

Leadership in organizational behavior

8 pages | 1885 words

Leadership is the process of influencing people and providing an environment for them to achieve team or organisational objectives. As a property, Leadership is the set of characteristics attributed to those who are perceived to use such influence successfully. Leadership involves neither force nor coercion. It is widely believed in the world of business that leadership is the key ingredient in the recipe for corporate achievement. Typically, when we speak of leaders we are referring to people who influence others without threat, using non-coercive means.

In fact, this characteristic distinguishes a leader from a dictator. Whereas dictators get others to do what they want by using threats of physical force, leaders do not. Subordinates accept influence from leaders because they respect, like, or admire them as well as because they hold positions of formal authority (that is, leaders may have both position power and personal power). We need to caution against the everyday practice of using the terms leader and manager interchangeably. The primary function of a leader is to create the essential purpose or mission of the organization and the strategy for attaining it.

In contrast, the job of the manager is to implement that vision. He or she is responsible for achieving that end, taking the steps necessary to turn the leader's vision into reality. The confusion between these two terms is understandable insofar as the distinction between establishing a mission and implementing it is often blurred in practice. This is because many leaders, such as top corporate executives, are frequently called upon not only to create a vision, but also to help implement it.

Similarly, managers often are required to lead those who are subordinate to them while also carrying out their leader's mission. With this in mind, it has been observed that too many so-called "leaders" get bogged down in the managerial aspects of their job, creating organizations that are "over managed and under lead. " Leadership Perspectives Goal Attainment : influence function of leadership and deals the mechanisms that motivate members' behaviors towards the group's goals. Adaptation : helps the group to define its goal in a way that is consistent with the demands of the environment in which operates.

Integration : some mechanism must coordinate the activities of group members towards the common goal e. g - Communication and conflict resolution Maintenance : mechanism to maintain their morale and keep them interested in staying in the group THEORIES OF LEADERSHIP: There are three major approaches to leadership: a) trait theories, b) behavioral theories, c) situational theories. Trait theories highlight that there exists a finite set of individual traits or characteristics that distinguish successful from unsuccessful leaders.

Behavioral theories highlight that the most important aspect of leadership is not the traits of the leader, but what the leader does in various situations. Successful leaders are distinguished from unsuccessful leaders by their particular style of leadership. Situational theories outlines that the effectiveness of the leader is not only determined by his or her style of behavior, but also by the situation surrounding the leadership...

Organizational Behavior Paper

Jay William Lorsch



Organizational Behavior Paper:

Research in Organizational Behavior, 1990 **Working Paper** Yale University. School of Organization and Management, 19?? **Working Paper Series**, 2001* **Unethical Pro-Organizational Behavior. The Role of Loyalty in Ethical Leadership** Ilka Bükér, 2016-08-03 Bachelor Thesis from the year 2016 in the subject Business economics Business Management Corporate Governance grade 1 7 University of Cologne language English abstract Leaders act as mediators between an organization and its employees They are agents of the organization and have a role model function for their followers Since leaders play a significant role in motivating ethical behaviour of their subordinates most scholars have focused on the consequences of leader behaviour on their followers However it is more complex and therefore ethical behaviour should be determined in a first step Imagine a situation in which someone detects a colleague hiding information about the environmental pollution of a new production process Is it ethically right to collaborate and be loyal to the colleagues and protect the entire organization Or is it ethically right to tell the truth to supervisors or the public to protect the environment and a larger society What about a situation in which someone observes a co worker manipulating sales numbers that are necessary to achieve group targets Is it ethically right to collaborate and maintain silence Or is it ethically right to tell the truth even though group objectives cannot be achieved by being honest What if jobs are related to achievement of objects and are possibly cut in case of not obtaining these targets Imagine a situation in which someone withholds relevant information about a customer to other members of the organization who do not work on the same team Is it ethically right to deprive these information in order to give an edge to the in group Or is it ethically right to share those details across all colleagues who hold a stake in order to improve the overall performance What is perceived as ethically right wrong or desirable differs across cultures organizations individuals and situations In contrast to the leader perspective of previous scholars and considering those differences Fehr Yam and Dang took a follower centric perspective on ethical leadership Within their novel conceptualization of ethical leader perception moralized leader behaviour can entail value consistent behaviour depending on what is morally relevant to an individual and the organizational culture If ethical leader behaviour is subject to moral values of an individual or of the organization it depends on either the organization and the leader s behaviour or the moral identity of a follower and the leader s behaviour if this behaviour is perceived as ethically right or desirable *Handbook of Chinese Organizational Behavior* Xu Huang, Michael Harris Bond, 2012-01-01 I was once approached by a colleague with the question You re an expert on China right My reply was No I don t think anyone is an expert on China This book is essential study for those travelling in that direction Romie Frederik Littrell *Journal of International Business* This state of the art Handbook encompasses theoretical and empirical research on Chinese organizational behavior over the last two decades of its renaissance with prominent scholars providing critical reviews of empirical studies in Chinese societies on 14 important topics This comprehensive Handbook explores limitations and

challenges arising from attempts to develop indigenous theories and constructs applicable to Chinese social reality Key contributors integrate the literature in their topic areas providing directions for pushing forward the frontiers of research into a more culturally sensitive and powerful representation of Chinese organizational behavior Areas examined include emotional intelligence creativity and motivation leadership team conflicts trust power and business ethics Experienced practitioner input is included Scholars interested in research on international business and Chinese work behaviors and their effective management will find much of value in this compilation Students of management including organizational behavior human resource management strategic management and international management will also find information and guidance that will prove invaluable as will practitioners who have business connections in China and other Chinese societies

Language and culture in organization and consumer behaviors Xi Li, Qingyu Zhang, Lulu Peng, Tomoki Sekiguchi, Kui Yi, 2023-11-02

The Oxford Handbook of Positive Organizational Scholarship Kim S. Cameron, Gretchen M. Spreitzer, 2013-05-02 An ideal resource for organizational scholars students practitioners and human resource managers this handbook covers the full spectrum of organizational theories and outcomes that define explain and predict the occurrence causes and consequences of positivity

The SAGE Handbook of Organizational Behavior Julian Barling, Cary L Cooper, 2008-07-24 This milestone handbook brings together an impressive collection of international contributions on micro research in organizational behavior Focusing on core micro organizational behaviour issues chapters cover key themes such as individual and group behaviour The SAGE Handbook of Organizational Behavior Volume One provides students and scholars with an insightful and wide reaching survey of the current state of the field and is an indispensable road map to the subject area The SAGE Handbook of Organizational Behavior Volume Two edited by Stewart R Clegg and Cary L Cooper draws together contributions from leading macro organizational behaviour scholars

Research in Organizational Behavior Barry Staw, 2001-11-08 This 23rd volume of Research in Organizational Behavior presents papers on a variety of topics in the field of organizational behaviour with the twin goals of consolidating prior research and breaking new theoretical ground

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Organizational Behavior and Management Henry L. Tosi, 1990

Working Paper Series in Organizational Behavior & Industrial Relations, 1985* Papers Dedicated to the Development of Modern Management Daniel A. Wren, John A. Pearce, Academy of Management, 1986

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