

Lecture/seminar plan for chapter 6 Organisational Leadership and Management

Start with the three question of what is management? How is it different to leadership?
What makes a good manager or a good leader?

Outline that organisations usually require both management and leadership but not from the same people. 20-30 minutes.

Outline the sources of legitimate leadership power and ask the students for examples of effective leadership/leaders.

Follow up with what would make them follow a particular leader and why that person would appeal to them. 20-30 minutes.

From the responses pick out the styles of leadership;

- Charismatic
- Dictatorial
- Democratic
- Consultative
- Participative

15-20 minutes

Conclude input by asking students what are the qualities that organisations need from their leaders, and how can these be developed. 15 minutes.

Then work on the discussion questions from the book.

Discussion questions on Leadership and Management

1. Is a good leader necessarily a good manager and vice versa?

Here one can expect a discussion of the different qualities that each role requires. Generally, because the roles are so different, there is no reason why a person who is good at one is good at the other. The best organisations are those that recognise the difference between the two, and the fact one is not a substitute for the other, they need both.

2. What do you think is the best leadership style?

Recall that there is no one style that is universally accepted as the best. The contingency theory approach that Feilder discusses suggests that each situation potentially requires a different style, and the good leader is one who can recognise the right style for the right situation.

3. Name some great leaders have you heard of and what you think makes them so good?

This question is totally open and will probably elicit some references to sportsmen/women, politicians, business people. It is important that the second part of the question can be related to the theories of leadership. Look for things like openness to debate, technical knowledge, welcoming of change, willingness to listen, being able to motivate and involve.