

Digital Leadership

Prepared by: Dr. Doaa Rady

DGM 726
Lecture 1

Management & Leadership





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Previous Lecture

- Introduction about Leadership & Management
- Managers vs. Leaders
- Values, Attitude & Behavior



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Lecture outline

- What is Management?
- Why management is important?
- Levels of Management
- Management Functions
- Organizational Performance
- What are Management Roles?
- Qualities of Successful Managers
- What is Leadership and Digital Leadership?
- Leadership Functions
- Comparison Bet. Managers & Leaders Activities



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Learning Outcomes

- ❑ This lecture aims to understand management & leadership definitions and functions with examples in media industry.
- ❑ It aims to compare between Managers & Leaders

Activities



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What is Management?



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What is Management?

- Management is a process which exists to get results by making the best use of the human, financial & material resources available.
- The planning, organizing, leading, and controlling of human and other resources to achieve organizational goals effectively and efficiently.



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What is Management?

- Resources include people, skills, know-how and experience, machinery, raw materials, computers and IT, patents, financial capital, and loyal customers and employees.

“It is the art of getting things done through others.”

(Mary Parker Follet)



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Why management is important?

1. The more efficient and effective use of resources that organizations make of those resources, the greater the relative well-being and prosperity of people in that society
2. Helps people deal with their bosses and coworkers
3. Opens a path to a well-paying job and a satisfying career



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What are Management Levels?



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Levels of Management

□ Areas of Managers

• Department

A group of managers and employees who work together and possess similar skills or use the same knowledge, tools, or techniques



Lec.1**Levels of Management**

- **First line managers - Responsible for daily supervision of the non-managerial employees who perform many of the specific activities necessary to produce goods and services**
- **Middle managers - Supervise first-line managers. Responsible for finding the best way to organize human and other resources to achieve organizational goals**



Lec.1**Levels of Management**

- **Top managers – Responsible for the performance of all departments and have cross-departmental responsibility.**
 - **Establish organizational goals and monitor middle managers**
 - **Decide how different departments should interact**
 - **Ultimately responsible for the success or failure of an organization**
- ❑ **Chief executive officer (CEO) is company's most senior and important manager**



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Management Functions



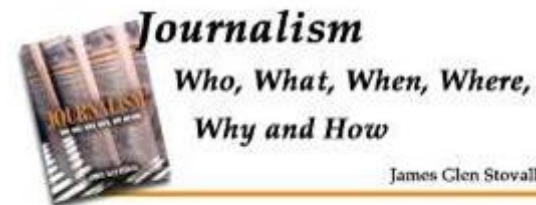
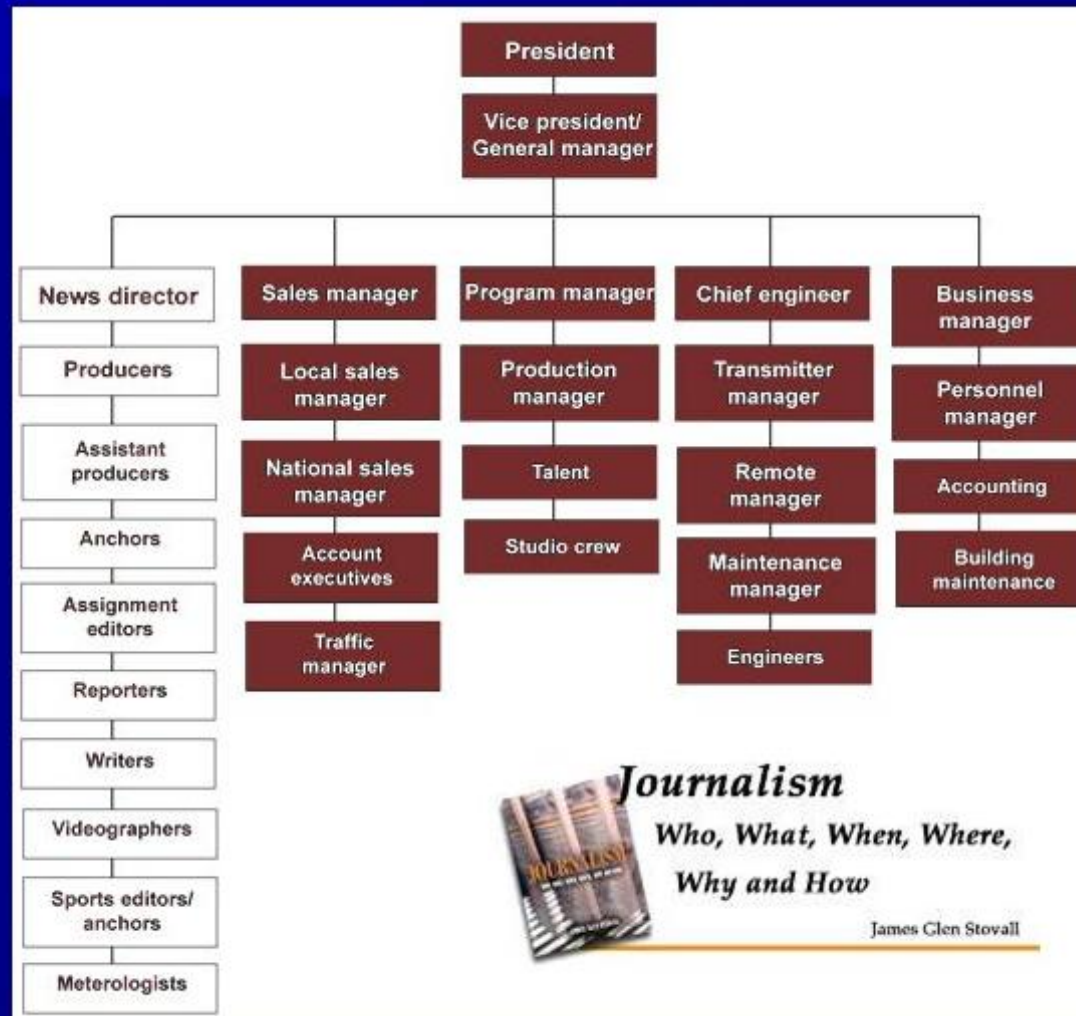
Lec.1**Management Functions**

- **Managers at all levels in all organizations perform each of the four essential managerial tasks of planning, organizing, leading, and controlling.**
 - **Lower – Closely supervise work of subordinates.**
 - **Middle – Carry out activities to further goals of organization. (ex.: heads of sales, programming, marketing, etc.)**
 - **Top – Coordinate company's activities and provide overall direction.**



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■ Television station organizational chart



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Management Functions

- ❑ **Four Functions of Management Includes defining goals, establishing strategy, and developing plans to coordinate activities.**
- ❑ **Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.**
- ❑ **Includes motivating subordinates, directing others, selecting the most effective communication channels, and resolving conflicts.**
- ❑ **Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.**



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Management Functions



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Management Functions

- ❑ **Planning is the process of identifying and selecting appropriate organizational goals and courses of action**
- ❑ **Steps in the Planning Process**
 - Deciding which goals, the organization will pursue
 - Deciding what courses of action to adopt to attain those goals
 - Deciding how to allocate organizational resources
 - Complex, difficult activity
 - Strategy to adopt is not always immediately clear
 - Done under uncertainty



Lec.1**Management Functions**

- ❑ **Organizing** is a task that managers perform to create a structure of working relationships that allow organizational members to interact and cooperate to achieve organizational goals
 - Involves grouping people into departments according to the kinds of job-specific tasks they perform
 - Managers lay out lines of authority and responsibility
 - Decide how to coordinate organizational resources
- ❑ **Organizational Structure**

A formal system of task and reporting relationships that coordinates and motivates members so that they work together to achieve organizational goals



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Management Functions

EXAMPLES

Organizing process in Media Organization



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Management Functions**Organizing process in Media Organization**

- ❑ Sales department – sale of time to advertisers, principal source of revenue for broadcast stations. Subdivided to national sales, local or regional sales
- ❑ Program department – Headed by program manager/director. Plans, selects, schedules and monitors programming, provides content for website
- ❑ Promotion and Marketing department – Attract and maintain audiences
- ❑ News department – Usually kept separate from entertainment function, supervised by news director.
- ❑ Production department – Headed by production or creative director. Writes and produces commercials, technical support for newscast production, master control.



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Management Functions**Organizing process in Media Organization**

- ☐ Engineering department – Headed by chief engineer. Selects, operates, maintains studio, control room, transmitting equipment, computers.
- ☐ Business department – Accounting, secretarial, billing, payroll, HR
- ☐ [Sometimes] Traffic – Daily scheduling of all content to be aired, compiles availability sheet for times available for purchase by advertisers, monitoring of ad content to ensure compliance with contracts. Sometimes with Sales department.
- ☐ [Sometimes] Continuity – Writing of commercial copy, often with Sales department.



Lec.1**Management Functions**

- ❑ **Leading is articulating a clear organizational vision for its members to accomplish, and energize and enable employees so that everyone understands the part they play in achieving organizational goals**
 - **Leadership involves using power, personality, and influence, persuasion, and communication skills**
 - **Outcome of leadership is highly motivated and committed workforce**



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Management Functions

- ❑ **Leading/Influencing/Directing: Getting employees to carry out their responsibilities with enthusiasm and effectiveness.**
 - **Motivation – basic “hygiene” needs, then motivators**
 - **Communication – Top-down, and bottom-up**
 - **Training – Must make certain employees have opportunities to gain the skills they need. Make sure it is directly related to employee’s responsibilities.**
 - **Personal influence – Must command respect, loyalty**
 - **Related to competence, willingness to listen and act on employee complaints, honesty, integrity, etc.**



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Management Functions

❑ **Controlling** is determining degree to which objectives are being achieved.

- Task of managers is to evaluate how well an organization has achieved its goals and to take any corrective actions needed to maintain or improve performance
- The outcome of the control process is the ability to measure performance accurately and regulate organizational efficiency and effectiveness
- Periodic evaluations of individuals and departments
- Based on objective, measurable, known criteria.



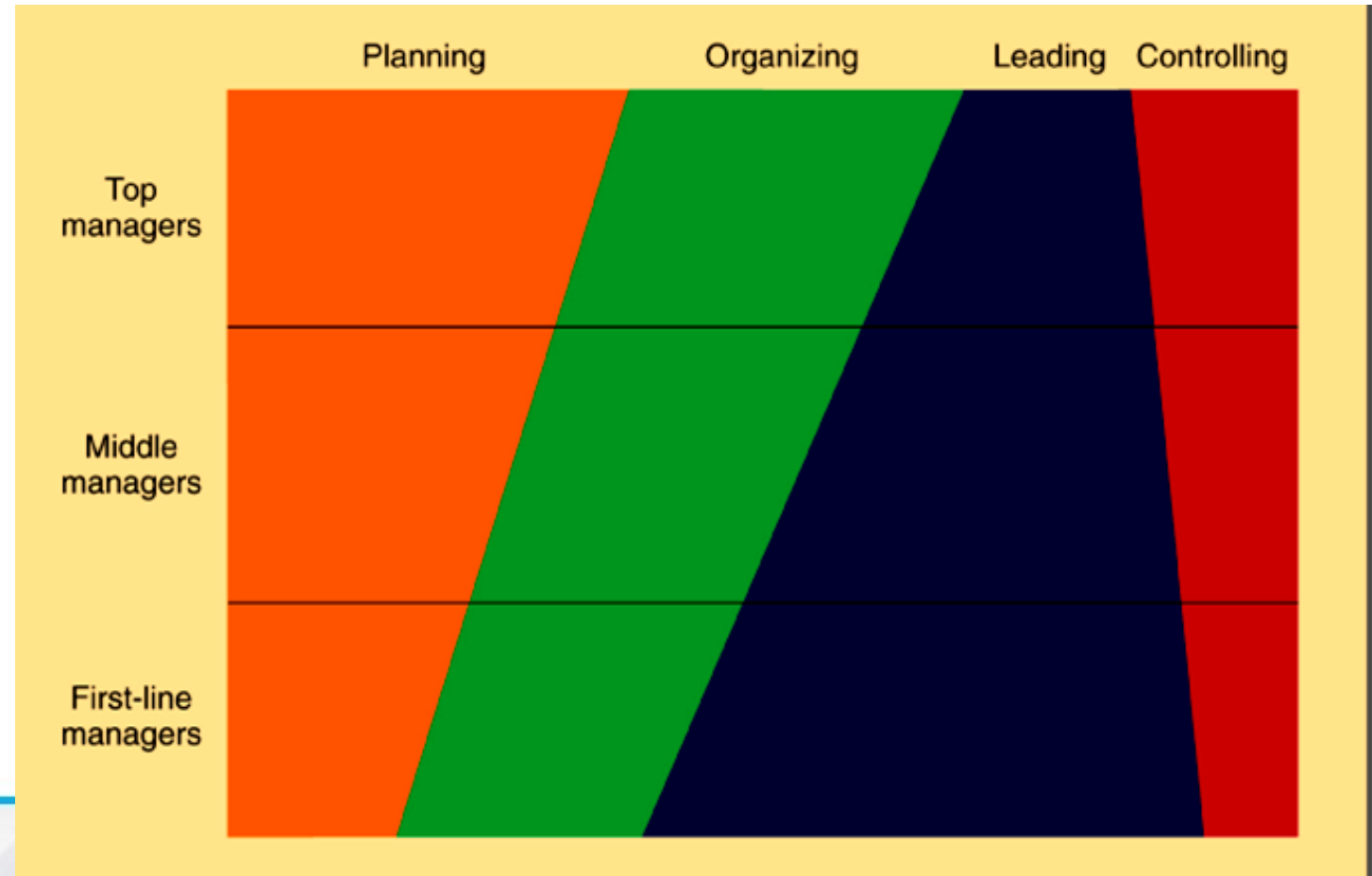
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Management Functions & Levels of Management



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Management Functions & Levels of Management



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What is Organizational Performance?



Lec.1**Organizational Performance****□ Organizational Performance**

Is a measure of how efficiently and effectively managers use available resources to satisfy customers and achieve organizational goals.

▪ Efficiency

is a measure of how well or how productively resources are used to achieve a goal

▪ Effectiveness

is a measure of the appropriateness of the goals an organization is pursuing and the degree to which they are achieved.



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Organizational Performance



High-performing organizations are efficient *and* effective.



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What are Management Roles?

3 types of
managerial roles



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Management Roles

- ❑ **Interpersonal Roles** that managers assume to provide direction and supervision to both employees and the organization as a whole.
 - ❑ **Figurehead**—symbolizing the organization’s mission and what it is seeking to achieve.
 - ❑ **Leader**—training, counseling, and mentoring high employee performance.
 - ❑ **Liaison**—linking and coordinating the activities of people and groups both inside and outside the organization (owners and employees).



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Management Roles

- ❑ **Informational Roles** associated with the tasks needed to obtain and transmit information in the process of managing the organization.
 - ❑ **Monitor**—analyzing information from both the internal and external environment.
 - ❑ **Disseminator**—transmitting information to influence the attitudes and behavior of employees.
 - ❑ **Spokesperson**—using information to positively influence the way people in and out of the organization respond to it.



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Management Roles

- ❑ **Decisional Roles** associated with methods managers use in planning strategy and utilizing resources. associated with the tasks needed to obtain and transmit information in the process of managing the organization.
- ❑ **Entrepreneur**—deciding which new projects or programs to initiate and to invest resources in.
- ❑ **Disturbance handler**—managing an unexpected event or crisis.
- ❑ **Resource allocator**—assigning resources between functions and divisions, setting the budgets of lower managers.
- ❑ **Negotiator**—reaching agreements between other managers, unions, customers, or shareholders.



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Qualities of Successful Managers



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Qualities of Successful Managers

- ☐ Willingness to work hard--Passion
- ☐ Perseverance & determination
- ☐ Willingness to take risk
- ☐ Ability to inspire enthusiasm
- ☐ Toughness yet Empathetic



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Qualities of Successful Managers

❑ 10 Most Common Managerial Behaviors

1. Communication
2. Achievement Result Orientation
3. Customer Focus
4. Teamwork
5. Leadership
6. Planning & Organizing
7. Commercial/Business Awareness
8. Flexibility/Adaptability
9. Developing Others
10. Problem Solving



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What is Leadership?



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What is Leadership?

- **Leading people**
- **Influencing people**
- **Commanding people**
- **Guiding people**

Leadership in Times of Change

Good leaders are sensitive to the impact of change & uncertainty

“Effective change leadership is the key to shifting people’s perceptions from seeing change as a threat to seeing it as an exciting challenge”

Hooper & Potter



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What is Leadership?

- ❑ Leadership has increasingly become a concept more relevant to organizations because leading means managing change.
- ❑ Nowadays, we live in an ever-changing world and the media and entertainment industry is affected.
- ❑ The technological changes, the citizen journalism, the lowering of entry barriers and the rising competition have forced companies to look for talented and trained people who can lead.



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What is Leadership?

- ❑ A leader can make changes and evolves through the years.
 - Children identify themselves with football players, ballerinas, action heroes and even their parents.
 - Youngsters turn to look for identity in social leaders.
 - An adult will try to identify themselves with persons related to their field of work.
- ❑ Following with this definition, we could say that not only those elected, not even the senior managers of the organizations can be considered leaders.
 - Those who manage an area of the company, a section, whether be a supervisor of a group, leader of a syndicate, coach, leader of a football team or dean at university's school will be leaders, in different areas, but at the end will performance some kind of leadership.



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What is Leadership?

- ❑ Becoming a leader is not easy, but learning how to lead is easier than it is believed since we all have the ability to lead.
- ❑ Leaders must know themselves
 - must know their strengths and weaknesses,
 - what they want,
 - how to communicate it,
 - how to convince others,
 - how to get the necessary support to reach their goals.



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What is Leadership?

- ☐ Leaders can overcome their weakness and boost their strength.
- ☐ They focus on relationships and trust in others.
- ☐ They are not focusing on the number of followers that they have, but the quality of work that results from working with them.
- ☐ They are responsible for the efficiency of the organizations; therefore, the final responsibility will fall upon them.



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What is Leadership?

- ❑ Digital leadership is currently considered a necessity in improving organizational performance by creating competitive advantage in the era of the industrial revolution 4.0.
- ❑ **Digital leadership:** practice-oriented research has linked digitization and leadership.
- ❑ **Digital leadership** refers to the leadership abilities to manage the staff's online activities (e.g., posting product descriptions & handling customer queries), leading marketing activities, problem-solving, and decision-making concerning online activities of the business.



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Leadership Functions



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Leadership Functions

□ Managers vs. Leaders - Common Activities

- Planning
- Organizing
- Leading / Directing
- Controlling



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Leadership Functions

Planning

Manager

- Budgeting
- Sets targets
- Detailed steps
- Allocates resources

Leader

- Devises strategy
- Sets direction
- Creates vision

Organizing

Manager

- Creates structure
- Job descriptions
- Staffing
- Hierarchy
- Delegates
- Training

Leader

- Gets people on board for strategy
- Communication
- Networks



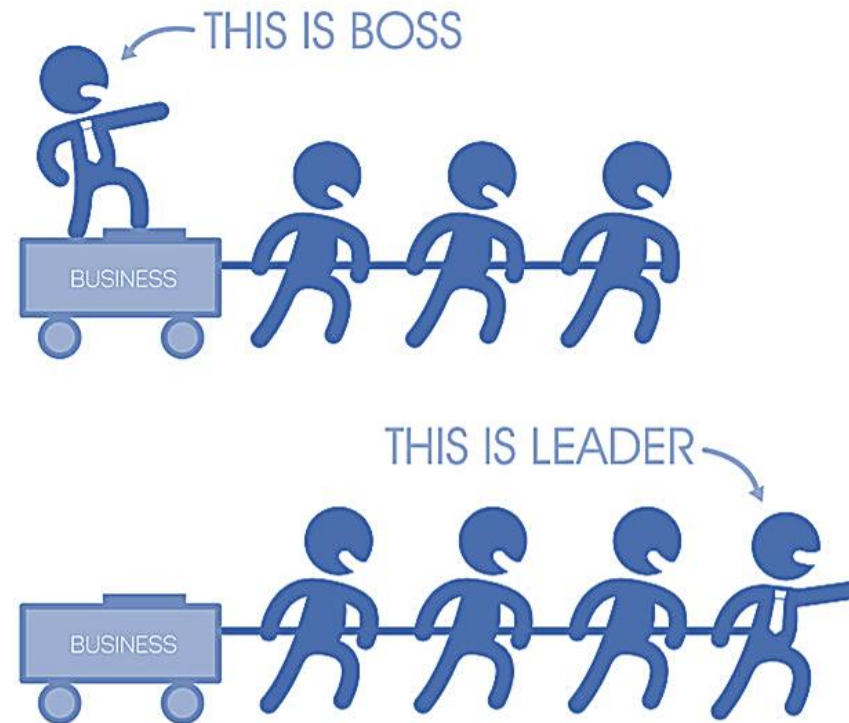
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Comparison & Discussion **Managers & Leaders Activities**



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Mangers & Leaders Activities



Conclusion

We learned about:



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- What is Management?
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Thank You