

Q1

Managers are administrators of the organization who get work done through other people. Managers make decisions, make resources available and direct others towards attaining goals. Managers are usually found in organizations. The role of the manager can be broadly grouped into 3 categories:

- Interpersonal roles
- Decisional roles
- Informational roles

We will look at each of these in greater details.

1. Interpersonal roles: The interpersonal roles of a manager are that of a - figurehead, leader, and a liaison. As a figurehead, the manager performs duties that are routine, ceremonial and symbolic in nature. As a leader, the manager is responsible for hiring, training, and directing people. In the role of a liaison, the manager must develop and maintain a network with people inside and outside the organization.
2. Decisional roles: There are 4 decisional roles that the manager plays – entrepreneur, disturbance handler, resource allocator and a negotiator. As an entrepreneur, the manager must study the business environment and look for opportunities. As a disturbance handler, the manager needs to take corrective actions when organization faces challenges and unexpected difficulties. As a resource allocator, the manager is responsible for distributing human, physical and monetary resources to its most efficient use. As a negotiator, the manager must hold discussions and negotiate on behalf of his organization. He discusses and bargains with other organizations in a way that is advantageous to his own unit and organization.
3. Informational roles: The informational roles of a manager are that of a – monitor, disseminator, and a spokesperson. As a monitor, the manager gathers information from different sources regarding what the rival organization is doing or about changes in public preferences. As a disseminator, the manager is responsible for transmitting and sharing the information with other members of the organization. As a spokesperson, the manager speaks and represents the organization.

The key to being an effective and successful leader lies in the display of appropriate behaviour, skills, and actions. The following skills are crucial in being a successful and effective leader.

1. Human skills: Human skills involve people. It refers to the ability to work with, understand and motivate other people, both individually and in groups. It is the ability to deal effectively with people and build teamwork. Managers and leaders must have good human skills since they have to get things done through people.
2. Conceptual skills: Conceptual skills deal with ideas. It is the ability to analyse and diagnose complex situations. It is the ability to logically process and interpret information. Conceptual skills are important in decision-making. Managers and leaders must have the ability to spot problems, identify solutions to correct the problems and select the best ones.
3. Communication skills: Communication is key in becoming an effective leader. A leader must be able to clearly communicate the visions, mission and plans of the organization.

Along with this, he / she should be an active listener to understand the concerns and perspectives of others and sympathise with them.

4. Making difficult decisions: Knowing how to make quick and difficult decisions, even with minimal enough information, is vital for leaders if they want to be effective. Regardless of the result of their decision, an effective leader knows how to take accountability for their choices.

Thus, these were the roles of the managers / leaders and the corresponding skills to becoming an effective leader.

Q4

Charismatic leaders are individuals who exhibit a certain quality, by virtue of which he or she is set apart from ordinary people and treated as endowed supernatural, superhuman, or at least specifically exceptional powers or qualities. Charismatic leaders exhibit 4 important characteristics – vision and articulation, personal risk, sensitivity to follower needs, and unconventional behaviour. Studies have found that charismatic leaders follow a four-step process in influencing their followers. It led in obtaining research has found that those leaders who followed the above three steps were successful in obtaining higher task performance and task adjustment from their followers. We will look at the four-step process below:

1. Appealing vision: Charismatic leaders present a very appealing vision of the future to their followers. They also present a long-term strategy for attaining a goal that will lead to a better future for the followers in the organization. The vision creates a feeling among the followers that their organization is unique and special. The vision must be seen as challenging but achievable by people working in the organization.
2. Vision statement: Charismatic leaders communicate their vision to the followers through a vision statement that clearly states the mission and vision of the organization. The vision statement is repeated on every occasion to get the followers' commitment to the goal and purpose of the organization. Charismatic leaders boost the self-esteem of the followers by showing immense confidence and faith in their followers' ability to live up to their expectations.
3. Set of values: Through their words and actions, charismatic leaders convey to their followers a new set of values for them to follow. The followers thus start identifying with their leaders and are willing to comply and do whatever their leader wishes.
4. Unconventional behaviour: Charismatic leaders engage in unconventional behaviours that are high on emotions to show the followers how courageous they are. They demonstrate their complete conviction and faith in the vision and mission statement. This emotion soon spreads like an infectious disease among the followers.

Thus, we can say that charismatic leaders follow a four-step process in influencing their followers.