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COVER PAGE AND DECLARATION

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I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

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Introduction

Leadership has an important impact on the stability of organizations and companies, and the more effective the leadership style, the more profitable it will be for companies in achieving their goals, vision and mission. The company, and the reality of leadership among employees, then I will talk about leadership theories and the most important leadership methods that may benefit the company in the future

Starbucks Corporation is an American coffee company and coffeehouse chain. It was founded in 1971 and is still serving billions of customers till this day all over the world. Their mission is “To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time”. In this report, I will address leadership and leadership practices in Starbucks.

1. Write a report describing an organization's leadership practices.

A manager is someone who is skilled in his or her field and acts as a support system for the employees. Managers work internally in the business and works together with the employees as a team to achieve the organization goals. It is important for managers to give responsibilities to the employees and give them assistance if they need help.

Managers needs to put on many hats, be responsible and flexible. It is their job to help and guide the employees to the right way and what they should do. If the employees fail, it is the manager's responsibility to help them stand back up, motivate them and get them back on track of their work progress. The employees feed off their manager's energy, so the managers need to show that they are enthusiastic to work and achieve their goals so that the employees would be motivated and also driven to work together with the manager. This kind of positive energy will help make a prosperous work environment.

A **leader** inspires, motivates and encourages people to achieve their visions and goals. They play an important role in the employees' performance and productivity. Leaders provides the complete long-term track of the business. They focus on leading the people of Starbucks for its overall improvement and operation as a business. They work in the overall process. The leaders in Starbucks are the head who directs the manger to manage and directs to the working staff to operate the business. They select the right strategies in achieving the overall long-term direction for the business. They motivate and inspire others to be better and work in achieving their goals. They help in developing people to become better and do better in their work.

For Starbucks to be a successful business, they would need both a resilient leader and manager to get their team of employees involved to get them in the direction of success. Leadership is more on making people recognize and have confidence in you and to work with you to achieve your goals, whereas managing is more about directing and making sure the regular things are happening as they should.

Role of Leader in the organization of Starbucks

- **Setting a clear vision**

A leader is responsible in inducing the employees to recognize and accept the upcoming situation of the organization. For instance, the employees may not fully believe in what their leader tells them to do with the purpose of achieving their mission, nevertheless, what a good leader will do is to influence them to accomplish their duties by explaining the vision and the importance of their role in the outcome.

- **Motivating employees**

A leader will find out enough about what the employees needs and wants. The leader wants to give them what they need and praise them for a job well done in order to give them motivation. When the employees receive some rewards and incentive, they'll feel motivated and with the help of words of encouragement will help them do their best for they know they are working for something in return.

- **Guiding employees**

A good leader will explain the tasks or work, provide things they need, direct the work and be available to assist the employees if they run into a problem. They will always be willing to help and assist them. A guidance is always provided by leaders to ensure that things work well and goes easy with their people.

- **Building morale**

This comprises getting everyone together to work towards a common goal. If they encounter a problem, some employees may lose hope or even give up, but a good leader will work on bringing their confidence back and let them know how much their work is appreciated. A leader should know how to keep their people motivated and assured in doing their work for this is important in achieving success in their goals.

Function of Manager in the organization of Starbucks

- **Planning**

This step involves the manager to plan out exactly how to they should achieve a particular goal in Starbucks. For instance, one of Starbucks' goal is to improve company sales, the manager then

initially needs to decide what steps are needed to accomplish that goal. These steps could comprise of growing advertising, inventory, and sales staff. These essential steps are then developed into a plan. Once the plan is in place, the manager can follow it to accomplish the goal of improving company sales.

- **Organizing**

After the plan is in place, the manager needs to organize the team and the materials needed according to the plan. The manager then assigns work and grants authority, and these are two important elements of organizing.

- **Staffing**

The manger is also part of the process of recruiting, selecting, training, and developing employees. A manager can also workwith Starbucks human resources department to achieve this role.

- **Leading**

A manager is responsible for more than planning, organizing, and staffing team to achieve their goal. They are also in charge of leading people. This involves giving motivation, interacting, guiding, and encouraging. It entails them to mentor, assist, and problem solve.

- **Controlling**

After all of the other responsibilities of a manger, it doesn't end there. The manager needs to regularly check the outcomes and take any counteractive actions essential to make sure that everything goes according to plan and are on track. area's plans remain on track.

2. Critique the leadership practice of that organization

There are some criticisms directed at the leadership and management in the Starbucks Coffee Company. These criticisms relate to some of the leadership methods used in the company and in all its branches worldwide. Among these criticisms is what is related to the preservation of human resources in the company and the process of recruitment and appointment. Many of the company's employees leave work after a short period, especially in the company's branches in the Middle East, especially the Arab countries, and specifically the Arab Gulf countries.

Another criticism of the leadership style in Starbucks Coffee is related to the fact that leadership follows one approach without change, and this causes many problems. Democracy, as we sometimes need a situational leadership style. He is criticized for the leadership approach in the Starbucks coffee company, that it depends on hearing and obedience, and that the manager is the one who has the first and last word in the company.

Although some leadership practices in Starbucks may be acceptable and admired by others, especially with regard to employee rights, incentives, vacations and compensation, the leadership approach in the company in general needs further revisions.

Have you encountered a manager who focuses on imposing order in the workplace and focusing on achieving results only, this is what happens from the leadership in Starbucks coffee company who uses the method of reward and punishment a lot, brings him closer to employees who perform well, and does not care about those who perform poorly, it is assumed that employees have motivation and motivation To work, and therefore does not concern himself with the process of motivation and encouragement, all that is concerned with numbers and percentages of achievement. He always tends to issue orders and instructions and does not accept discussion, and the only way to deal with him and avoid his punishment is to complete tasks as quickly as possible and obey orders. You feel that he is more suitable for war and military leadership than dealing with people in a company or government department. This type of leader is called a transactional leader, and it follows the transactional leadership model, which is the opposite style of transformational leadership.

3. The plan must include the following:

Starbucks coffee company needs a new strategic plan for leadership that depends on effective communication. Circumstances and according to the nature of the work and the work environment from time to time.

3-A) An evaluation of the current leadership style in the organization and a revision of the current leadership policy that will help the company to move forward.

In the following section, we present some leadership patterns that can be followed within the Starbucks Coffee Company in all its branches worldwide, and given the multiplicity of branches, which number in the thousands, we recommend using more than one leadership style as follows:

Hershey-Blanchard situational theory

The situational theory of leadership tells us that there is no leadership style that is the best but it actually all depends on the circumstances and what type of leadership and strategies are suited for the task. According to this concept, the most effective leaders are those who are able to adjust their style to the condition and look at indications like the type of task, nature of the group, and other factors which may contribute to doing the job.

Hersey and Blanchard suggest that there are four primary leadership styles:

- **Telling (S1)**

In this leadership style, the leader tells the people what they should do and how they should do it.

- **Selling (S2)**

The leaders promote their ideas and message to get their group members be involved and 'buy' into the process.

- **Participating (S3)**

The leader lets the members to do their own thing and depend less on him/her being the leader in coming up with ideas and making decisions.

- **Delegating (S4)**

This style is categorized as a less involved, hands-off approach to leadership. The members have a tendency to make most of the decisions and take responsibility for what occurs.

Maturity Levels

The correct and proper style of leadership depends mostly on the maturity level (the level of knowledge and competence) of the people involved in a group.

Hersey and Blanchard's theory classifies four different levels of maturity:

- **(M1)**-The members are lacking of the knowledge, skills, and preparedness needed to complete the task.
- **(M2)**-The members are eager and enthusiastic, but do not have the ability.
- **(M3)**-The members have the skills and are competent to do the task but are not ready to take the responsibility.
- **(M4)**-The members are highly skilled and are ready to take responsibility to do the task.

Matching Leadership Styles with Maturity Levels

The Hersey-Blanchard model suggests that the following leadership styles are the most appropriate for these maturity levels:

Low Maturity (M1)—Telling (S1)

Medium Maturity (M2)—Selling (S2)

Medium Maturity (M3)—Participating (S3)

High Maturity (M4)—Delegating (S4)

Fielder's Contingency Model

This approach to situational leadership begins with understanding the leader's behavior. There is a test called **LPC (Least Preferred Co-worker)** is used to assess and evaluate the leadership style.

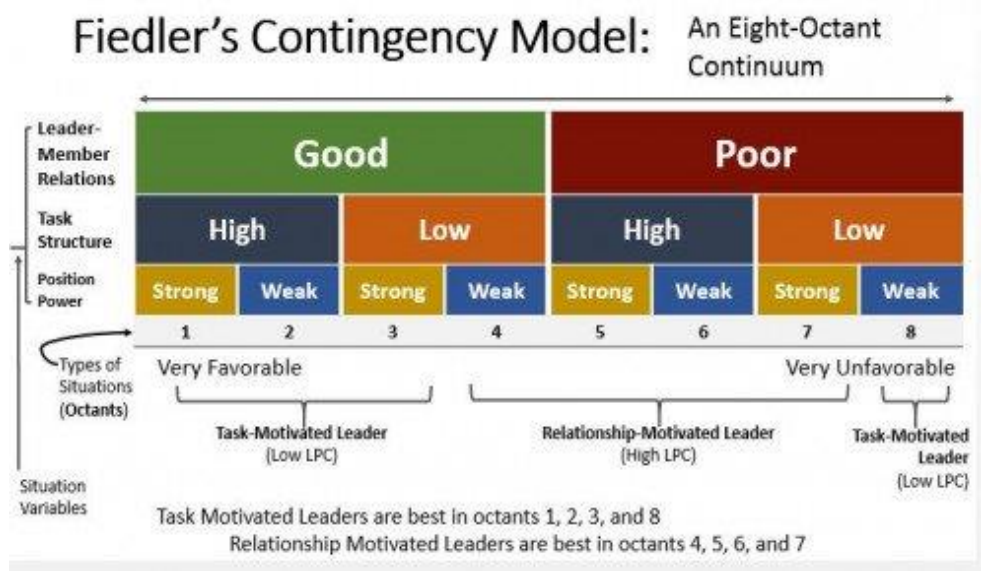
Leaders who are the respondents take the test and have the chance to define a person who they would not like to work with or their least preferred co-worker.

The **procedure** of this test requires the leader (respondent) to circle the number choice that best defines the person who is the most difficult to be or work with in the work environment. If that person is good enough, the respondent should choose number 5 in the first row and if the person is unbearable then the respondent should choose number 1 in the second row.

Once they have completed the assessment, then the respondent must add up their choices. The total of all of the numbers selected shows the respondent's LPC score.

For example:

- A score of 57 or below is measured as low LPC score and suggests the style of the leader as task-oriented.
- A score of amongst 58 and 63 is measured a middle LPC. Which suggests that the leader must be task-oriented or relationship-oriented.
- A score higher than 64 is measured as high LPC score and suggests that the leader's style as relationship oriented.



The thing here is that there are two different leadership styles which are task-oriented and relationship-oriented, both can be effective but works and depends on different circumstances.

Fielder classifies three different types of variables which can influence a state. **They include: (arranged from most important to least important)**

- The relationship of the leader and its followers
- Task structure
- Position power

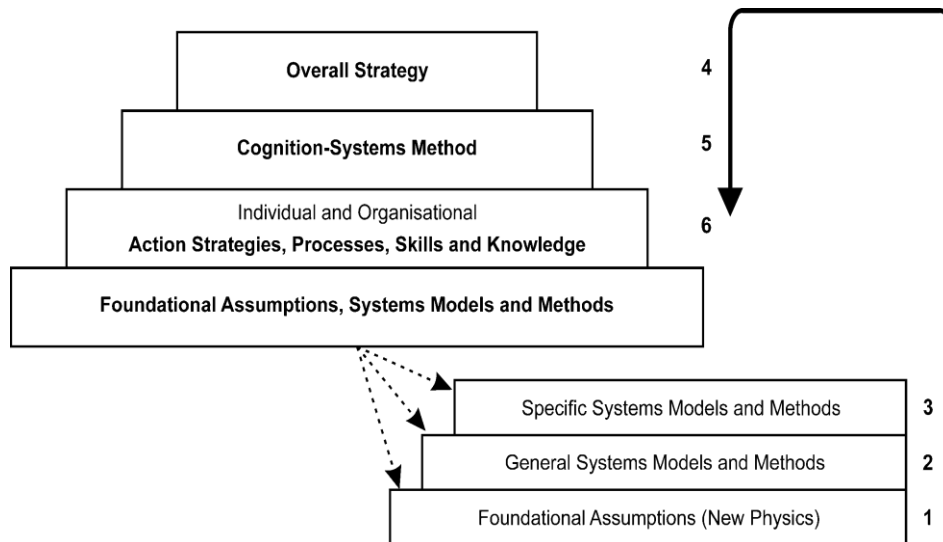
Contrasting with the other contingency theories, Fielder's approach suggests that leaders have a set leadership style. It concludes that, if a leader is task oriented, he/she will always be task-oriented and will not be able to transfer to another styles.

Systems leadership

Systems Approach to Leadership (SAL) is a complete approach to maintainable leadership and development of the organization which was intended to response to two key questions. It is a procedure where it helps to solve complications essential in reductionist approaches to operate at a whole system level to fix the central issues of maintainable leadership and development of the organization. Systems Approach to Leadership delivers a practical resolution to the numerous methods of compound problem which provokes organizational leaders these days.

SAL is a practice involving of a framework with four main mechanisms: (as shown in the illustration below)

- Overall strategy
- Method
- Set of supporting action strategies
- Processes
- Skills and knowledge which rest on a foundation of systems models, methods and basic assumptions



Systems Approach to Leadership is built on a framework consisting of:

- An approach of overall system progress to enhance all forms of executive entity (individuals, teams, business units and whole organizations) for constant high performance
- An in-framework method of methodical examination, critical reflection and tactical action to move quickly and effectively toward local optimization.
- A secondary set of unified action approaches, procedures, skills and knowledge.
- Foundational expectations, systems approach and models which link with individual perception (knowledge-in-action) to organizations’ performance.

As an overall procedure, SAL gives a comprehensible and complete approach to working in administrative settings to attain high performance. Configuration and consistency are attained through a vibrant purpose and incorporation of individual framework fundamentals which share the same set of initial expectations. Most of SAL’s mechanisms are independently beneficial in leadership and organizational development. The profound incorporation and mutual purpose of all distinct mechanisms produces associations which gives SAL a complete impact much greater than the total of its distinct parts.

SAL rapidly and efficiently progresses both the leader and Starbucks on the path to constant high performance. Explicit results for distinct leaders comprise bottomless vision and greater

management efficiency in interrelating with individuals, teams and the whole organization. These skills allow to generate maintainable high performance in all methods of organizational object (individuals, teams, business components and overall organization). These competences closely be similar to performance and are best evaluated physically than by a written or verbal test. Organizational results are the main and comprise better performance and long-term practicability.

3-B)

Intercultural psychology seeks to understand how people of different cultures interact with each other. Over time, cross-cultural leadership has evolved as a tool for understanding leaders operating in the newly globalized marketplace, as global organizations today need leaders who can adapt to different environments quickly and work with Partners and employees from other cultures, it cannot be said that a successful manager in one country will be successful in another.

Recent studies in organizational behavior have unanimously agreed that organizational culture is an essential element in the overall organization system, with its impact on workers and operations, including the values, ethics, habits, ideas and policies that guide the behavior of individuals in the administrative organizations in which they work, and then affect through them on the efficiency and effectiveness of the administrative organization. .

Accordingly, the organizational culture will affect and be affected by the culture of the leaders of the organization, and the leaders of the organizations must understand its dimensions and components as the environmental medium in which the organizations live, which affects the type of behavior in which they interact with others or with their workers.

This depends on the wisdom of the organizational leadership to make its concern to create a common supportive culture for the culture of employees and administrative processes that focus on hard work and the performance required to achieve the common goals of the organization, employees and the public, on which depends the ability to judge the success of the performance of the organization from its failure

One of the best leadership styles that can achieve success at Starbucks Coffee Company is total quality management

Total quality management

Total Quality Management (TQM) is the constant progress of distinguishing and abolishing faults in manufacturing, rationalization supply chain management, surpass customer experience, and guaranteeing that the employees are in track with their training. TQM aims to hold all the people or parties who are involved in the manufacture process responsible for the total quality of the end product or service.

Ethics of TQM:

- **Customer-focused**

The customer always looks at the level of quality. With all of Starbucks' effort to improve their quality by training employees, assimilating quality into the process of design, advancement of software's, or buying innovative materials. The consumers still regulate on whether the efforts the organization has put were valuable.

- **Employee involvement**

The involvement of people for the TQM is important for by the combined efforts of all the people in the organization of all position, every task can be successfully completed. Teamwork is the support to reach success. Consequently, the involvement of everyone in the organization is very important.

- **Strategic and systematic approach**

An important part of the management of quality is the planned and organized approach to attaining the organization's vision, mission, and goals. This process is called strategic management which includes the design of a strategic plan which puts quality as an essential element.

- **Continual improvement**

A major drive of TQM is continuous process improvement. It determines the organization to be both logical and imaginative in discovering ways to be more competitive and more operative in meeting the stakeholders' expectations.

- **Fact-based decision making**

For the organization to keep track of their performance, it would be important for them to see the data for their performance measures. TQM needs the organization to constantly gather and analyze the data progress decision making accurateness, achieve agreement, and permit forecast basing on previous data.

- **Communications**

Operative and good communications play a bigrole in keeping and maintaining assurance and encouraging employees always. Communications involves strategies, process, and suitability.

The roles leaders play in this approach includes:

- Insuring that there is an effective involvement and utilization of the entire work force
- To remain committed and involved in managing and providing long term organizational support
- Establishing performance measurement fort the processes

The role managers play in this approach includes:

- Ensuring the solid focus on both of the internal and external customers of the organization
- Treating the suppliers as business partners
- Ensuring continuous improvement of the business and production process

3-C)

In conjunction with the phenomenon of globalization witnessed in the beginnings of the twenty-first century, an unprecedented breakthrough in technology, and the abolition of spatial and temporal boundaries, which made us live the concept of the global village as a tangible reality and

a clear reality. This resulted in an accelerated growth in technical programs and applications in the areas of daily life, which resulted in the emergence of modern patterns of skills that young generations need for life and work. They are the skills of the twenty-first century.

Our current era is the era of knowledge and economic competition between countries, and the need for workers who have skills that enable them to work and live, and to rely in communication with others on modern technologies, and to have skills to solve problems in creative ways, and this era also requires some companies such as Starbucks to train employees on some The skills they need in life and work in the twenty-first century. Communication, thinking, creativity, brainstorming and problem solving should be Starbucks' approach to training and developing employees in all its branches around the world.

With regard to the skills of the twenty-first century, the Partnership for Twenty-First Century Skills defines it as: “The set of skills necessary for success and work in the twenty-first century, such as learning and innovation skills, informational, media and technology culture, life and work skills.

Information and Communication Technologies (ICTs) are the essential tools of the 21st century. Today's generation of Internet and digital citizens are immersed in microscopic bits of information from birth and wedded to remote controls and mobile phones from an early age. Hundreds of organizations and companies around the world have dedicated their efforts to integrating information and communication technologies into the daily work of training and education systems.

The studio model (dividing work among project team members, distributing tasks according to each member's strengths, contributing to innovative outputs and then moving each member to another project with a different group) provides students with a strong pattern of learning that enables them to take responsibility and exercise leadership, which are important skills for future employee.

3-D)

The system used within Starbucks can use leadership better, which facilitates operations and automation, and achieves the highest levels of quality. This depends primarily on focusing on the inputs represented in governance, management, leadership, importing raw materials, staff training,

communication, communication and customer service, all of which are an intertwined system that needs a leadership approach This input leads to a high-quality Starbucks output.

When thinking about developing business systems at Starbucks, we have to think about many aspects and processes. All of these operations need effective and effective leadership patterns. The more effective the leadership, the greater the interest in the company's inputs, and then good results and outputs were achieved. Paying attention to all the company's systems of management, leadership, governance, organization, coordination, monitoring and evaluation, all of this requires an effective and effective leadership approach.

Conclusion

In this report, I chose Starbucks International Coffee Company as an application scenario to talk about leadership and leadership practices within the company. At first, I presented the leadership approach and leadership practices used within Starbucks, then I presented some criticisms that appear from time to time within the company due to some unacceptable leadership practices.

In the second part of the report, I presented some leadership styles that can be applied within the company and achieve good results and outputs. I also presented the total quality approach, which requires informed and promising leadership.

In the last part, I dealt with some communication skills in light of the current century known as the age of technologies and technology, and then I presented a simple summary of what the system should be within the company, and then good results and outputs are achieved.

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