



Leadership versus Management: Different or Similar

Md. Abdullah- Al- Masum*

Department of Management, EXIM Bank Agricultural University Bangladesh, Chapainawabganj-6300, Bangladesh

ARTICLE INFO	ABSTRACT
<p>Received date: March 26, 2021 Accepted date: Oct. 30, 2021</p>	<p>Leadership and management are widely used term that has been used in organizations for a long. There is a debate whether both are the same or different. From this curiosity, this study has been conducted. There are lots of studies conducted on this field and they showed their logic from various points of view. This study reviewed their contribution and comments regarding leadership and management and tried to go into the deep. This is a review research and most of the data were collected from previous research work on that field. The findings of the study is that leadership and management are not the same in the case of functions but in the case of job positions, leader and manager are may not be different in most of the organization. However, this differentiation may vary from organization to organization and depends on how you see it.</p>

Keywords: Differentiation, Leader, Leadership, Management, Manager

*CORRESPONDENCE

aamasum.cou@gmail.com

Senior Lecturer, Department of Management, EXIM Bank Agricultural University Bangladesh, Chapainawabganj-6300, Bangladesh

1. INTRODUCTION

Leadership and Management are the common terms that are always coming to mind whenever you talk about running or leading any organization. Though few are agreed that both are the same, but the most scholars disagree. Leadership is leading the people and management is managing the organization. It's clear that there are some differences between them (Zaleznik, 2004, 1977; Kotter, 1990; Bennis & Nanus, 1985). A list of scholars tries to show differences between leadership and management. They believe these two things are different and they have different courses of action as well as duties (Toor & Ofori, 2008; Kumle & Kelly, 1999). Other scholars have different opinions. They showed dissimilarities between leadership and management (Bryman, 2004).

According to Mawson (2001), the role of manager and leader sometimes interchanged. The leader may perform a managerial role, or the manager may perform a leadership role. However, this debate will continue if research exist. It's good to have the debate.

There is a lot of debate among scholars. In a study by Toor & Ofori (2008), they discussed leadership and management from five-point of view. These are etymological development, definitional complexities, conceptual distinctions, behavioral differences, and functional divergence. In that paper, they tried to explore how leaders/leadership is different from managers/management. However, they showed that there is remain confusion, but, surely, leadership and management functions are not the same.

In the early years, especially in the 19th century, leadership was defined as the ability to lead and later merged with the manager and called leader and manager similarly (Toor, 2011; Toor & Ofori, 2008). Toor & Ofori (2008) showed the previous contribution to this debate of leadership vs management through a table. This paper has shown these differences accordingly.

According to Maccoby (2000), leaders are responsible to bring change in the organizations. They must motivate, guide and build trust in the people. They deal with the heart/soul of the people rather than the brain. On the other hand, managers are busy with administrative tasks. Most of

the activities are paper based. They usually do plan and implement the plan. Their task is brain related.

Leaders have vision, passion, innovativeness, creativity, imagination, and initiation capacity. Most of the time they use a referent type of power. Where managers are analytical, problem solvers, rational, persistent, and authoritative. They usually use positional power to influence people. Positional power may be the reward or legitimate power. Or even sometimes coercive power (Capowski, 1994).

An interesting line comes from Daft (2003), all leaders are good managers, but all managers may not have good leadership skills. But he did not mention that to be a good managers leadership is important or not.

Leaders give direction and managers set strategies to go there (Kotter, 2006; Robbins, 2002). Another interesting poetic line comes from Perloff (2004), that leader set what freight and passengers the train carries and which direction to go and managers duty to ensure the timeliness of train regarding starting and stopping.

In another early study of Zaleznik (1977), leaders inspire people and use their power, attitude, and style to do that, whereas managers are concerned about the process and problem. They use their impersonal attitudes towards objectives.

Some characteristics of leaders are that leaders innovate, develop, curious, challenge taker, own their people, concerned, inspire trust, and have originality. On the other hand, managers copy the strategies, maintain rules and regulations are not too curious, and maintain the status quo, just concerned about the right things.

Leader and manager are different. Leaders are facing change and managers face complexity (Răducan & Răducan, 2014). Algahtani (2014) showed that leadership and management are two distinct areas. Although, management and leaders have some similarities, managers do plan, organize to achieve goals while leaders direct and align the people.

From the above discussion, we determined that what we should look for. The objectives of this study are to show the similarities and dissimilarities between leader and manager, and to show the similarities and dissimilarities between leadership and management.

2. MATERIALS AND METHODS

A simple methodology has been followed to conduct this study. This is a review study. This is a review study of various articles related to leadership and management. The data were collected from only secondary sources. A simple comparative discussion is done to reach the objectives of this study. Some graphical presentations like tables and figures have also been used for a better understanding of the study.

To find the suitable article for reviewing process this study used google scholar platform. After searching using keyword “leadership, management, differentiation”, approximate 3,80,000 results have found. From these papers this study used only 25 relevant papers and books.

However, this study is not limited to just review the papers but also it suggests a point of view of leadership and management from the author.

3. RESULTS & DISCUSSION

In our literature review, we see that most of the scholars showed the differences between leaders and managers. Are there any differences that exist? If yes, then it is important to know the extant. Or is there any misunderstanding? This study will try to bring light on this matter in a different way.

Leadership and management are different (Bryman, 2004; Kotter, 1990; Kumle & Kelly, 1999; Maccoby, 2000; Nienaber, 2010; Rost & Burns, 1991; Williams, 1986). They classified management as to ensure order and consistency whereas leadership as to ensure change and innovation. Their total findings can be shown through the Table 1.

3.1. Is Leadership One of the Functions of Management?

Firstly, let's take the functions of management. Henri Fayol, the father of management, wrote in his book (Fayol, 1917) that to Manage is to Forecast and Plan, to Organize, to Command, to Co-Ordinate and to Control. Here, in this definition, Fayol indicates that one of the manager's jobs is to command and coordinating which also indicate the term leadership.

If we look at his 14 principles of management, we see that he mentioned unity of command, maintaining equity, balancing authority, and responsibilities, promoting team initiative and team spirits. All of them can be counted as the functions of a leader. However, the book of Leadership by Northouse (2013) mentioned that according to Fayol (1917), the functions of management are planning, organizing, staffing, and controlling. But it is clear that they missed the commanding and coordinating functions which were also discussed by Fayol (1917) and Robbins & Coulter (2009).

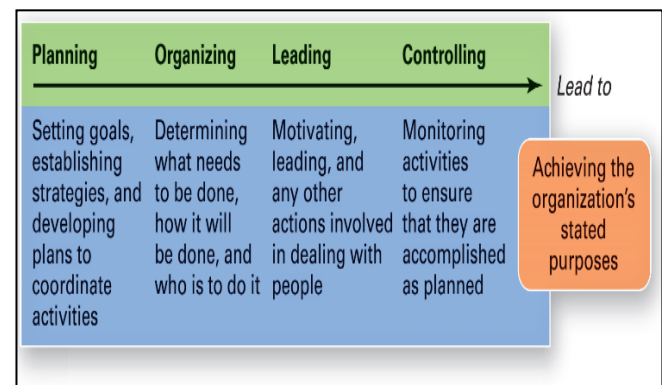


Fig. 1 Four Functions of Management (Source: Robbins & Coulter, 2009)

Secondly, one of the managerial roles is to act as a leader (Mintzberg, 1971). Mintzberg (1971) discussed that a manager must perform ten different roles as a manager. One of them is to lead the people. Where managers motivate, guide, order, and communicate with the people.



Fig. 2 Managerial roles (Source: Mintzberg, 1971).

Thirdly, according to Katz (2009), a manager needs three skills and one of these is human skills. Human skill refers to dealing with people, working with them, influencing them, getting the work done through them, and motivating them for the work.

So, if we look at the above discussion, leadership is one of the parts of management. It may be as functions, skills, or roles. The task that a manager needs to perform is not confined to planning, organizing, and controlling. Managers need to lead their subordinates too. So, we can say that leadership is part of management.

3.2. Are Leader and Manager Different Positions in Organization?

While the difference between leader and manager can be confusing, the distinction among the two is that a manager focuses greater on the company and maintaining the group on undertaking whilst a group leader relates higher to an artist and has a tendency to have a greater creative-minded technique to problems. Team leaders also can be defined as entrepreneurial and forward-thinking. Team leaders generally tend to manipulate a collection or group which include fewer humans than a supervisor would (Maslow, 1981).

The feature of line managers and group managers are hybrid styles of leader and manager. They have a very extraordinary activity function than the group individuals and control large teams. The line manager and group manager report to middle or high management (Maslow, 1981).

If we look at the examples of leadership positions in the organization it would be like Department supervisor, Operations Manager, Plant Supervisor, Business Manager, Production Manager, Executive director, Project manager, Director of operations, Plant manager, Brand manager etc. (Indeed, 2021)

So, a leader is not a common position in the organization. Various managers are called a leader in some organizations. However, a Leader as a position can be found nowadays and in a good number too. If you search for a

leader job on google you will hardly find any job available. What you will find is the team leader.

3.3. Should We Differentiate?

So, from our discussion, we can say that Leadership and Management are different by function. The duties of a leader and a manager are different, and they have different goals. But if we look at the job positional perspective then they are the same. Then, should we take them as similar?

My concern is no. Let's look at the mentioned studies, which did differentiate between leader and manager, where they gave examples of leader and manager. You will find that as a manager they mentioned an organizational employee who is in charge of managing others. But when they talk about leadership, they refer to the political leader. For example, in the book of Robbins & Coulter (2009), Northouse (2013) and other management or leadership books, they mentioned various qualities of a leader whether as a social leader or as a political leader. That is the root of this confusion. When you talk about a leader, a man with some special qualities will come to your thought who will inspire the people. And employees also want a boss who will be also like a dream leader with a special personality. And we mixed it up.

However, managers also need to be a leader, but it is not their only duty. That's why in today's organization employees want a person who will be specially dedicated to the leading employee.

4. CONCLUSION

So, finally, it can be said that leadership and management are different functions, but the leader and manager may not be the different people in the organization. Managers also need to perform like a leader. We can relate this with a doctor who just completed his bachelor's degree. This doctor is generally skilled in every aspect of disease and medicine, but he/she is not that much specialized in the eye as a doctor who completed his post-graduation in the eye and become Ophthalmologist. Just compare a manager with that doctor who has just only a bachelor's degree and can practice every aspect of the organization like planning, organizing, leading, and controlling. And consider Ophthalmologist as a leader whose duty become specialized to just to lead people not the other functions.

REFERENCES

- Algahtani, D. A. (2014). Are leadership and management different? A review. *Journal of Management Policies and Practices*, 2(3), 71–82.
- Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. Harper & Row Pub., New York.
- Bryman, A. (2004). Qualitative research on leadership: A critical but appreciative review. *The Leadership Quarterly*, 15(6), 729-769.
- Capowski, G. (1994). Anatomy of a leader: Where are the leaders of tomorrow? *Management Review*, 83(3), 10-14.

- Daft, R. L. (2003). *Management* (6th ed.). Houghton Mifflin Harcourt, London.
- Fayol, H. (1917). *Administration industrielle et générale ; prévoyance, organisation, commandement, coordination, controle.*. H. Dunod et E. Pinat Pub, Franch.
- Indeed (2021). 10 leadership positions. *Indeed*, 24 May, pp. 12.
- Katz, R. L. (2009). *Skills of an Effective Administrator*. Harvard Business School Press, Boston.
- Kotter, J. P. (1990). *A Force for change: How leadership differs from management*. Free Press, New York.
- Kotter, J. P. (2006). Leadership versus management: What's the difference? *J. Qual. Participation*, 29(2), 13–17.
- Kumle, J., & Kelly, N. J. (1999). Leadership versus management. *Supervision*, 61(4), 8–10.
- Maccoby, A. (2000). Understanding the difference between management and leadership. *Research Technology Management*, 43(1), 57–59.
- Maslow, A. H. (1981). *Motivation and personality* (3rd ed.). Harper & Row Pub., New York.
- Mawson, T. C. (2001). Ready! Aim! Inspire! Leadership in engineering. *Leadership Manage. Eng.*, 2(1), 50–51.
- Mintzberg, H. (1971). Managerial work: Analysis from observation. *Management Science*, 18(2), 97–110.
- Nienaber, H. (2010). Conceptualisation of management and leadership. *Management Decision*, 48(5), 661–675.
- Northouse, P. G. (2013). *Leadership: Theory and Practice* (7th ed.). Sage Publications Inc, California.
- Perloff, R. (2004). Managing and leading: The universal importance of, and differentiation between, two essential functions. *Talk Presented at Oxford University*, (14–15 July, Reston). P. 5.
- Răducan, R., & Răducan, R. (2014). Leadership and Management. *Procedia - Social and Behavioral Sciences*, 149, 808–812.
- Robbins, S. P., & Coulter, M. (2009). *Management*. Pearson Education, England.
- Robbins, S. (2002). “*The Difference Between Managing and Leading*”, available at: <https://www.entrepreneur.com/article/57304> (accessed 10 November 2021).
- Rost, J. C., & Burns, J. M. (1991). *Leadership for the twenty-first century*. Praeger, New York.
- Toor, S. U. R. (2011). Differentiating leadership from management: An empirical investigation of leaders and managers. *Leadership and Management in Engineering*, 11(4), 310–320.
- Toor, S. U. R., & Ofori, G. (2008). Leadership versus management: How they are different, and why. *Leadership and Management in Engineering*, 8(2), 61–71.
- Williams, T. (1986). Leaders: The strategies for taking Charge. *Futures*, 18(6), 829–831.
- Zaleznik, A. (1977). Managers and leaders: Are they different? *Harvard Business Review*, 18(3), 67–78.
- Zaleznik, A. (2004). Managers and leaders: Are they different? *Clinical Leadership and Management Review*, 18(3), 171–177.