

---

# Leadership Vs Managership: In View of Organizational Success

Shoeb Ahmad\*

Vivekananda Journal of Research  
January - June 2020, Vol. 9, Issue 1, 102-114  
ISSN 2319-8702(Print)  
ISSN 2456-7574(Online)  
Peer Reviewed Refereed Journal  
© Vivekananda Institute of Professional Studies  
<http://www.vips.edu/vjr.php>



---

## Abstract

*Leadership aids to ascertain the vision and mission of the organization. On a complementary note it enables the organization to perform suitable practices to achieve the goals that contributes positively to bring a change in the organization. Contemplating leadership, managers deliver facilities to the group in a reasonable, well-organized, and balanced way. Ideally leadership and manager-ship are often taken into account as overlapping perceptions, but practically both are quite different from each other facilitating different functions. In spite of the difference, they are connected as usual and complementary. Leadership and manager-ship involve an exclusive set of tasks and functions. Leadership is a proficiency and the individual who hold on this proficiency is honoured as a “leader”. Conversely, management is a discipline and the supporter of this discipline is honoured as the “manager”. The function of a manager is to plan, organize, coordinate and control whereas the function of leader is to lead, guide, inspire and motivate. The study first discusses leadership and good management at large, next aims to focus on both in context of the differences and similarities at different organizational levels.*

---

**Keywords:** Leadership, Manager-ship, Leader, Manager, Management

---

## Introduction

Leaders are unique on way to organise as well as undertake the responsibility and practices of the workplace whereas good managers crop up competent to set up excited

---

\* Institute of Management Studies, P.G Centre, Affiliated to Osmania University, Hyderabad  
email: shoebahmad09@gmail.com

---

aims and ideas while performing the practices of the workplace towards those targets all through in effect of policies. Leaders are responsible to design mission and vision for an organisation. They facilitate others to progress also pay specific attention over individuals towards motivation. Besides, leaders perform a meaningful role in establishing change along with a culture of integrity (Daft, 2011). On the other hand, manager-ship is a significant element for the organisations. Their task signifies to “Command others while executing their job. They emphasis over entities by creating and promoting products and services. They keep up steadiness and produce culture of effectiveness” (Daft, 2011, p. 16). Leaders have ability to influence individuals also stay efficient to bargain on behalf of resources and another form of backing to meet their targets. They have a certain vision that is to be attained and then communicate this to others and develop strategies in order to realise the objective.

Kotter (2001) declares that managers pay attention over official directing and monitoring of their juniors, assets, infrastructures and techniques (Kotterman, 2006) target to attain short term goals, keep away from any risks, and set up consistency to improve competence. Managers make sure that the accessible resources are systematic in addition used to generate the best outcomes. Moh (2017) illustrates that a manager may be taken as a leader in numerous low to middle revenue nations wherein the restricted resource and difficult environments exists.

A person may imagine that all the form of managers are leaders, but that presumption is not appropriate as a number of managers do not workout leadership and a number of them make supervision without holding any management standings. Hence, there exists a continuing disagreement more or less the distinction amongst leaders and managers.

Although, leaders and managers disclose a few likenesses as mutually of them motivate one another to meet the goals with the help of exclusive skills, also there exists a few obvious dissimilarities (Northouse, 2007). However, managers take care of a well performing office, leaders analyse the existing rank and support latest roles, accordingly they examine long-term goals (Yukl, 1989).

According to Bass (2010) there are scholars who claims that though management and leadership have similarities but these two undertakings are not one and the same. Moreover, Yukl (1989) argues that the degree of similarities is an issue of dispute. Actually, some of the individuals consider these as reverse poles, besides they have faith that an honourable leader cannot be taken as a honourable manager and the reverse is realistic.

---

The study aims to explore the components of good leadership and manager-ship and further explains it's importance. In the next section the paper highlights the differences between leadership and manager-ship within various organisational establishments.

### **Leadership vs Manager-ship**

Experienced managers always make an attempt to be respectable leaders and respectable leaders necessitate management skills to be successful. Leadership is a type of effect or power wherein a person has the knack to influence the values, beliefs, behaviour and attitudes of other person (Ganta & Manukonda, 2014). Leaders hold a vision that what can be attained and then convey this to others and develop plans in favour of realizing the vision. They influence people also survive capable to bargain aimed at resources then further assist to attain their targets. Managers make certain that the existing resources are systematic in addition utilized to give satisfactory outcomes. There has been plentiful discussion between a leader and a manager. Usually, there exists a misperception in identifying the concept about a leader and the manager.

“Upcoming leaders must be high regarded leader who aims to develop sustainable organizations” (Ahmad, 2017, p.3). Respectable and virtuous leaders exist succeeded not inborn. If somebody develops willpower and desire can develop as a useful leader. Jago (1982) asserts that respectable leaders progress throughout a continuing practice of self and regular study, learning, coaching, coupled with experience. According to Stoner (1982) the management may be taken for instance- planning, organizing, commanding, coordinating as well as controlling the attempts of workplace fellows, put up workplace resources to attain expressed workplace objectives. Hence, the managers are those who set off organizational activities, practise administrative resources, projects, assign economic resources and pass on performance valuation of their managerial accomplishments. Leaders create a planned vision along with mission, establishes aims and objectives, form the policies, implement it and then assess the execution (Jabbar & Hussein, 2017). In fact, leaders and managers perform significant role in an establishment - a leader leads, encourages as well as directs his men, to work voluntarily and sincerely to attain organizational aims and objectives. Similarly, a manager acts as an essential linkage concerning the organisation and its various participants as workforce, consumers, sellers, stockholders, government, union, and so ahead.

There is always need for the leadership in management because a crucial role leadership as a management plays especially in business planning. The end “is essential

---

to increasing a business in order to run efficiently and smoothly” (Reading, 2002, p.1). The researcher Fayol describes that management is “responsibility of the staff making it the main function in most of the cases as it is known to us that though an organisation has refine technology and production processes still it is judged to be failure if it is operated by unskilled workforces” (Wren, et. al., 2002, p. 908). Deprived of the leadership in organisation “The organization would collapse” (Daft, 2011, p. 7).

## **Aspects of leadership**

### **Leader**

A leader must have a good estimation of who he is, what he knows, and what he can do. Also, very significant to be considered by way of followers, neither the leader nor somebody otherwise who decides provided the leader is productive. Okafor (2014) asserts that leader executes task and community linked roles so as to impact group participants toward action achievement. There are estimations that propose that leadership roles need concern for employees and for task. In order to be successful there is need that you bear to satisfy your supporters or your supervisors i.e, you take place worthwhile to go along (Sharma & Jain, 2013).

### **Innovator**

Innovation is an ability of acting in response to the market, technological changes and the future inclinations of business which can direct organizations towards long term success and sustainability. The main role of leadership is to bring novelty within the whole institution. Leaders are expected to look after all the elements that can make sure the efficiency in the organization. Also, it must cautiously form and implement plans and schemes as these are the ways with regard to our goals.

### **Analyst**

Watkins (2012) states the basic responsibility of functional leaders is to recruit, establish and manage individuals who emphasises in analytical depth on particular business actions. Under strategic management procedure, the duty of leader to evaluate the position on the way to locate the interval among present as well as expected situation. Afterwards, develop the policies to overcome the intervals as per the necessity. A meaningful role of

---

leadership is to examine the workplace's environment sensibly and restructure the entire workplace working specially the planning along with executing of policies. As soon as the system is organized the management of change stands no further problematic.

### Decision Maker

The competent leaders occur above expected also feel self-assured concerning their skills on the way to make healthier outcomes. Leaders remain accountable intended for suitable performance of the organization. So they have to determine what to perform, how to perform and by whom to perform. The entire management procedure relies on the resolution of the prospective leader. Leaders think and plan in what way to attain goals. What kind of plans ought to be and in what way they should be implemented in order to be successful? Barret, et. al., (2005) defined leadership in addition to decision making in in the field of establishments as the practice of “applying analytical overview abilities on the way to improve a decision” (p. 214).

**Fig. 1 Aspects of Leadership**



### Roles of managers

Ansolf (1984) argues that five types of managerial roles are identified in organisations as:

#### Leader

Managers perform the task of leadership specially when they supervise groups

---

---

within the organisations. In such situations their main function is to motivate the participants in the direction of establishing aim and its achievement. For a manager to be a good leader it is assessed that (David, et al., 2018) leadership take place as a main analyst of worker, team, and workplace creativeness as well as invention.

### **Controller**

In general control is a procedure during which institution attempts to attain the premeditated outcomes or execution. Šljivić, et. al., (2015) states that the key concern is that managers control and deal out in what way to make sure that managers and employees equally effort participating in the interest of the organization.

### **Administrator**

Administration denotes “search for to create the finest likely use of the assets accessible in attaining the aim of the establishment” (Wren, et. al., 2002, p. 911). It “depend on leading people participating in maintaining the determination of a third person employing resources chosen by that person” (Ackoff, 1999, p. 21). The manager as administrator performs control function in an organization and hold a good interpretation of the variables which take place substantial in support of the accomplishment of the workplace.

### **Planner**

Planning is taken the same as any of the managerial roles what is more pragmatically the basic role of business managers. Managers as a planner have to be able to describe tasks properly to employees. Hence, managers should be able to evaluate the newest methods of management theoretically and enable to acclimatize these theories in sensible supervision along with expansion of an establishment (Jeseviciute-Ufartiene, 2014). Additionally, involved with the present and future performances of an organization. Therefore, the planner as a manager is analytical, methodical and future faced.

### **Capitalist**

A capitalist is such a person who is responsible towards the origin of the idea of venture and its execution (Kets De Vries, 1996, p.856). Further, undertakes threats of commerce control and supervises it for valuable intentions. The capitalist executive traits are required in the course of tactical change along with flexibility in view of another

---

portfolios of business which are necessary.

**Fig. 2 Role of a Manager**



The manager is a contemplative, consistent and organised planner. They are accountable for the responsibility of the people of their division. In this context their activities form the leader's role. A few of these activities embroil leadership straightforwardly. As within many workplaces the supervisors are generally in authority intended for employing and training their particular team. Besides, there is implicit application of the function of leader. For instance, each and each and every boss must motivate and inspire staffs, in some way merging their personal necessities along with the objectives of the business. Managers have numerous task for identifying and accomplishing the organisational goals with and by means of people. Actually, many studies organised on what superiors perform but the most famous of which was organized by professor Henry Mintzberg in the early 1970s. According to Mintzberg (1973) executives within establishment assume multiple roles which is a planned set of behaviors, also he determined ten different roles which he allocated into three sets such as: interpersonal, informational and decisional. The first set interpersonal roles are such a kind that makes sure that information is given. The next informational roles connect the entire decision-making task organised. Similarly, the last set of decisional roles build substantial use of the facts (Carpenter, et. al., 2012).

**Mintzberg management roles are:**

**Interpersonal roles**

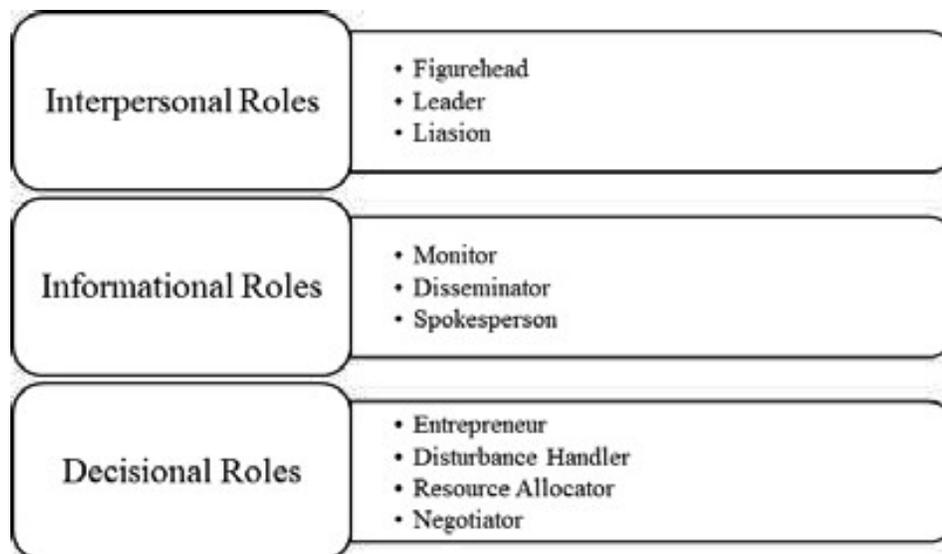
---

**Figurehead** – This aspect is very crucial as managers have to perform collective, ritualistic and legitimate roles. They take place as a basis of idea generation and decision making. Besides, they are assumed as an individual with ability, influence and as an overall figurehead.

**Leader** – Manager is the one who is accountable for the entire organisation not only in terms of motivation of different team members rather in terms of for staffing, training and associated tasks. In order maintain the lengthy process changes there is need that the leader ought to convey then effort collectively together with all the workforces on the way to uphold the lengthy procedure modifications (Wuestman & Casey, 2015).

**Liaison** – As a manager, a liaison performs diverse roles every day. In addition, communicates with internal and external contacts. The roles of liaison embrace executives in relational contacts external of their extent of control.

**Fig. 3 Mintzberg management roles**



### Informational roles:

**Monitor** – Executives habitually look for facts linked on the way to the establishment and productivity, in search of pertinent alterations inside the ecosystem. Also, they supervise the teamwork, in context of together their output along with their comfort. Additionally, assess the environment with the aim of collecting facts, changes, opportunities, and obstructions that may influence the entity.

**Disseminator** – Managers convey perfectly useful facts to the co-workers in

---

addition to the team.

**Spokesperson** – Managers are accountable to exemplify and act in the best interests of their organization. In addition, they happen in charge designed for transferring facts all but their workplace and its ambitions towards the individuals outer it. Here, the depiction might be inner once a manager asserts in lieu of payment turn over to top management. Also, it may be outer once a manager denotes the workplace understandings upon a specific topic of public concern to native civil parties.

Decisional roles:

**Entrepreneur** – Manager forms, establishes and monitors change within the organization. The goal is to make betterment. Hence, superiors are always engaged in procuring better and fitting ideas and methods to improve the establishment functioning.

**Disturbance Handler** – Once an establishment or team affects an unpredicted problem, the managers manage or else choose remedial actions in reply to struggle that is to say beyond their influence. Mostly, the appropriate resolutions should be built speedily and be main concern over other roles.

**Resource Allocator** – Managers task is to find out someplace wherein structural resources are utilized in the best of effort. This aspect comprises of assigning, financing, as well as allocating workforce combined with other structural resources. Customarily, there are no plenty of resources to go on through what is more the manager need to assign the insufficient commodities in plenty of ways.

**Negotiator** – Managers are responsible to participate and aim towards important negotiations within the team, department, or organization. Also, they are supposed to negotiate along with another teams as well as individuals to get the advantage intended for his or her teams. The negotiations might focus objectives, resources, execution or else whatever affecting the groups or establishment.

**Table 1 Comparison chart**

Basis for Comparison	Leader	Manager
Meaning	A leader is a person who influences his subordinates to achieve a specified goal.	A manager is a person who manages the organisation and is responsible for planning, direction, coordination and control

<b>Basis for Comparison</b>	<b>Leader</b>	<b>Manager</b>
Approach	Sets Direction	Plans details
Attribute	Foresightedness	Mind
Subordinate	Followers	Employees
Style	Transformational	Transactional
Decision	Facilitates decision	Makes decision
Aim	Growth and development.	Attainment of the required result.
Focus	People	Process and Procedure
Change	Leaders promotes change.	Mangers react to change.
Conflict	Uses conflict as an asset	Avoid conflict
People	Aligns people	Organizes people
Strives	For effectiveness	For efficiency

(Source: <https://keydifferences.com/difference-between-leader-and-manager.html>)

### **Author Observation**

In my opinion, there are individuals who are able to perform both as a leader and as a manager. I feel that leaders are responsible to take initiatives for changes while managers perform their tasks just to make application of it. Though, embedding for new changes is not an easy task, hence, often managers oppose to put into operation for the new changes. Besides, I support those who asks for the balance between the functions of both the authorities as both the authorities are significant to deliver appropriate solutions of the instances. Also, it is to ensure that leadership is considered as a necessity to face the fast and multifarious changes in the professional sphere.

### **Conclusion**

Practically, leadership and manager-ship are binary concepts that come about frequently treated interchangeably as a mistake. Leadership is the leading element of change, offering vision, and devotion essential for its understanding. Actually, leadership is an ability and talent that is formed by learning, experiences, dealings with people. A successful leadership depends mainly on how their leaders express, follow and share the vision to supporters in an establishment or in a group. An efficient leader forms an atmosphere wherein the supporters believe their leader to create the top outcomes (Maner,

& Mead, 2010).

A manager cannot straight away arise a leader, instead there requires formal power to be effectual. In order to take any strong innovation it needs higher executive to be involved and perform by way of a role ideal. The organizations who intend quality and permanency in their trade, must imagine in relation to the managers including inventive attitude so as to enlarge the business policy by changing their inventive ideas hooked on realism. Hence, a good leader is one who has potential to lead, motivate, inspire and seek ways of action to be followed.

Leadership and management may be similar in some ways, still there are differences. An organisation with complex structure, the two distinct roles as a leader and a manager are very difficult to be integrated and act in support of managing the place of work. Realising the discrepancies amongst leadership and manager-ship can make certain that staffs recognize at what time and in what way to utilize for each set of traits for specified procedures.

The preservation of a difference between management and leadership behaviours at the conceptual and/or practical level refuses the exploration for a realistic theory of leadership. If we look on management as an art, management and leadership activities are intricately entangled in an organisational situation. In fact, leadership and managership or management activities are part of the enriching attributes of an association or a group.

## References

Ackoff, R. L. (1999). Transformational leadership. *Strategy & Leadership*, 27(1), 20-25. Retrieved August 19, 2019, from ABI/INFORM Global. (Document ID:38782927).

Ahmad, S. (2017). 21st Century Strategies for Manpower Management. *ZENITH International Journal of Economics and Management Research*, 7 (11), 42-52.

Ansoff, H.I. (1984). *Implanting, strategic Management*. Prentice Hall International, 95-102.

Barrett, H., et. al. (2005). The impact of creativity on performance in non-profits. *International Journal of Nonprofit and Voluntary Sector Marketing*, 10, 213-223.

Bass, B. (2010). *The Bass handbook of leadership: Theory, research, and managerial applications*, New York, NY: Simon & Schuster.

Carpenter, M., et. al., (2012). *Principles of Management*, p. 15. Retrieved from:

---

---

<https://2012books.lardbucket.org/pdfs/management-principles-v1.0.pdf>.

Daft, R. L. (2011). *The Leadership Experience* (5th. Ed.). Mason, OH: South-Western.

David J.H., et.al., (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.

Ganta, V. C. & Manukonda, J. K. (2014). Leadership during change and uncertainty in Organizations. *International Journal of Organizational Behaviour & Management Perspectives*, 3(3), 1183.

Jabbar, A. A. & Hussein A. M. (2017). The role of leadership in strategic management. *An International Journal of Research, Granthaalayah*, 5(5), 99-106.

Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management Science*, 28(3), 315-336.

James A. F. S. & Charles, W. (1982) *Management* McGraw-Hill Book Company Prentice Hall New York PP. 65-74.

Kets de Vries, M.F.R. (1996). The anatomy of the entrepreneur. *Human Relations*, 49, 853-883.

Kotterman, J., (2006). "Leadership vs Management: What's the difference?". *Journal for Quality & Participation*, 29(2),13-17.

Kotter, J. P., (2001). "What leaders really do?". *Harvard Business Review*, Vol. 79(11),85-96.

L. Jeseviciute-Ufartiene (2014). Importance of Planning in Management Developing Organization. *Journal of Advanced Management Science*, 2(3), 176-180.

Maner, J. K., & Mead, N. L. (2010). The essential tension between leadership and power-When leaders sacrifice group goals for the sake of self-interest. *Journal of Personality and Social Psychology*, 99(3), 482-497.

Moh, B. N. W. (2017). The differences between management and leadership. *SINERGI*, 7(2), 75-84.

Northouse, P. (2007). *Leadership theory and practice*. Thousand Oaks, CA: Sage Publications.

---

Okafor O. A. (2014). The role of top management in business organizations. *Review of Public Administration and Management*, 3(5).

Reading, C. (2002). The Purpose of Strategic Business Planning. In C. Reading (Ed.) *Strategic Business Planning*, (2nd ed., pp. [7]-16) London: Kogan Page. Retrieved August 10, 2019, from Gale Virtual Reference Library via Gale:

<http://go.galegroup.com.authenticate.library.duq.edu/ps/start.do?p=GVRL&u=pl3834>

Sharma, M. K. & Jain, S. (2013). Leadership Management: Principles, Models and Theories, *Global Journal of Management and Business Studies*, 3(3), 309-318.

Šljivić, S., et.al., (2015). Management control in modern organizations. *International Review*, 3(4), 39-49.

Yukl, G., (1989). Managerial Leadership: a review of theory and research. *Journal of Management*, 15(2), 251-290.

Wren, D. et. al., (2002). The foundations of Henri Fayol's administrative theory. *Management Decision*, 40(9), 906-918.

Wuestman, D., et. al., (2015). Lean leadership: Sustaining long-term process change. *Strategic Finance*, 96(8), 15-16.

---