

**ARGENTINA VELEA**

# **LEADER IN MARKETING**



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## CONTENTS

<b>I. BE PREPARED TO BE A MARKET LEADER</b> .....	7
Essential Components of Leadership .....	7
Factors Determining the Most Effective Style .....	16
Recognizing Your Leadership Potential .....	33
Assessing Your Leadership Style .....	46
<b>II. HISTORY AND DEFINITIONS OF ADVERTISING</b> .....	59
Advertising .....	59
The Difference between Advertising and Publicity .....	66
Steps to Successful Sales Lead Generation with Marketing Publicity ....	78
The Importance of Marketing for the Success of a Business .....	87
<b>III. ON MARKETING</b> .....	95
The Concept of Marketing .....	95
Domestic and International Marketing .....	102
Global Marketing .....	114
Awareness and Recognition in Marketing .....	123
<b>IV. COMPANIES AND MARKETS</b> .....	137
Market Research .....	137
International Marketing and Export Management .....	148
Globalized markets .....	161
The value of marketing .....	176
<b>V. MARKETS AND INVESTING</b> .....	187
The Economics of Foreign Direct Investment Incentives .....	187
Sustainability and Capital Markets .....	196
Investing in a sustainable future .....	208
Global sustainability .....	220
<b>BIBLIOGRAPHY</b> .....	235

# I. BE PREPARED TO BE A MARKET LEADER

## Essential Components of Leadership

### I. Starting up

#### Discuss these questions:

1. Do you enjoy encouraging and motivating others?
2. Are you comfortable asking challenging questions?
3. Do you want to contribute to other people's growth and success?
4. In what areas are you willing to help? Are there any areas that you don't want to go near ?
5. Are you prepared to invest your time in mentoring on a regular basis?
6. How will mentoring contribute toward your own career goals?
7. What type of person do you ideally want to mentor?
8. Can you describe the professional and personal qualities of this person?
9. Do you want someone from the same profession or the same career path?

### II. Reading

#### Definitions of leadership

- The individuals who are in an organization, regarded collectively.
- The activity of leading a group of people or an organization or the ability to do this. Leadership involves (1) establishing a clear vision,(2) sharing that vision with others so that they will follow willingly,( 3) providing the information, knowledge and methods to realize that vision, and (coordinating and balancing the conflicting interests of all members and stakeholders. A leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Unlike management, leadership cannot be taught, although it may be learned and enhanced through coaching and mentoring. Someone with great leadership skills today is Bill

Gates who, despite early failures, with continued passion and innovation has driven Microsoft and the software industry to success.

## **What is “Leadership” and What Makes a Good Leader?**

*Posted on April 19, 2013 by Search Inside Yourself Leadership Institute*

There are many definitions of leadership. The Collins English dictionary defines leadership as “the leader(s) of a party or group.” Yet true leadership is much more than that. A leader can be the CEO of an organization, or a first year employee who leads his or her team to success behind the scenes. A leader might lead through official authority and power, yet just as often great leaders lead through inspiration, persuasion and personal connections.

So what is leadership? One great definition is:

*“Leadership is the art of leading others to deliberately create a result that wouldn’t have happened otherwise.”*

It’s not just the creation of results that makes good leadership. Good leaders are able to deliberately create challenging results by enlisting the help of others. They can single handedly turn failing companies into Fortune 500 organizations. They can change company cultures. Good leadership is an *essential key* to corporate success.

## **The Characteristics of a Good Leader**

What makes a good leader? Here are some of their most important characteristics:

Self-Awareness. You have an intimate knowledge of your inner emotional state. You know your strengths and your weaknesses. You know when you’re working in flow and you know when you’re over worked. You know yourself, including your capabilities and your limitations, which allows you to push yourself to your maximum potential.

Self-Direction. You’re able to direct yourself effectively and powerfully. You know how to get things done, how to organize tasks and how to avoid procrastination. You know how to generate energy for projects, to calm yourself when angered. You can make decisions quickly when necessary, but can also slow to consider all the options on the table.

Vision. You’re working towards a goal that’s greater than yourself. It could be something small, like the success of the team, or a larger vision

like world peace. Working towards a vision is far more inspiring than working towards personal gain.

Ability to Motivate. Leaders don't lead by telling people what they *have* to do. Instead, leaders cause people to *want* to help them. A key part of this is cultivating your own desire to help others. When others sense that you want to help them, they in turn want to help you.

Social Awareness. Understanding social networks and key influencers in that social network is another key part of leadership. Who in the organization has the most clout, both officially and unofficially? Who moves the hearts of the group?

These are some of the most important characteristics of good leaders.

### **Emotional Intelligence and Leadership**

Most of these traits tie directly into emotional intelligence (EQ). Leaders with high EQ are intrinsically more self-aware. They understand their mental processes and know how to direct themselves. They're more in touch with what they're deeply passionate about. They naturally care more for others and receive more compassion in return. They're more socially in tune.

Leadership is more often than not about "soft skills" rather than hard skills. Yes, a leader who understands what drives the bottom line is valuable. Yet it's the leader who can get *others* to perform at their best who ultimately creates winning organizations.

What are some of the main ways you see your leadership skills impacting your workplace performance?

### **What Is A Leader**

By F. John Reh, About.com Guide

At the most basic level, a leader is someone who leads other. But what makes someone a leader? What is it about being a leader that some people understand and use to their advantage? What can you do to be a leader? Here's what you need to know and do.

A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen. Let's look at each of those in detail.

#### **The Leader's Vision**

A leader has a vision. Leaders see a problem that needs to be fixed or a goal that needs to be achieved. It may be something that no one else sees or simply something that no one else wants to tackle. Whatever it is, it is the

focus of the leader's attention and they attack it with a single-minded determination.

Whether the goal is to double the company's annual sales, develop a product that will solve a certain problem, or start a company that can achieve the leader's dream, the leader always has a clear target in mind. This is a big picture sort of thing, not the process improvement that reduces errors by 2% but the new manufacturing process that completely eliminates the step that caused the errors. It is the new product that makes people say "why didn't I think of that", not just a toaster that lets you select the degree of darkness of the toast. Edison did not set out to build a better candle, he wanted to find a whole new way to illuminate the darkness. That's the kind of vision a leader has.

### **The Drive To See It Through**

It is not enough to just have a vision. Lots of people see things that should be done, things that should be fixed, great step forward that could be taken. What makes leaders different is that they act. They take the steps to achieve their vision.

Is it a passion for the idea, an inner sense of drive, or some sense of commitment? Whatever it is, it is the strength that lets leaders move their vision forward despite all the obstacles, despite all the people saying it can't be done, it's too costly, we tried that before, or a dozen other excuses. The true leader perseveres and moves forward.

### **Trait And Skills A Leader Must Have**

There are things that set leaders apart from other people. Some people are born with these characteristics. Others develop them as they improve as leaders. These are not magic bullets. They are things you can do and be if you want to be a leader.

#### **Traits of a Leader**

There are as many traits of a leader as there are lists of what makes a leader. Here are the fundamental traits of a leader from my perspective:

- Has integrity. People have to believe that you are pursuing your dream because it's the right thing to do, not just because you are ego driven.
- Is a people person. Understands the differences that make people unique and is able to use those individual skills to achieve the goal.

- Is positive. A leader encourages and rewards people and makes you want to do it and do it right. A leader is not a negative person and doesn't waste time and effort telling everyone what they're doing wrong.

### **Leadership Skills**

Beyond the personal traits of a leader, there are specific skills someone must master if they want to be a leader.

- Effective communication - it's more than just being able to speak and write. A leader's communication must move people to work toward the goal the leader has chosen.
- Motivation - a leader has to be able to motivate everyone to contribute. Each of us has different "buttons". A leader knows how to push the right buttons on everyone to make them really want to do their best to achieve the leader's goal.
- Planning - the leader has a plan to achieve the goal. He/she doesn't get too bogged down in the details, that's what managers are for, but rather uses a high level plan to keep everyone moving together toward the goal.

### **Bottom Line**

Leaders dream dreams. They refuse to let anyone or anything get in the way of achieving those dreams. They are realistic, but unrelenting. They are polite, but insistent. They constantly and consistently drive forward toward their goal. You can be a leader. You will be - when it matters enough to you.

The Essentials of Effective Management and Leadership

Horatio Green

July 25, 2011 "Share your voice with Yahoo websites"

Dwight D. Eisenhower, former President of the United States and supreme commander of Allied Forces during World War II, once gave the most succinct definition of leadership: "Leadership is the art of getting someone else to do something you want done -- because he wants to do it." It is having the skill to present values, ideas, and actions that people will believe are worth following because more than anything else they believe in you. Leadership is essential to be an effective manager; however, management and leadership are not one in the same.

You see, management is the process of organizing, planning, directing, staffing, and placing controls over an operation's activities. A manager is given the authority and responsibility to manage an operation in any way he/she wishes in order to achieve an objective, so long as it falls within the law, ethics, policy and budget. The process of management is the technical aspect of what it is to be a manager. A manager can sit in an office, perform these technical aspects, and delegate the control function through other supervision and lead positions. It is a position of power and a hierarchically objective top-down process.

On the other hand, leadership is very different. Leadership is a subjective bottom-up and heterarchical means of communicating directly with those responsible for meeting operational objectives. To lead requires being out front every day and communicating with rank and file members of the organization. Leaders are good listeners, skilled at receiving as well as giving constructive feedback. Leadership requires an awareness that you cannot lead or manage without everyone in the organization working together as a team, and therefore, leaders must possess skills at motivating, coaching, and building a team spirit; have an ability to work with others, and an ability to work with people who may disagree with them. They are not thinned skinned, nor do they resent challenges to their authority. Leaders have the ability to recognize unofficial leaders in the organization and work through them to meet objectives, empowering them to work on their behalf. And, a skilled leader fundamentally understands that he does not have all the answers.

In the 1960s, Douglas McGregor at MIT's Sloan School of Management developed Theory X and Theory Y of human motivation. It today remains a guiding principle to effective management, to organizational development, and to improving the culture of the organization. Theory Y assumes subordinate members of an organization are ambitious, self-motivated, capable of self-direction, will exercise self-control, and possess the ability for creative problem solving. Adherence to Theory Y creates a climate of trust because managers communicate up-front with their organization's members, they encourage members to participate in decision-making, and in doing so diminish the 'I am the boss' relationship.

Hence, successful managers must be effective leaders who not only have first-rate organizing and planning skills, but also embrace the principles of leadership, of which adherence to Theory Y is vital.

And, last but certainly not least, being a successful manager and leader requires setting the best example.



**MENTORING** – an essential leadership skill.

Mentoring is a key problem in developing your people. In addition to managing and motivating people, it is also important that you can help others learn, grow and become more effective in their jobs. You can do this through a mentoring partnership, which you can arrange with your organization or through a personal or professional network.

Mentoring can be a rewarding experience for many persons both personally and professionally. People can improve their leadership and communication skills, learn new perspectives and ways of thinking, advancing their careers and gaining a great sense of personal satisfaction.

What you should consider:

- Frequency of contact- weekly or monthly , and how long you can spend in a meeting;
- Method of contact- face-to face meetings, phones or e-mails;
- Duration of partnership- you may want to limit the length of the mentoring partnership or you may want to set regular intervals;
- Skills, knowledge, and experience- what specific expertise you can offer to a mentee;
- Confidentiality- how you will approach confidential business and information, ways to speak about general concepts and situations while maintaining confidentiality; Find

### **III.Vocabulary**

Find the mistakes in three of these sentences. Then correct the mistakes.

1. He told them invest in a good training course.
2. She said that gaining the staff's trust is important.
3. They asked him how he deal with problems in his previous job.
4. She said I should communicate with colleagues more clearly.
5. She asked them to agree on a date for their next meeting.
6. He told that last month's sales figures were very good.

Use the words in the box to complete the questions:

when, how long, how many, how much, what, which, who, why

1. ....did you launch this advertising company?
2. ....didn't you contact an advertising agency?
3. ....money did you spend on the campaign?
4. ....products did you launch? Was it two or three?
5. ....did you target your product at?

6. ....market segments has your product been most successful in?
7. ....do you expect people to continue to buy this product?
8. ....is your sales forecast?

Match the Marketing Manager's responses (a-h) to the interviewer's questions in the exercise above.

- a) Almost 20,000 euros.
- b) As I said, it's been doing extremely well, and we expect a considerable increase in winter.
- c) In late spring.
- d) So far it's been doing very well with middle-class males in their thirties to mid-fifties.
- e) We had health-conscious people in mind, as well as the elderly.
- f) We think it will have a life cycle of about three years.
- g) Well, we like to rely on our own people.
- h) This time only one, in fact. But it is very special product indeed.

Put the words in order to make sentences:

1. clear/He/ set/always/to/goals/tried
2. the/ her/trust/She/staff/unable/win/to/ of/was
3. She/abroad/experience/to/gain/work/to/went
4. manager/ Tim/position/took/a/sales/up/as
5. to/culture/She/Thai/had/difficulty/no/adapting

#### **IV. Writing**

Describe a mentoring partnership which can be an enriching experience, developing both leadership and communication skills, contributing to career advancement.

Think about reasons for becoming a mentor and the practical considerations and logistics of such a relationship.

#### **V. Translate into English:**

Termenii "leadership" si "management" sunt considerati foarte diferiti si asemanatori in acelasi timp. Unele persoane vad acesti termeni ca sinonime si ii folosesc frecvent inlocuindu-i in expresii si fraze. Alte persoane ii considera extrem de opusi; atat de extrem, ca acestea ar putea argumenta ca nu poti fi un bun manager si un bun lider, in acelasi timp. Totusi, alte persoane se situeaza undeva la mijloc si si-au dat seama ca, desi

exista o diferenta intre leadership si management, avand cunostintele necesare o persoana poate fi cu succes un bun manager si un bun lider.

Organizatiile din zilele noastre au nevoie atat de lideri cat si de manageri eficienti pentru a desfasura o operatiune de succes. In timp ce unele asemanari sunt evidente, pot fi gasite cateva diferente frapante (de exemplu, managementul este orientat catre indeplinirea taskurilor; leadershipul este adesea considerat inspirational si vizionar).

### **Leadership**

La o examinare rapida, leadershipul este un proces prin care o persoana influenteaza un grup de indivizi pentru a atinge un scop comun. Exista o varietate de definitii ale leadershipului inasa fiecare au in componenta lor anumite elemente specifice care sunt esentiale pentru toate definitiile:

- Este un proces
- Implica influenta
- Este prezent in contextul unui grup (ai nevoie de cel putin 2 oameni).

### **Management**

Pentru cei mai multi, definitia managementului este vazut destul de diferit. Acest lucru nu inseamna ca o persoana nu poate detine pozitia de manager si lider simultan, dar managementul este considerat un termen separat de leadership. Definitia managementului este de a exercita directii executive, administrative si de supraveghere ale unui grup sau unei organizatii.

Leadershipul si managementul prezinta multe similitudini. Ambele implica influenta, lucrul cu oamenii si atingerea unui scop in mod eficient. Cu toate acestea, pot fi luate in considerare ca fiind foarte diferite. Potrivit lui John Kotter, leadership-ul poate fi considerat un concept vechi care a fost in jur de secole, in timp ce managementul este un concept dezvoltat in ultimii 100 de ani, in parte, datorita aparitia revolutiei industriale.

Multi savanti impart punctul de vedere al lui Kotter in diferentierea intre management si leadership: Bennis and Nanus definesc managementul ca gestionare a activitatile ce vor fi realizate si stapanirea rutinei stabilite; a fi lider inseamna a te folosi de mijloacele prin care sa influentezi alte persoane si a crea viziunea schimbarii. Rost afirma ca leadershipul este o relatie multidirectionala ce implica influenta; managementul este o relatie unidirectionala de autoritate.

## **Abilități esențiale în management**

Pentru ca responsabilitățile managementului sunt, în general, orientate către îndeplinirea taskurilor, o modalitate importantă de a dezvolta un management eficient este de a identifica aptitudinile necesare. Aptitudinile sunt diferite de trăsături sau caracteristici, acestea implică capacitatea de a folosi cunoștințele și competențele acumulate pentru a atinge un set de obiective. Managementul eficient depinde de trei seturi de abilități personale: tehnice, umane și conceptuale.

### **Management vs. Leadership**

➤ Managementul produce ordine și coerență -

Planificarea și stabilirea bugetelor; Stabilirea ordinii de zi; Stabilirea orarelor; Alocarea de resurse; Organizarea personalului; Furnizarea structurii necesare; Plasarea locurilor de muncă; Stabilirea normelor și procedurilor; Controlul și rezolvarea de probleme; Stimularea dezvoltării; Generarea de soluții creative; Adoptarea de măsuri corective.

➤ Leadership-ul produce schimbare și progres -

Stabilirea direcției Crearea unei viziuni Clarificarea imaginii de ansamblu Stabilirea strategiilor Alinierea oamenilor la viziune Comunicarea viziunii Amplificarea angajamentului față de viziune Construirea echipelor și coalițiilor Motivează și inspiră Inspira și transmite energie pozitivă Împuternicește oamenii. (de Adelina Maria)

Sursa: <http://www.leaders.ro/leadership-si-management/#sthash.Yker9Rtq.dpuf>

## **Factors determining the most effective style**

### **I. Starting up**

#### **Discuss these questions:**

1. Are influence-style leaders high in task and relationship behaviour?
2. Why do they encourage feedback and give praise and emotional support?
3. What is their purpose in setting goals and deadlines?
4. Do direction-style leaders develop personal relationships with team members?
5. Do they always focus on the task at hand and the deadline for accomplishing it?

6. Do collaboration –style leaders exhibit minimum concern for tasks and maximum concerns for relationships? Why?
7. Why do they maintain a positive working environment? If so, in what way?
8. Are delegation- style leaders low in both task and behaviour? Why?
9. What do they expect from their employees?

## **II. Reading**

### **Leadership Styles**

#### **Choosing the right style for the situation**

From Mahatma Gandhi and Winston Churchill to Martin Luther King and Steve Jobs, there can seem to be as many ways to lead people as there are leaders.

Fortunately, businesspeople and psychologists have developed useful, simple ways to describe the main styles of leadership. By understanding these styles and their impact, you can develop your own approach to leadership and become a more effective leader. We'll look at some common, well-known leadership styles in this article, and we'll explore situations where these styles may be effective with your people.

#### **Adapting Your Approach to Leadership**

In business, a leadership style called "transformational leadership" is often the most effective approach to use. Transformational leaders have integrity, they inspire people with a shared vision of the future, they set clear goals, they motivate people towards these goals, they manage delivery, and they communicate well with their teams. However, leadership is not "one size fits all" thing; often, you must adapt your style to fit a situation or a specific group. This is why it's useful to gain a thorough understanding of other leadership styles; after all, the more approaches you're familiar with, the more you can shape your approach to the situation. Let's take a look at some of the leadership styles that you can use.

#### **1. Authoritarian**

1. The **authoritarian leadership style** or **autocratic leader** keeps strict, close control over followers by keeping close regulation of policy's and procedures given to followers. To keep main emphasis on the

distinction of the authoritarian leader and their followers, these types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be key in maintaining a successful environment and follower ship. In fear of followers being unproductive, authoritarian leaders keep close supervision and feel this is necessary in order for anything to be done.

Examples of authoritarian communicative behavior: a police officer directing traffic, a teacher ordering a student to do his or her assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or get a point across. Authoritarian Traits: sets goals individually, engages primarily in one-way and downward communication, controls discussion with followers, and donates interaction.

## **2. Bureaucratic Leadership**

Bureaucratic leaders work "by the book." They follow rules rigorously, and ensure that their people follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (as in manufacturing). The downside of this leadership style is that it's ineffective in teams and organizations that rely on flexibility, creativity, or innovation. Much of the time, bureaucratic leaders achieve their position because of their ability to conform to and uphold rules, not because of their qualifications or expertise. This can cause resentment when team members don't value their expertise or advice.

## **3. Charismatic Leadership**

A charismatic leadership style can resemble transformational leadership because these leaders inspire enthusiasm in their teams and are energetic in motivating others to move forward. This ability to create excitement and commitment is an enormous benefit. The difference between charismatic leaders and transformational leaders lies in their intention. Transformational leaders want to transform their teams and organizations. Charismatic leaders are often focused on themselves, and may not want to change anything. The downside to charismatic leaders is that they can believe more in themselves than in their teams. This can create the risk that a project or even an entire organization might collapse if the leader leaves.

A charismatic leader might believe that she can do no wrong, even when others are warning her about the path she's on; and this feeling of invincibility can ruin a team or an organization. Also, in the followers' eyes, success is directly connected to the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and it needs a long-term commitment from the leader.

#### **4. Democratic**

The **democratic leadership style** consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. (Foster, D. E.)

This style of leadership encompasses discussion, debate and sharing of ideas and encouragement of people to feel good about their involvement. The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions. ( Woods). Traits of a Good Leader compiled by the Santa Clara University and the Tom Peters Group:

- Honest — Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.
- Competent — Base your actions on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
- Forward-looking — Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.
- Inspiring — Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
- Intelligent — Read, study, and seek challenging assignments.
- Fair-minded — Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.

- Broad-minded — Seek out diversity.
- Courageous — Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
- Straightforward — Use sound judgment to make a good decisions at the right time.
- Imaginative — Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action (Martindale, N).

## 5. Laissez-faire

The **laissez-faire leadership style** was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles. The laissez-faire style is sometimes described as a "hands off" leadership style because the leader delegates the tasks to their followers while providing little or no direction to the followers. If the leader withdraws too much from their followers it can sometimes result in a lack of productivity, cohesiveness, and satisfaction (Johnson, C.E.; Hackman, M.Z.)Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance. This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.