

Educational Leadership and Management (EDU 602)

1. Write a note on Leadership Style ?

Leadership Style:

A leadership style is a leader's style of providing direction, implementing plans and motivating people. It includes pattern of explicit and implicit actions performed by the leader. (Newstrom, Davis, 1993) .

Hay Mcber (1999) advises that leadership styles are the ways in which the leader:

1. Listens
2. Sets goals and standards
3. Develops action plans
4. Directs others
5. Gives feedback

2. Write a note on two sides of level 5 leadership style?

Two sides of level 5 leadership style are :

1. Professional Will
2. Personal Humility

Professional Will :

1. Creates superb results, a clear catalyst in the transition from good to great.
2. Demonstrates an unwavering resolve to do whatever must be done to produce the best long term results no matter how difficult.
3. Sets the standards of building and enduring great company; will settle for nothing less.

Personal Humility :

1. Demonstrates a compelling modesty, shunning public adulation; never boastful.
2. Acts with quiet, calm determination.
3. Relies principally on inspired standards not inspiring charisma, to motivate.
4. Channels ambitions to company not to self.

“Humility is not thinking less of yourself, its thinking of yourself less”

C.S.Lewis

3. Write some critical points on Transformational Leadership?

Critical Points on Transformational Leadership :

Some critical points of

Transformational leadership are as follows :

- It is elitist and antidemocratic, too much emphasis is placed on the “heroic” aspects of leadership. (Northouse, 2007).
- They act independently of their followers – they create and transmit a vision of their own in an effort to achieve change.
- Since transformational leaders change employees’ values and provide a new vision of the future, question is: who decides if the new vision is better than the old one?
- Who determines whether the new direction is good?
- History provides us with examples of leaders who have exploited their people and where their vision has eventually led to death and destruction of their followers. (e.g. Hitler).

- Transformational leadership may be a personality trait or personal disposition which might be difficult to change, rather than a behaviour that can be trained and developed (Bryman, 1992).

4. Write any three similarities between trait and behavioral theory?

Similarities :

1. The main similarity is that both approaches emphasize that there are identifiable actions that any leader must be capable of doing in any given situation.
2. Behaviourism is a “trait” in the sense that it, too, holds that leaders must show certain common personality makers or habits of mind, but it argues that these can be elicited from any one at any time, and that no one person has more potential than another.
3. Trait theory and behaviourism are two similar approaches to questions about effective leadership. They both see leadership as an objective set of qualities or actions that must be mastered. They differ on who can develop these behaviours.

5. Write any three similarities between trait and behavioral theory?

Differences:

1. Behaviourism is a more “democratic” kind of theory. Becoming a leader, according to the behaviourist school of thought, is just a matter of proper training, while trait theory holds that a leader must have certain inherent, innate qualities.
2. Take, for example, two people. One was born to a house of a family that was weak willed and was known for letting people take advantage of them. Another was born in a house filled with powerful executives and those commonly called “born leaders”.
3. Theoretically, the person from the former house will develop the habits of servility, while the second person will develop the habits of assertiveness.
4. According to behaviourism, had their upbringings been switched, they each would have developed differently, so either is equally likely to be a good leader with proper training.

6. What is the bedrock of level 5 leadership?

Bedrock Of Level 5 Leadership :

“You can accomplish anything in life provided that you do not mind who gets the credit”

(Harry S. Truman)

1. Level 5 leaders look out the window to appropriate credit to factors outside themselves when things go well.
2. If they cannot find a specific person or event to give credit to, they credit good luck.
3. At the same time, they look in the mirror to apportion responsibility, never blaming bad luck when things go poorly.
4. They think about legacy on their way into a position, rather than on their way out of one.

7. What is leadership continuum?

Leadership Continuum:

Leadership continuum places all leadership styles along a continuum based on the balance of authority and freedom that exists between the leader and subordinates.

8. As a teacher in a school, how can you develop the plan for monitoring student's progress?

Following are the plans that I develop for monitoring student's progress :

1. Frequent teacher-written evaluations give teachers the information they needed to make changes if some or all students were not mastering class material.
2. Teachers can and should assess the students' learning more holistically and less formally than standardized exams.
3. Relying less on multiple choices tests and giving more attention to portfolios and presentations.

9. What is strategic plans?

Strategic Plans :

The means used to achieve long-term, strategic goals.

1. Made by top managers.
2. Allow resource allocation.
3. Define a broad scope of long-term organizational actions to attain strategic goals.
4. Carry significant impact on the organization.

10. Correlates are means of achieving high levels of students learning ; what could be the correlates for an effective school in your views?

Correlates of an effective school are:

1. Instructional Leadership
2. Clear and focused mission
3. Safe and orderly environment
4. Climate of high expectations
5. Frequent monitoring of student progress
6. Positive home-school relations
7. Opportunity to learn and student time on task

11. What is Decision Making?

Decision Making:

The process of selecting one alternative from among a number of alternatives available. It is needed only when there are options. If there is only one way of doing a task, there is nothing to decide.

12. Who identifies the effective leader's behaviour?

Kurt Lewin and his associates at the University of Iowa initiated studies to identify effective leader behaviour.

13. How identify the effective leader's behaviour?

Kurt Lewin and his associates at the University of Iowa initiated studies to identify effective leader behaviour. They considered three behaviours:

- 1. Autocratic**
- 2. Democratic**
- 3. Laissez-faire**

1. Autocratic Leader:

Autocratic Leader has following behaviour:

1. Make unilateral decisions
2. Dictates work methods
3. Limits workers knowledge of goals to the next6 step
4. Gives punitive feedback

2. Democratic Leader:

Democratic Leader has following behaviour:

1. Involves the groups in decision making
2. Let workers decide on the work method
3. Makes the overall goals known
4. Uses feedback for coaching

3. Laissez-faire Leader:

Laissez-faire Leader has following behaviour:

1. Give the group full freedom
2. Provide needed material
3. Participate only to answer the questions
4. Avoid giving feedback

14. What is difference between good and effective school?

Good School:

“Good School is that which most successfully achieves the targets set by the stakeholders by showing high grades and good results in exams”.

Effective School:

A school is effective not because of the specific nature of what is taught (though it is important) but through the manner in which a positive, supportive, richly and frequently interactive atmosphere is created. (Gammage, 1985)

15. What is scientific Management?

Scientific Management:

Managers use the math and statistics for problem solving.

(OR)

The Scientific School of Management:

Principles of Scientific Management:

The scientific school of management used an objective and systematic method to identify the “one best way” to do a job using scientific selection and training methods.

16. Write about Transactional Leadership?

Transaction Leadership:

1. Transactional leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981.
2. Used most often by the managers.
3. Focuses on the basic management process of controlling, organizing and short term planning.
4. Transactional leadership is based on the premise that:
5. People are motivated by reward and punishment.
6. Social systems work best with a clear chain of command.

17. How climate of school effect learning?

A school climate that supports learning:

1. School communities that are welcoming and intentionally inviting insist on relationships that sponsor mutual respect and proper conduct among students.
2. The term “safe environment” refers not only to the physical condition of the school, but also means that it is a place which is free from physical or verbal aggression, harassment or discrimination.
3. Students must feel secure in their school community so that their energies can be applied to learning.
4. School mission statements and codes of conduct are major factors in this respect.

18. What is Organizational Behavior (OB)?

Organizational Behavior (OB) :

Organizational behavior (OB) is the study of factors which profoundly affect how people and groups act, think, feel, and respond to work and organizations, and how organizations respond to their environments.

Studying Organizational Behaviour:

Organizational studies involve the study of org. from various perspectives, methods, and levels of analysis:

Micro: individual and group dynamics in org.

Macro: whole org, how they adapt; - and the strategies, structures, and contingencies that guide them.

Meso: scale structures involve power, culture, and the networks of individuals in org.

Field: level analysis studies how entire populations of organizations interact. Many factors come into play whenever people interact in organizations. Modern organizational studies attempt to understand and model these factors. They can play a key role in org. development, enhancing overall performance. And also enhancing individual and group performance, satisfaction, and commitment.

19. What is Transformational Leadership?

Transformational Leadership:

Definition:

“A leadership style focused on effecting revolutionary change in organizations through a commitment to the organization’s vision” (Sullivan & Decker 2001)

A style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration and executes the change with the commitment of the members of the group.

Focus :

Primarily, on making changes happen in:

1. Self
2. Team
3. Group and
4. Organization

20. What is Flat and Tall Model?

Flat Org. Structure:

1. Has fewer management levels, controlling a broad area or group with each level.
2. Focuses on empowering employees rather than adhering to the chain of command.
3. Attempts to tap into employees’ creativity & collaboration.

Tall Org. Structure:

1. Large, complex org. often require a taller hierarchy.
2. Results in one long chain of command similar to the military.
3. As an org. grows, the number of management levels increases and the structure grows taller.

21. What is Iowa Studies?

Iowa Studies:

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2. Democratic
3. Laissez-faire

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22. What are The 4 I's of Transformational Leadership?

The 4 I's of Transformational Leadership are:

1. Idealized influence
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized consideration

Idealized influence:

Leaders who act as strong role models for followers (charisma)

Inspirational motivation:

Leaders who communicate high expectations, inspiring them to become committed to organizational goals.

Intellectual stimulation:

Leaders who stimulate followers to be creative and innovative.

Individualized consideration:

Leaders who provide a supportive climate in which they listen to needs of followers.

23. Describe characteristics of Decision Making?

Characteristics of Decision Making:

1. Goal-oriented activity
2. Alternative courses of action
3. Positive or negative
4. Deferment
5. Both a science and an art
6. Situational
7. Voluntary or induced decision
8. Complexity
9. Ongoing activity

24. Describe Types Of Plans?

Types of Plans:

Managers match the type of plan they use to the situation they face.

Plans are needed to handle three types of situations, generally:

- ❖ one time: not likely to recur

- ❖ regularly recurring
- ❖ less likely to recur

25. Write historical perspectives of transformational leadership?

Historical Perspectives:

- ❖ Burns (1978) was the first who identifies the transformational leadership: Transformational leadership is a process by which leaders and followers raise one another to higher moral values and motivation. Burns make a distinction between ordinary leaders, who ensure followers loyalty through rewards (transactional), and the extra ordinary leaders, who focus on fulfilling the essential needs of followers (transformational).
- ❖ Bass (1985) identified transformational leadership as motivating followers by appealing to their self- interest.
- ❖ Bass and Avolio (1994) further describe this leadership style as management with active involvement.

26. Write three classical leadership styles?

1. Autocratic or Authoritarian
2. Democratic or Participative
3. Laissez Fair or Delegative

1. Autocratic or Authoritarian:

The leader tells his or her employees what he wants done and how to it is to be accomplished; the leader dose not take their advice in the matter.

2. Democratic or Participative:

The leader includes one or more employees in the decision making process, but retains the final decision maki8ng authority.

3. Laissez Fair or Delegative:

The leader allows free reign to the employees and let them make decisions, however the leader is still responsible for the decisions that are made.

27. Who is Laissez-faire Leader?

Laissez-faire Leader:

- ◆ Give the group full freedom
- ◆ Provide needed material
- ◆ Participate only to answer the questions
- ◆ Avoid giving feedback

28. Who was Max Weber?

Max Weber (1905):

The Bureaucratic School of Management

The Theory of Social and Economic Organization

He developed the seminal “bureaucracy” theory, a formalized and idealized view of organizations. It is based on 6 major principles:

- A formal hierarchical structure.

- Management by rule.
- Organization by task competency.
- Impersonal relationships.
- A focused mission.
- Employment based on tech. qualifications.

29. What is Servant Leadership?

Servant Leadership:

- A “servant leader” is someone regardless of level, who leads simply by meeting the needs of the team.
- The term sometimes describe a person without formal recognition as a leader.
- Leading by example have high integrity and lead with generously.
- Approach can create a positive corporate culture and can lead to high morale among team members.
- Ill -suited to meeting tight deadlines/making quick decisions.

30. What is Level 5 Leadership?

Level 5 Leadership:

The five levels of leadership -- There are five levels of leadership, with five being the highest level. These levels of skills and performance are not necessarily developed in sequence, but a Level 5 leaders embody all five levels of the hierarchy :

1. Level 5 Executive -- builds enduring greatness through a paradoxical blend of personal humility and professional will

2. Level 4 Effective Leader -- catalyses commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

3. Level 3 Competent Manager -- organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

4. Level 2 Contributing Team Member -- contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

5. Level 1 Highly Capable Individual -- Makes productive contributions through talent, knowledge, skills, and good work habits.

31. How transformational leader can brings change to an education system?

Reforming the Education system:

- ✓ TL helps in setting clear and adequately high performance standards for schools and teachers.
- ✓ Emphasizes a greater understanding, solving problem, EQ and personal skills and not just memorization.

32. What are components of Transactional Leadership?

Components of Transactional Leadership:

- ❖ Planning and following
- ❖ Process oriented methodology
- ❖ Building team and support
- ❖ Identifying expertise in various fields of work
- ❖ Initiation of creative ideas
- ❖ Clear understanding of current scenario
- ❖ Pre-defined objectives and a clear road map to achieve them
- ❖ No self-serving motives
- ❖ Focused approach on identified objectives

33. What are components of Transparent Leadership?

Components of Transparent Leadership:

- ❖ Alignment between leadership and goals
- ❖ Acts ethically and talks openly at all times
- ❖ Integrity in finances and information
- ❖ Consistently keeps commitments
- ❖ Accessible to all
- ❖ Identifying future leader and team
- ❖ Relinquishing control
- ❖ Inspiring and motivating potential to lead
- ❖ Leaders act from the totality of who he or she is as human being

34. Define Management?

Management:

The function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively.

Four Functions of Management:

1. Planning
2. Organizing
3. Leading
4. Controlling

35. Differentiate between Leading and Controlling?

Leading:

Leading, directing, motivating, instructing and supervising workers assigned to the activity.

Controlling:

Controlling or analysing metrics during business activities to ensure completion of tasks and identify areas for improvement.

36. Write Challenges with the Contingency Approach?

Challenges with the contingency approach:

Perceiving:

Organizational situations as they actually exist.

Choosing:

Choosing the management tactics best suited to those situations.

Competently:

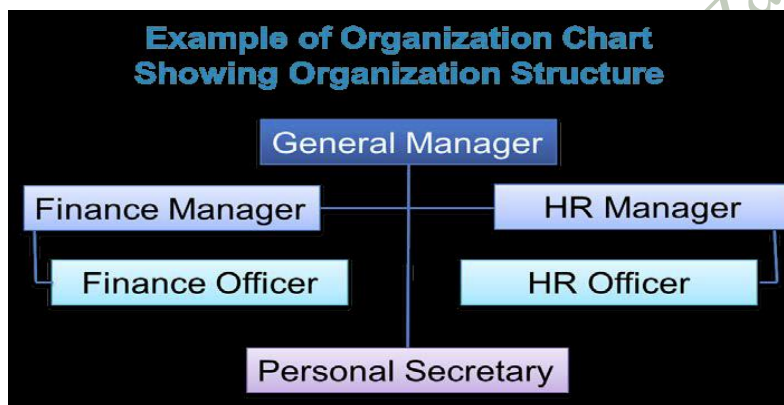
Implementing those tasks.

37. How can you define Leadership Skill?

Leadership Skill:

Leadership skills are often defined as providing vision and strategy as well as leading transformational change.

38. Give Example of Organizational Chart?



39. What is Effective School?

Effective School:

A school is effective not because of the specific nature of what is taught (though it is important) but through the manner in which a positive, supportive, rich and frequently interactive atmosphere is created. (Gammage, 1985).

40. What is People Oriented Leadership Style?

People Oriented Leadership :

- ✓ Opposite of task oriented.
- ✓ Focus on organizing, supporting and developing the people.
- ✓ Participative-leads to team work and creative collaboration.
- ✓ Can lead to failure if taken to extreme.

41. What is The System School of Management?

The System School of Management:

System Management Theory:

Transforming inputs into outputs and receiving
feedbacks.

Input : Resources from the environment .

Throughput: The process of converting or transforming resources within the system into a product or service.

Output: The product or service imported to the environment.

42. On what basis Transactional Leadership style develop?

Transactional leadership is based on the premise that:

- People are motivated by reward and punishment.
- Social systems work best with a clear chain of command.

43. Brief note on Framework of Leadership?

Leadership Framework:

- ❖ Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.
- ❖ Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership.
- ❖ We know that we have traits that can influence our actions. This is called Trait Leadership.

44. Describe Evaluation of Transformational Leadership?

Evaluation of TL:

- The evidence supporting the superiority of transformational leadership over transactional leadership is impressive (khan, 2009)
- This leadership style has been favoured in many countries and at various job levels.
- A review of 87 studies, testing transformational leadership found that it was related to the motivation and satisfaction of followers and to the higher performance and perceived effectiveness of the leaders. (Khan, 2009)
- The overall evidence indicates that transformational leadership is more strongly correlated than transactional leadership with lower turnover rate, higher productivity and higher employee satisfaction.
- Well over 100 empirical studies have found TL to be consistently related to organizational and leadership effectiveness-Bryman, 1992: Lowe et al 1996.
- Samples and contexts from Fortune 100 businesses to military units, to presidential administrations.

45. What is Good School?

Good School:

“Good School is that which most successfully achieves the targets set by the stakeholders by showing high grades and good results in exams”.

46. What is Focus Rationale in Transformational Leadership?

Focus Rationale:

Causes widespread organizational reforms by establishing the following:

- Long term strategic planning

- Clear objectives
- Clear vision
- Leading by example – walk the walk
- Efficiency of systems and processes

47. Write a note on Deferment?

Deferment:

- ◆ It may also be a decision not to decide.
- ◆ It is always difficult to take a quick decision on a sensitive issue.
- ◆ Immediate 'yes' or 'no' is not always possible in all matters.
- ◆ In such case, tendency will be to defer to the extent possible.

48. What are the Qualities of An Effective Leader?

Qualities of An Effective Leader:

- Communication
- Emotional Intelligence
- Integrity
- Decision-Making
- Confidence
- Problem-Solving

49. Difference between Strategic And Tactical Planning?

Strategic Plans:

The means used to achieve long-term, strategic goals.

- ✧ Made by top managers
- ✧ Allow resource allocation
- ✧ Define a broad scope of long-term organizational actions to attain strategic goals
- ✧ Carry significant impact on the organization

Tactical Plans:

Have shorter duration than strategic plans.

- ✧ Made by top and middle managers
- ✧ Directly support implementation of strategic plans
- ✧ Consist of specific actions to be taken by division/dept./group
- ✧ Narrower in scope

50. Difference between Leadership and Management?

Leadership Vs Management :

Key Differences :

- The leader is an innovator and the manager is an administrator.
- A leader is full of new ideas and believes in experimenting and creating new things. A leader always works on taking the organization into forward thinking phase by keeping his eyes on the horizon. Whereas the manager is someone who is already established and is responsible for every organizational activity from top to bottom. He is the main control of the firm.
- The leader ensures results and trust whereas the manager represents control and authority.
- A leader is the inspiration for others, on whom the team can show its interest and confidence. He has to be the one who can appropriately set

the tempo and pace of his group. Managers are responsible for maintain law and order. They help people in developing their assets and bring out their best talents, for fulfilling their own mission.

51. Write Characteristics of Strategic Plan?

Characteristics of Strategic Plan:

- Made by top managers
- Allow resource allocation
- Define a broad scope of long-term organizational actions to attain strategic goals
- Carry significant impact on the organization

52. What is the Focus/Core Of the Modern School Management?

Modern School of Management:

- A. Dealing with complexity is the core of modern management theory.
 - Organizations, Workers, environment and the interactions between them.
- B. It is the synthesis of different theories.
 - Behavioral science, mathematics, statistics, operations/quantitative research and computing technologies.
- C. Management is an exercise in logic applied to situations.
 - Situations can be measured.
 - Computers have an increasing role to play.
- D. Application of management knowledge is extended to non-business areas.
 - Education, government, health care and others.

53. Why Neo-Classical School of Management was introduced?

- ❖ The Neo-classical thought emerged in reaction against the Scientific Theory of Management, which stressed upon “Standardization” of jobs, processes and technologies to maximize economic yield.
- ❖ Focus shifted to the human side of organizations:
 - 1. The best way to motivate, structure and support employees.
 - 2. The need for workers to find intrinsic value in their jobs.
 - 3. The positive impact of social relationships on worker productivity.
- ❖ The neoclassical theory was an attempt at incorporating the behavioral sciences into management thought.
- ❖ Rather than focus on production, structures or technology, the neoclassical theory was concerned with the employee.

54. Discuss Clear and Focus Mission?

Clear and Focused Mission:

- In a focused school there is clearly articulated mission through which the staff share an understanding of and commitment to the instructional goals, priorities, assessment procedures and accountability.
- Staff accepts responsibility for students learning of the school’s essential curricular goals.
- An effective mission emphasizes innovation and improvement in providing learning for all – students and educators of all backgrounds.
- The principal can make a mission effective by being persistent and energetic in sharing her vision with faculty, students and parents to unite their goals.

55. What is The Hawthorne Effect?

The Hawthorne Effect:

- Productivity increases when workers believe that they are being observed closely.
- Employees perform better when managers and co-workers make them feel valued.
- Financial rewards are not necessarily conducive to increasing worker productivity.
- Workers care about self-fulfilment, autonomy, empowerment, social status and personal relationships with co-workers.

56. How you describe Personal Humility?

Personal Humility:

- ◆ Demonstrates a compelling modesty, shunning public adulation; never boastful.
- ◆ Acts with quiet, calm determination.
- ◆ Relies principally on inspired standards not inspiring charisma, to motivate.
- ◆ Channels ambitions to company not to self.

“Humility is not thinking less of yourself, its thinking of yourself less”

C.S.Lewis

57. Define Charismatic Leadership?

Charismatic Leadership:

- ❖ Leader gather follower through strength of personality and charm, rather than any form of external power or authority.
- ❖ Leader injects huge doses of enthusiasm into team – is very energetic in driving other forwards.
- ❖ Charismatic leaders, however, can tend to believe more in themselves than in the team- no change.
- ❖ Followers believe that success is tied with the presence of leader.
- ❖ This can create the risk of the team, or the organization, failing if the leader leaves.

58. Define Visionary Leadership?

Visionary Leadership:

- ❖ Focuses on how the leader defines the future for the followers and moves them towards it.
- ❖ Most appropriate when an organization needs a new direction. Its goal is to move people towards a new set of shared dreams.
- ❖ “visionary leaders articulate where a group is going, but not how it will get there – setting people free to innovate, experiment, take calculated risks” Daniel Goleman.

59. Define Task Oriented Leadership?

Task Oriented Leadership:

- ❖ Focuses exclusively on getting the job done.
- ❖ Can be quite autocratic.
- ❖ Leader actively defines the work and the required roles.

- ❖ Put structures in place, plans, organizes and monitors.

60. Define Bureaucratic Leadership?

Bureaucratic Leadership:

- ❖ Leaders follow rules rigorously and ensure that their people follow procedures precisely.
- ❖ Appropriate for work involving serious safety risks (such as working with machinery with toxic substances or at dangerous heights) or with large sums of money.
- ❖ Also useful for managing employees who perform routine tasks.
- ❖ Much less effective in teams and organizations that rely on flexibility, creativity or innovation.

Regards By Muhammad Muzammil Hafeez