Paper on Corporate Leadership of Dhaka City

As partial fulfillment

Of

Leadership Management (MGT-465) course

Prepared by

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Chapter One

Introduction

Objective:

The objective of this paper is to find out the leadership style of corporate leaders of Dhaka, the capital city of Bangladesh.

Significance:

It is the burning need of our corporate society to establish their credibility for the future. This kind of paper will help the present as well as the future leaders in our country to lead any business or endeavor by analyzing leader's behavior, style and fashion.

That the form of problems, the techniques and goals of leadership are a matter of public interest in our society is a proposition few will challenge. Customarily this interest is given expression by recurrent calls for "wiser", "firmer", more "flexible", and other kinds of leadership. Businessmen and trade unionists, professors and Boy Scouts, social workers and generals, all have on many occasions in the recent past voiced a desire for more and better leadership in their respective spheres. From the starting of Bangladesh movement urgent demand for "capable" leadership, some of which had unmistakably fascist overtones, were widely heard. These were still a live echo in the ears of those who, only a short while later began to develop ingenious tests to select leadership for war. Today, it is still not entirely clear whether the voices that speak loudest are those seeking a leadership for peace or whether they call, once again, for martial guidance. Time will clarify this painful ambiguity.

Leadership is a subject that has long excited interest among people. The term connotes images of powerful, dynamic individuals who command victorious armies, direct corporate empires from atop gleaming skyscrapers, or shapes the course of nations. The exploits of brave

and clever leaders are the essence of many legends and myths. The widespread fascination with leadership may be because it is such a mysterious process, as well as one that touches everyone's life.

Questions about leadership have long been a subject of speculation, but scientific research on leadership did not begin until the twentieth century. The focus of much of the research has been on the determinants of leadership effectiveness. Social scientists have attempted to discover what traits, abilities, behaviors, sources of power, or aspects of a situation determine how well a leader is able to influence followers and accomplish group objectives. The reasons why some people emerge as leaders and the determinants of the way a leader acts are other important questions that have been investigated, but the predominant concern has been on leadership effectiveness.

Some progress has been made in probing the mysteries surrounding leadership, but many questions remain unanswered.

Literature Review:

The sources relevant to this subject are recent professional articles, books and expert's opinions written on leadership. Particularly the focus will be on leader's behavior, style and fashion.

Overview of Application:

Literature is used to determine key factor that contributes to execution of leadership. From this research a questionnaire (10 to 15 questions) has been developed that was administrated to 10/15 corporate leaders of Dhaka City randomly to determine the leaders way of achieving any aim or target or goal.

Definitions of Terms:

Leadership: Richards & Engle, 1986, p.206 state: "Leadership is about articulating visions, embodying values and creating the environment within which things can be accomplished. But according to Drath & Palus, 1994, p.4, leadership is the process of making sense of what people are doing together so that people will understand and be committed.

Chapter Two

Literature Review

Introduction:

One of the most important of these implications is this: since scientific study of leadership derives in part from the pressures and tensions experienced by plain people, it behaves us to ask questions about the current concern with leadership. An answer to these questions, however proximate and tentative it must now be, may serve to sensitize us to certain of the specific compulsions guiding the social scientist's study of leadership, and thereby enhance understanding of the directions it has taken, it is not suggested, however, that these considerations will provide criteria whereby the validity of scientific work about leadership may be assayed. This must be gauged with a different set of measures.

Instead, what may be secured is some insight into the social conditions, which have impelled modern social science to define leadership in one way rather than in another; to emphasize certain of its facets but to neglect some; to employ particular concepts, hypotheses, and assumptions while leaving alternative possibilities unexplored. Such knowledge may provide us with some clues explaining the emphases or the lacunae in scientific work on leadership. It is useful because tentatively maps out the pitfalls by which this investigation may be impeded. Finally, and very importantly, it suggests some of the concrete social responsibilities, which a social scientist that studies leadership may wish to take into account. Alternatively formulated, specification of what people mean when they speak of leadership may serve made by other social scientists and in selecting our own specification of this concept.

Why, then, are people in our society and in our time interested leadership? First, it may be noted that extensive and articulate concern with leadership is a phenomenon conditioned by

modern democratic values. Typically, men and women of Western European society believe that leadership that leadership behavior may be learned, that one does not have to be "born to the purple" in order to lead. This, in contradiction to the feudal conception of leadership, which held that leadership skill, was the distilled product of generations of rule. While potentially sharpened by study or experience, the feudal approach held that leaders "must possess the inborn instinct". Regarding political forces as fundamentally irrational, the feudal conception of leadership maintained, as Karl Mannheim has pointed out, that only traditionally inherited instinct can be of aid in molding the future" (Karl Mannheim, Ideology and Utopia, New York, 1946, pp. 107-108). This ideology of leadership served to legitimate and thereby reinforce the dominant status of a hereditary aristocracy, fortifying it against new contenders for power and position.

Those who finally supplanted this aristocracy throughout Western Europe, the ascending middle class, had to confront and take account of the existent justification of the old aristocratic leadership. As part of their conflict with the feudal nobility, the bourgeoisie supported a conception of leadership as learnable behavior, which through thought, discussion, and rational organization, could master the social process. In this sense, then, leadership was accessible to all men of will and intellect-the "natural aristoi" of Thomas Jefferson. This new conception of leadership also had its social functions: simultaneously it served as an ideological weapon against the established elite and as a justification stabilizing the power to which the middle class had newly succeeded.

This belief in the possibility and legitimacy of a "learned" leadership is a necessary condition for current concern and demands for new and better leaders. Unless it was believed that leadership skill could be acquired, leadership could not have become what it is remedy, explicitly articulated by wide social strata. Leadership, in short, is as much a social problem as

unemployment, housing, or race relations. Like other social problems become such, not alone because they impair some social entity or disrupt some settled routine, but also because they challenge or transgress an important value (Richard C. Fuller and Richard R. Myers, 'The Natural History of a social problem', pp. 780-787, New York 1949). Which of our values has the present-day world so affronted as to evoke the clamor for leadership? Here let us know some of the key managerial factors, which can be used to execute the leadership.

Planning:

Planning means clearing the task description, the process of the task and the time to complete the task. Planning includes managerial decision-making about objectives, which one will get the priorities, what strategies will be used to complete the process, formal structure of the task, allocation of resources requires to task completion, proper assignment of responsibilities and as specific and correct as possible scheduling of the activities. The purpose of planning is to ensure efficient organization of the work unit, proper coordination of activities, efficient and effective utilization of resources and adaptation to a new environment where it requires. Planning is largely a cognitive activity, which involved in processing of information, analyzing it in such a way that the vision will be clear and deciding what to do or what is the position. Planning seldom occurs in a single behavior episode: rather it tends to be a prolonged process spanning weeks or months. Since planning is mostly a cognitive activity that seldom occurs as a single discrete episode, it is difficult to observe (Snyder & Glueck, 1980.).

There are many varieties of planning. Strategic planning includes the determination of strategic objectives, performance strategies and broad policies for the organizational unit. Other part of strategic planning is called by organizing, which includes the design of formal structure at the organization level and the content of individual jobs at the group level. Planning also

includes the development of procedures for avoiding potential problems or disasters. Finally, planning includes efforts by a manager to determine in advance how to allocate his/her own time to different responsibilities and activities.

Problem Solving:

Problem solving involves identifying work-related problems, analyzing them in a systematic but timely manner and decisively to implement solutions and deal with crises. Problem solving often involves crises or disturbances that cannot be ignored, in contrast to planning, which likely to be stimulated by the discovery of an opportunity to be exploited of by the anticipation of a future problem to be avoided. Problem solving is a reactive behavior with a short-term perspective, whereas planning is a proactive behavior with a long-term perspective. Due to the pressure of time, problem solving typically occurs more quickly than planning. The distinction between planning and problem solving is more a matter of different points on a continuum than a sharp dichotomy. Nevertheless, the distinction is helpful for understanding managerial effectiveness.

There has been less research on the consequence of problem solving behavior than on planning. Problem solving by the manager was related to managerial effectiveness in most survey studies with an independent criterion of managerial effectiveness (Carroll & Gillen, 1987; Kim & Yukl, 1995; Morse & Wagner, 1978; Yukl, Wall & Lepsinger, 1990).

Clarifying Roles and Objectives:

Clarifying is the communication of plans, policies and role expectations. The purpose of this behavior is to guide and coordinate work activity and make sure people know what to do and how to do it. Four (4) major subcategories of clarifying for subordinates are the following:

* Defining job responsibilities for subordinates or team members,

- Setting performance goals and authorizing action plans for accomplishing them,

- Assigning a task, and

- Providing instructions in how to do a task.

Clarifying behavior is likely to be more important when there is substantial role ambiguity or role conflict for members of the work unit. Less clarifying is necessary if the organization has elaborate rules and regulations dictating how the work should be done and subordinates are familiar with them or if subordinates are highly trained professionals who have expertise to do their jobs without much direction from superiors.

Monitoring Operations:

Internal monitoring involves gathering information about the operations of the manager's organizational unit, including the progress of the work, the performance of individual subordinates, the quality of products or services and the success of projects or programs. Monitoring provides much of the information needed for the planning and problem solving, which is why it is so important for managerial effectiveness (Meredith & Mantel, 1985). Information gathered from monitoring is used to identify problems and opportunities as well as to formulate and modify objectives, strategies, plans, policies and procedures. Monitoring, in turn, may be facilitated by the development of detailed action plans to help a manager identify relevant performance indicators and to provide a standard against which actual progress can be compared.

When monitoring is insufficient, a manager will be unable to detect problems before they become serious. Monitoring provides the information needed to evaluate subordinate performance, recognize achievements, identify performance deficiencies, assess training needs, provide assistance and to allocate reward such as a pay increase or promotion. The appropriate

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degree of internal monitoring will depend on the competence of the subordinates and the nature of the work. More frequent monitoring is desirable when subordinates are inexperienced and insecure, when mistakes have very detrimental consequences, when the tasks of subordinates are highly interdependent and require close coordination, and when disruptions in the workflow are likely, due to equipment breakdowns, accidents, materials shortages, personnel shortages and so forth. Internal monitoring indirectly affects a manager's performance by facilitating the effective use of other behaviors such as recognizing, rewarding, clarifying and problem solving.

Now this is the time to discuss the antecedents of leadership for better understanding the concept and style of leadership of Dhaka the capital city of Bangladesh.

Antecedents of Leadership:

This paper focused on some major terms to determine the style of leadership of predetermined geographical area. These terms are as follows:

Age:

Research has shown that age and leadership is interdependent. The study is behind this paper shows that to be a corporate leader age is a great factor. Different leaders choose different leadership style based on their age group. No one could be successful in his/her first leadership technique, but they managed to modify make it successful. In this research program there is no specific age group, which can help to find out leaders particular age group. Researcher found leaders from 18 to 59 years age group the juniors are the entrepreneur.

Guidance to employees:

In this research most of the leaders like to provide guidance to their employees about what should be done and how to do it in details. A few leaders are feeling strongly agree with

this comment but most of the number likes to agree this proposal in general. The younger fellows are very strong in this situation.

Standard of Performance:

Leaders one of the main jobs is to maintain the standard of performance. Corporate leaders of Dhaka City mostly like to maintain the standard of performance by scheduling, directing themselves to the subordinates, very few of them were neutral in this preference. This is the term, which mainly determine the success of any leadership decision. This is why, leaders are often wanted to relax in this decision, and they want to be strict in this option.

Confidence on the Employees:

Confidence on the employees is a major key to take decision, which leadership style will be more suitable to execute. In this research very few leaders strongly agree or disagree to keep their confidence on their employees, but most of them are confident about their employees that employees are able to keep their performance good if the leader do not direct them.

Concern to subordinates:

This is proved in many times that showing concern to the subordinates for their well being and needs increase productivity. In this survey, except very few in number most of the leaders like to show their concern to the subordinates rest were either neutral or strongly agreed this proposition but very interesting is nobody oppose this point strongly or generally.

Equality in work place:

Positioning in the work place is one of the crucial tools in any work place, which can increase or decrease the total productivity or output of any project or job. For our working environment this is important of the important and is a great dilemma. This research found out

that though majority agrees strongly, treatment of equality in work place, but still there is some confusion. The result researcher found is a mixed form of expectancy.

Acceptance of Leaders:

How a leader acceptable is very important for any kind of leadership decision because it measures the success of that decision. All of the leaders of this survey consider them most friendly and approachable boss to their employees/subordinates or/colleagues. It means they are used to consider others benefit and other facilities, unless he/she could not become the friendly or approachable.

Consultation with the employees:

When any problem arises in the organization a successful leader should consult with the employees if previous sections were positive. All of the leaders under this survey program agree in general or strongly that they consult with their employees first when there rises any problem in the company or organization.

Employees Participation in Decision Making Process and their Idea:

Participation in decision making process of the employees is a vital role player in any organization. It usually increases the acceptance of the decision, job satisfaction as well as the productivity of that company. Considering employee's idea into decision making process increase employee's morality and it gives more accurate option to solve any problem. This paper shows that all the corporate leaders of Dhaka City encourage employees to take part in the decision-making process and generated idea also become into the consideration.

Encourage performing the Best:

Encourage performing at the highest level and setting challenging goals and emphasizing excellence of employee's performance would help to achieve organizational goals. These are the

way to manipulate organizational performance effectively and efficiently. All the corporate leaders of Dhaka City agreed this proposition.

Confidence Demonstration:

This is something vary person to person that demonstration confidence of employees abilities increase the total output, which also shows in the survey paper.

Summary:

This chapter has briefly summarized the vast literature on leaders behavior and believes. It also described how leaders are thinking about their leadership style. Still leadership is a new concept in our society. Leadership theory first came in after the Second World War. Huge test is required to make a decision. Still now new theories on leadership concept, style and behavior are inventing by different researchers.

In this chapter, leadership was focused on the basis of age, guidance to employees, standard of performance, confidence on the employees, concern to subordinates and equality in work place. More over acceptance of leaders, consultation with the employees, employee's participation in decision making process and their idea, encourage performing the best and confidence demonstration is also discussed. In the discussion, it appears to be a general agreement among all the scholars that to be a corporate leader all the above mentioned terms has to be fulfilled. However, beyond the research literature and studies, leadership is important in everyday life of every one, it is an indicator of how a person is carrying his/her job efficiently and effectively.

In this current situation, the writer is expecting to assess leadership style of corporate leaders of Dhaka, the capital city of Bangladesh based on the questionnaires and the findings will be discussed to the next chapter.

Chapter Three

Application Section

Introduction:

To further explore the dynamics of corporate leadership style of Dhaka City, a survey was conducted among randomly selected 15 corporate leaders of Dhaka City from different field. The information highlighted the current condition of leadership style of corporate leaders of Dhaka City. Also, the information will assist in the future development of procedures for an assessment of corporate leadership style of Dhaka City.

Procedure:

A survey questionnaire was prepared and distributed to 11 corporate leaders (See Appendix A for a sample of the survey questions). For each corporate leader participation was absolutely voluntary and subjects were told that the purpose of the study was to find out the corporate leadership style of Dhaka City. All 11 leaders responded to the survey.

The questions in the survey were very clear, specific and based on information found in the literature review and very common but important to build up any corporate leadership character. The questions were designed to find out the techniques, corporate leaders of Dhaka City, employ to achieve their goal. The results were measured on a five point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree". Anonymity was guaranteed and no one did not have access to the others response. A brief face to face meting took place in every where the writer expected others attention. The major insights emerging from this survey are presented to the next section.

Results:

Question one and two asked for demographic information. Out of the 11 questionnaires returned all of them. Question one, showed that two leaders (18%) were in 18 – 29 years of age group, one leader (9%) were in 30 – 39 years of age group, six leaders (55%) were in 40 – 49 years of age group, two leaders (18%) were in 50 – 59 years of age group.

Question two asked, about their time period they were providing, in corporate leadership position. One (9%) leader have been working 1 – 3 years, five (45%) leaders have been working 4 – 9 years, two (2%) leaders have been working 10 – 15 years, three (27%) leaders have been working more than 15 years of time period.

In question three, I like to provide guidance to employees about what should be done and how to do it in details. Seven (64%) leaders agreed and four (36%) leaders strongly agreed. There were no disagree or strongly disagree answers.

Regarding question four, I prefer to maintain the standard of performance by scheduling, directing myself to my subordinates, out of eleven leaders eight (73%) agreed, one (9%) leader strongly agreed and two (18%) were neutral.

To response question five, I do not have confidence on my employees whether they would be able to do their job if I don't tell them what and how to do on person/and or details. One (9%) leader strongly disagree, seven (64%) disagreed and two (18%) were neutral in this comment. On the other hand one (9%) leader strongly agreed this comment.

In question six, eight (73%) leaders agreed, two (18%) leaders strongly agreed and one (9%) leader were neutral. They like to show concern to their subordinates for their well being and needs.

Survey question seven, I treat all employees equal at work place. Five (45%) leaders agreed, three (27%) leaders strongly agreed and one (9%) was neutral. On the other hand at this comment two (18%) leaders was strongly disagreed.

Turning question eight, I regard myself most friendly and approachable boss to my employees/subordinate or/colleagues. Nine (81%) leaders agreed and two (18%) strongly agreed that they are most approachable and friendly boss employees/subordinate/colleagues.

In question nine, I usually consult my employees first when there arises any problem in the company. Eight (72%) leaders agreed and two (18%) strongly agreed and one of the eleventh leader was neutral in this answer.

Question ten (I encourage employees to take part in the decision making process) was answered as strongly agreed by three (27%) leaders and eight (72%) leaders agreed.

I believe serious consideration should be given to the employee's ideas when marking decisions (question eleven). One (9%) leader strongly agreed, seven (63%) leaders agreed and three (27%) leaders were neutral with this question.

In response to the question twelve, (Always I encourage employee to perform at their highest level). Five (45%) leaders strongly agreed and five (45%) leaders agreed that they always encourage their employees to perform at their highest level but one (9%) leader disagree this answer.

No one strongly disagreed or disagreed with question thirteen, I strongly believe that setting challenging goals and emphasizing excellence of employee's performance is an effective way of achieving or organizational goal. However two (18%) strongly agreed and nine (81%) agreed this answer.

Last question was number fourteen asks about weather like to demonstrate confidence in employee abilities. Among the 11 corporate leaders of Dhaka City one (9%) strongly agreed, seven (63%) agreed and one (9%) were neutral. But two (18%) leaders were disagreed with this answer.

The above description is simply the report of the survey questions. However, question fifteen, sixteen and comments questions are one of the focuses of the analysis section of this paper.

Analysis:

According to the survey questionnaire eleven corporate leaders responded twelve (except their biographical queries) questions. They had only five options to answer by Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree". Out of all the answers "strongly disagreed" total 1%, "disagreed" total 9%, "strongly agreed" total 20%, "agreed" total 62% and total "neutral" were 8% (See table 1). Additionally, the answers to the following questions can provide a better understanding about the corporate leadership style of Dhaka City.

Additional Criteria:

In the questionnaire question number fifteen was designed for evaluate each corporate leader's role model of his/her own consideration. Again question sixteen was designed to evaluate when they consider one a failure leader. In the following sections these two questions will discuses in details.

What I like most of a successful leader:

In this section each and every corporate leader had full freedom to write what ever like. In this section most of the terms raised are loyalty of a leader, honesty, dedication of work and motivation to motivate all the subordinates or friends or colleagues. Moreover well behavior,

confidence on own performance, well communication power, good reputation to the society and participation in all the tasks ordering to complete are also very necessary to build up a good corporate leadership style or personnel. It is not necessarily that every body has to have all of these powers but every one supported that a reputed corporate leader should maintain at the highest attempt to attain all the sources of corporate leadership.

<u>What I like least of a failure leader:</u>

Again in this section there was no obligation. According to the answers, most important terms and reasons to become a failure leader are dishonesty to the subordinates or clients or others who don't have even any relation with this business and lack of leadership quality, which includes controlling power, missing commitment, bad temperature, insincerity and failure to delegate.

It should be clear that there were two neutral persons, who didn't attempted in this section.

Summary:

The following table is based on survey questions it shows respond to the questionnaires' rating scale of the corporate leaders of Dhaka City. If strongly and not strongly merged in together then the agreed part is 82% and disagreed portion are 10%, except 8% neutral answers of the corporate leaders.

Table 1: Corporate Leadership Style at a Glance.

Status	Percentage
Agree	82%
Disagree	10%
Neutral	8%

Corporate Leadership at a Glance
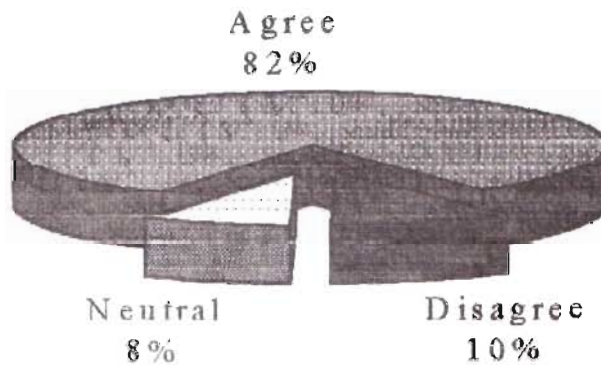
Agree
82%

Neutral
8%

Disagree
10%

Table 2 presents the mean average of all the questions of the survey is presented on a five points Likert-type scale. On this mean average table, the higher the average mean, the higher the agree is. Each question consisted of five points on the basis of Likert-type scale. One to five points

have been assigned to each question where 1 point is given to strongly disagree and 5 point strongly agrees. Now, multiplying the number of respondents with the each scale point for each question, then add up the total points the one question. Then divide those points by the total number of respondents (11 respondents in all questions) and this result is called the mean average of that particular question. Also, the table is arranged according to the highest mean average to the lowest.

Table 2: Mean average of the survey questions.

Question	Survey questions	Mean Average
3	Like to provide guidance to the employees about performance	4.36
4	Prefer to maintain the standard of performance	3.91
5	Don't have confidence on my employees	2.36
6	Like to show concern to my subordinates	4.09
7	Treat all equal at work place	3.82
8	Regard myself most friendly and approachable	4.18
9	Usually consult my employees in case of arising any problem	4.09
10	Encourage employees to take part in decision making process	4.27
11	Serious consideration should be given to the employees idea during the decision making process	3.82
12	Encourage employees to perform at highest level	4.27
13	Challenging goals and emphasizing excellence is an effective way of achievement	4.18
14	Like to demonstrate confidence in employee ability	3.64

From this table, one can visualize the entire survey results. It reveals those corporate leaders of Dhaka City, for the most part; corporate leaders like to provide guidance to the employees about performing their job. On the other hand, the lowest mean score in question 5. This question is, I do not have confidence on my employees whether they would be able to do their job if I don't tell them what and how to do in person and or details. This shows the least accepted item in this survey. In this table, question 1 and 2 are disregarded because of their demographic nature. Also question 15, 16 and comment section are not included because of their write-in nature.

However, the results presented in the above table show the corporate leaders reaction on a 5 point Likert-type scale. From this table, corporate leaders of Dhaka City look more or less in custom forms.

All in all, it is safe to conclude that overall corporate leader of Dhaka City are using mixed corporate leadership style but in uniformed package.

RESULTS

Survey questions	SD	D	N	A	SA
Like to provide guidance	0	0	0	7	4
Prefer to maintain the standard of performance	0	0	2	8	1
Don't have confidence on employees	1	7	2	0	1
Like to show concern to subordinates	0	0	1	8	2
Treat all equal at work place	0	2	1	5	3
regard most friendly and approachable to others	0	0	0	9	2
Usually consult employees in case of arising any problem	0	0	1	8	2
Encourage employees to take part in decision making process	0	0	0	8	3
Employees idea should get priority in decision making	0	0	3	7	1
Encourage employees to perform at highest level	0	1	0	5	5
Challenging goals and emphasizing excellence is the way to achieve	0	0	0	9	2
Like to demonstrate confidence in employee ability	0	2	1	7	1

Where,

SD = Strongly Disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

Chapter Four

Conclusions and Recommendations

Conclusion:

In this study, there was no significant level of contrast between the findings of the literature review and the findings of application section. However, corporate leaders of Dhaka City were uniformed in their leadership style. Table 2 clearly showed that the highest mean average on all of the corporate leader of Dhaka City like to provide guidance to the subordinates or employees about what should be done And how to do it in details, encourage employees to take part in the decision making process. They also encourage employees to perform at their highest level at the same time most of them regard them most friendly and approachable to others. Again it is clear that they also disagree with the answer, which is don't have confidence on employees whether they would be able to do their job if it is not demonstrate clearly in person/and or details.

However, it is safe to conclude that corporate leaders' of Dhaka City are trying to establish a good and highly moral corporate leadership style.

From chapter three, it is clear that corporate leadership does not depend on a specific factor. Rather it is a combination of many other factors, such as loyalty, honesty, dedication, motivational quality, confidence, communication power and well behavior. Moreover, it is proved that most important is participation in every where it is needed. All these factors are playing role for build up good corporate leadership style. All the leaders explained very clearly how those factors are affecting each and every leadership style.

From this research, it is observed that careful evaluation on corporate leadership style of Dhaka City can definitely assist anybody to identify his/her own position of leadership ranking.

Recommendation:

Eighty two percent of the respondents agreed the comments used in this survey questionnaire. Whereas, ten percent of the total respondent disagreed and eight percent were neutral (see table 1).

Even though this study was not a significant contrast between the findings of the literature review and the findings of application section, some other factors came in light by the comment section of the questionnaire.

In the comment section all the corporate leaders of Dhaka City recommended some major and important factors, which is very essential in any society to build up corporate leadership style. Communication power, confidence, dedication and well behavior are the factors, which are playing the major powerful roles in building up a common and acceptable corporate leadership style.

Last but not the least; it can be said that anybody has the qualities mentioned in the questionnaire and the factors came into the light by the comment section is enough to build up a corporate leadership style, which will be example to others. But it is clear that, the corporate leaders of Dhaka the capital city of Bangladesh are more or less uniformed in execution the corporate leadership style and choosing any other style.

Chapter Five

Reflection:

Without any doubt, all the skill learning from this course "Leadership Management" will help me navigate in my next life. At this point of my life, I wish to pursue a challenging and sportive future where I can imply all the factors I am learning from my different courses under the Business Administration Program. Whatever path I choose, I know all these learning experiences from the program will have a great influence in my future professional life.

This paper writing has created an opportunity to integrate all the skills in Business Administration program. For this reason, it was possible to expose myself to many different techniques and avenues of knowledge in recent leadership management developments. Also I had a chance to learn how to utilize the theoretical knowledge in solving the problem and analyze problem-situation in more practical perspective, while I was writing this paper. For example, how to prepare an effective paper, how to analyze the collected data to reach on a constructive, progressive decision all these came to me as valuable experiences. In a word, the decision making process, analytical skills, communication skills and above all thinking process, have created a philosopher inside me to adapt to this 21st century's leadership management. All in all, this paper has updated my past experiences to cope with the present time and cultivated an insightful mind to foresee the future challenges in field of leadership management.

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Name:

Designation:

Organization:

Questionnaire for Leadership Style

Instructions: Please circle/mark the one that best matches of your knowledge and experiences as a leader position in your institution/company/work place.

I.   I belong to:
1. 18 to 29 years of age group
2. 30 to 39 years of age group
3. 40 to 49 years of age group
4. 50 to 59 years of age group
5. 60 years or older group

II.   I have been working as a manager/leader position for:
1. less than 1 year
2. 1 to 3 years
3. 4 to 9 years
4. 10 to 15 years
5. 15 years or more (write the number)

III.   I like to provide guidance to employees about what should be done and how to do it in details.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

IV.   I prefer to maintain the standard of performance by scheduling, directing myself to my subordinates.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

V.   I do not have confidence on my employees whether they would be able to do their job if I don't tell them what and how to do in person/and or details.
     1. strongly disagree
     2. disagree
     3. neutral
     4. agree
     5. strongly agree

VI. I like to show my concern to my subordinates for their well being and needs.
     1. strongly disagree
     2. disagree
     3. neutral
     4. agree
     5. strongly agree

VII. I treat all employees equal at work place.
     1. strongly disagree
     2. disagree
     3. neutral
     4. agree
     5. strongly agree

VIII. I regard myself most friendly and approachable boss to my employees/subordinate or/ colleagues.
     1. strongly disagree
     2. disagree
     3. neutral
     4. agree
     5. strongly agree

IX. I usually consult my employees first when there arises any problem in the company.
     1. strongly disagree
     2. disagree
     3. neutral
     4. agree
     5. strongly agree

X.   I encourage employees to take part in the decision making process.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XI.   I believe serious consideration should be given to the employee's ideas when marking decisions.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XII. Always I encourage employee to perform at their highest level
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XIII. I strongly believe that setting challenging goals and emphasizing excellence of employee's performance is an effective way of achieving or organizational goal.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XIV. Usually I like to demonstrate confidence in employee abilities.
1. strongly disagree
2. disagree
3. neutral
4. agree
5. strongly agree

XV. What I like most about a leader and would consider him/her a successful one?

XVI. What I like least about a leader and would consider him/her a failure one?

Comments: (Please use the back of the page if you need more space)

You have now completed this survey. Thank you !!!