

Q-62. Effective inter personnel of communication is very important for organization but there are some certain barrier. In You opinion what are the possible the possible ways to ones come these barrier?

Yes, The interpersonal communication process, methods of communicating, barriers to effective communications and ways to overcome these barriers, communication flow and communication networks, and contemporary issues and challenges associated with electronic communications and information technology. Following barriers ways to over come their barriers:-

- a. Good communication does not require agreement with the message; just clear understanding of the message.

- b. Managerial communication encompasses both interpersonal communication (between two or more people) and organizational communication (all the patterns, networks, and system of communication within an organization).
- c. Communication and associated interpersonal processes are important ingredients of organizational effectiveness.
- d. Communication is the exchange of messages between people for the purpose of achieving common meanings.

Q-63. what is the non rational decision model one of the technique is satisficing decision making style what reason introduced thir unique decision making style?

Satisficing Model was developed in the 1950s by Nobel Prize winner economist Herbert Simon, holds that managers seek alternatives only until they find one that looks satisfactory, rather than seeking the optimal decision.

- a. Bounded rationality means that the ability of managers to be perfectly rational in making decisions is limited by such factors as cognitive capacity and time constraints.
- b. Actual decision making is not perfectly rational because of
 - 1. Inadequate information
 - 2. Time an cost factors
 - 3. The decision maker's own misperceptions or prejudices
 - 4. Limited human memory
 - 5. Limited human data-processing abilities.

Satisficing can be appropriate when the cost of delaying a decision or searching for a better alternative outweighs the likely payoff from such a course.

Q-61... Define organizational structure and what are the basic building blocks that managers can use in constructing an organization structure?

Definition of Organization structure

Organization structure is the formal pattern of interactions and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals. An organizational structure is the formal framework by which job tasks are divided, grouped, and coordinated.

- a. This formal pattern designed by management is to be distinguished from the informal pattern of interactions that simply emerges within an organization.
- b. Organization structure consists primarily of four elements:
 - 1. Job design
 - 2. Departmentalization
 - 3. Vertical coordination
 - 4. Horizontal coordination
- c. Organization design is the process of developing an organization structure. Organizational design is the process of developing or changing an organization's structure. It involves decisions about six key elements: work specialization, departmentalization, and chain of command, span of control, centralization/decentralization, and formalization. We need to take a closer look at each of these structural elements.

Q-60 What circumstances facilitated the emergence of virtual teams?

A virtual team is one that uses computer technology to link physically dispersed members in order to achieve a common goal.

- a. Teams can vary in their *purpose or goal*.
- b. The *duration* of a team tends to be either permanent or temporary.
- c. *Team membership* can be either functional or cross-functional.
- d. Finally, teams can either be *supervised or self-managed*.

Q-59 In which circumstance the effectiveness of transformational leadership style is enhanced?

The research we've discussed has described transactional leader. What is the difference between transactional and transformational leaders?

1. **Transactional leaders** are leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
 2. **Transformational leaders** are leaders who provide individualized consideration and intellectual stimulation and possess charisma.
 3. Transformational leadership is built on top of transactional leadership.
 4. The evidence supporting the superiority of transformational leadership over the transactional variety is overwhelmingly impressive.
 - a. **Transformational leaders** motivate subordinates to perform at expected levels by helping them recognize task responsibilities, identify goals, acquire confidence about meeting desired performance levels, and understand how their needs and the rewards that they desire are linked to goal achievement.
 - b. **Transformational leaders** motivate individuals to perform beyond normal expectations by inspiring subordinates to focus on broader missions that transcend their own immediate selfinterests, to concentrate on intrinsic higher-level goals (such as safety and security), and to have confidence in their abilities to achieve the extraordinary missions articulated by the leadership.
 - c. **Transformational leadership** is not a substitute for transactional leadership; it is an enhancement.
 - d. **Charisma** is the leader's ability to inspire pride, faith, and respect; to recognize what is really important, and to articulate effectively a sense of mission, or vision, that inspires followers.
- Charisma was once thought to be an inborn personality trait.

Q-58 How would you differentiate between narrow and wide span of control?

- a. Optimum span of control ranges between 3 and 9 depending on the complexity of the work supervised and the need for tight control.
- b. Narrow would therefore be 3-5, for example an infantry fire team (3).
- c. Wide would be 7-9 as in some business teams. With physical work as opposed to abstract work, such as shop floor work in a factory, span can sometimes be increased to as much as 30 without a productivity loss because outputs are predetermined.

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Q-57 Explain different stages that help in identifying the problems?

Identify the organizational problem, i.e., discrepancies between a current state or condition and what is desired. Following stages are help to identifying the problem:-

a. Scanning state involves monitoring the work situation for changing circumstances that may signal the emergence of a problem.

2. Categorization stage entails attempting to understand and verify signs that there is some type of discrepancy between a current state and what is desired.

3. Diagnosis stage involves gathering additional information and specifying both the nature and the causes of the problem.

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