

MANAGEMENT LEADERSHIP

QUALITIES OF LEADERSHIP APPROACH

< ATTENTION ON THE PERSON IN JOB, PERSONALITY >

THE FUNCTION OF GROUP APPROACH

< ATTENTION FOCUSED ON FUNCTION >

LEADERSHIP AS BEHAVIOURAL CATEGORY

< BEHAVIOUR OF PEOPLE >

STYLE OF LEADERSHIP

< CONCERNED WITH STYLE OF LEADERSHIP >

SITUATIONAL APPROACH

TRANSFORMATIONAL LEADERSHIP

PROBLEM SOLVING AND DECISION MAKING

DURING THE EXECUTION PHASE OF A PROJECT PARTICULARLY, THE PROJECT MANAGER WILL BE FACED WITH THE NEED TO SOLVE A WHOLE RANGE OF PROBLEMS RAPIDLY AND EFFECTIVELY.

AS IT WILL NOT BE POSSIBLE TO PRE-PLAN ALL EVENTUALITIES, THE MANAGER NEEDS TO POSSESS THE ABILITIES TO HANDLE SUCH SITUATIONS.

THE PROBLEM IS DEFINED AS THE GAP BETWEEN AN ACTUAL SITUATION (OR) THE PERCEPTION OF IT AND THE REQUIRED (OR) EXPECTED SITUATIONS.

NATURE OF PROBLEMS

* REQUIRING AN IMMEDIATE REACTION - TIME SCALE OF A DECISION

* RESPONSE TO A CRISIS - THE PROBLEM CAN BE CONSIDERED WITHIN A RELATIVELY SHORT PERIOD.

* EMERGING PROBLEMS - SOME UNDESIRABLE STATE OF AFFAIRS LIKELY TO HAPPEN. WHAT ARE YOU GOING TO DO TO RESOLVE IT?

* RESPONSE TO AN OPPORTUNITY - SPECULATIVE PROBLEM SOLVING (OR) AVOIDANCE IN ADVANCE OF AN UNDESIRABLE SITUATION

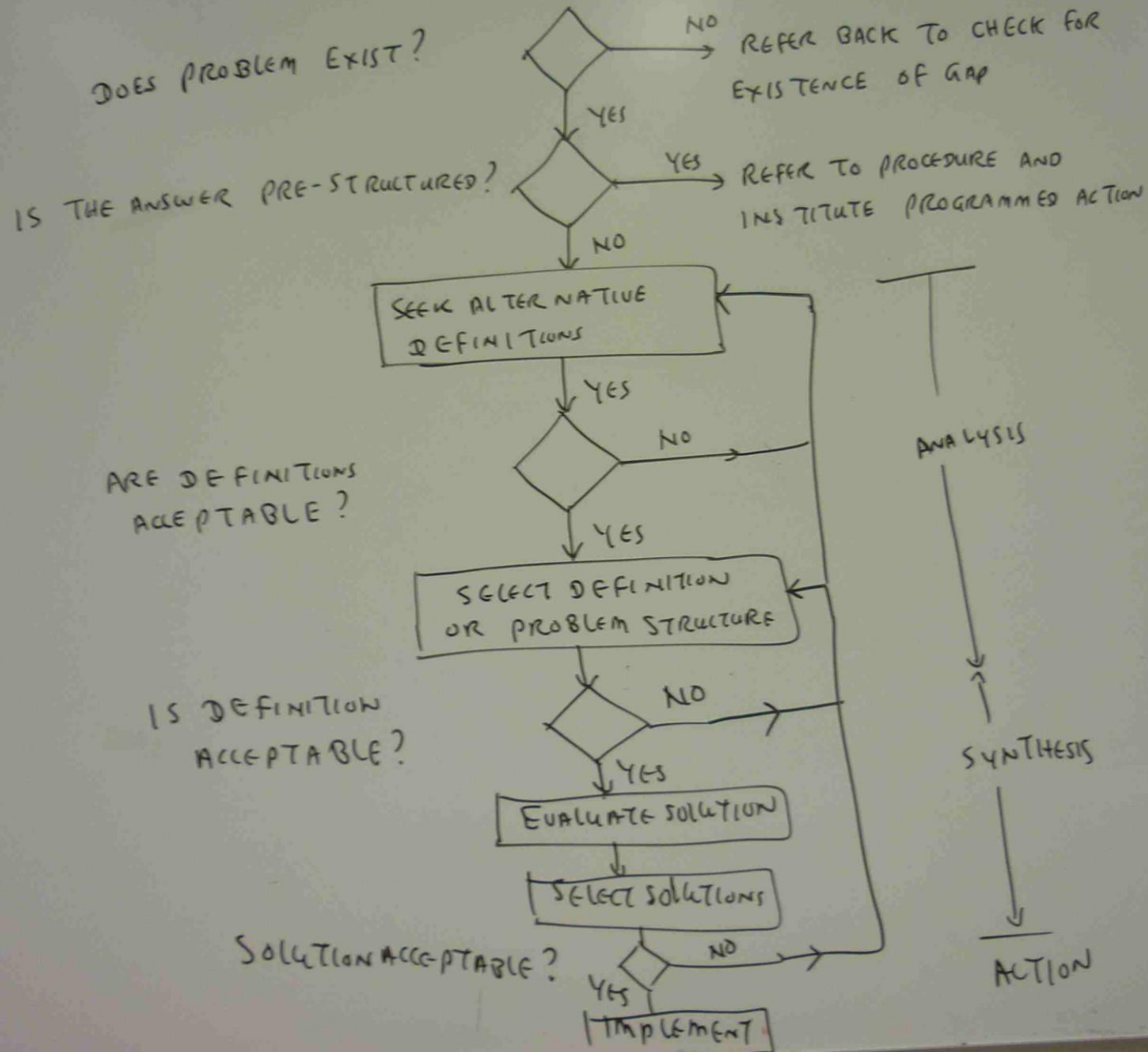
* STRATEGY - FORMULATION - THE PLOTTING OF A COURSE TO A DESIRED SITUATION OVER A PERIOD OF YEARS

THE RESPONSE → (1) INSTINCTIVE (TO RUN AWAY)
(2) TO REMOVE THE SOURCE OF POTENTIAL DANGER

PRE-PROGRAMMING OF ACTIONS

- ONCE A METHOD HAS BEEN DEFINED FOR RESOLVING A SITUATION, IT CAN BE REFINED AND IMPROVED.
- BY REMOVING THOUGHT PROCESSES FROM THE ACTIONS, THEY ARE, TO A GREAT EXTENT, INDEPENDENT OF THE INDIVIDUAL CARRYING THEM OUT.
- IF A PRE-DETERMINED PROCEDURE IS FOLLOWED, THE ACTIONS ARE TRACEABLE BACK TO THE PEOPLE WHO CARRIED OUT.
- THE ACTIONS ARE THEN RESPONSIBILITY OF THE ORGANIZATION RATHER THAN INDIVIDUAL
- SHOULD THE PROCEDURE FAIL, THE IDENTIFICATION OF THE FAIL POINT IS CONSIDERABLY HELPED AS THE STEPS CAN BE TRACED.

SYSTEMATIC PROBLEM SOLVING MODEL



MODELLING SYSTEMS FOR DECISION MAKING

POOR DECISION MAKING

- DATA NOT PROPERLY ORDERED (OR) STRUCTURED
- TOO MUCH TIME SPENT ON DEVELOPING ANSWERS RATHER THAN THE STATEMENT OF THE PROBLEM
- AN INABILITY ON THE PART OF THE DECISION MAKERS TO CONSIDER ALL THE VARIABLE FACTORS
- AN INABILITY TO EVALUATE THE IMPACT OF EXTRANEIOUS TASKS.

MODEL

DESCRIPTIVE MODEL - GRAPHICAL MODEL

MATHEMATICAL MODEL - MATHEMATICAL FORM

STATIC PREDICTIVE - TAKE LIMITED INPUTS & USE MATHEMATICAL TECHNIQUES TO PREDICT THE OUTCOME

IN/OUT SYSTEM - DETERMINING INPUT/OUTPUT FROM THE SYSTEM

DYNAMIC PREDICTIVE MODEL - REAL TIME SYSTEM.

TAKE A CONSTANT REVIEW OF
INPUT TO A SYSTEM PROVIDING THE MOST
UP TO DATE FORECAST OF PERFORMANCE

HANDLING UNCERTAINTY IN DECISION MAKING

- FIRST ANALYSE, USING THE BEST DATA AVAILABLE,
< THE POSSIBLE SALES PATTERN FOR THIS PRODUCT >

- SECOND, DO ROUGH PREDICTION AND SPEND THE
REST OF THE TIME LOOKING FOR OPTIONS AS

TO WHAT WILL HAPPEN GIVEN VARIOUS SCENARIOS

- BOTH GOOD AND BAD.