COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialization:	**Operations Management**
Affiliated Center:	**CEO Business School**
Module Code & Module Title:	**MGT560: Leading Organization**
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Student ID:	**EIU2020477**
Word Count:	**3626 words**
Date of Submission:	**29/01/2022**

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DATE: 29/01/2022

Table of Contents

1 Company Profile

It's worth noting that the company's identity and the informants' identities are kept hidden throughout the study. The company, on the other hand, has been thoroughly studied utilizing the website and other social media channels. As a result, it is critical to emphasize that this report is based on the company's opinions and observations over time. There are no interviews or surveys planned to gather information on the company's leadership. Additionally, the corporation is a small and medium-sized business that works in the software industry.

The business began as a lone proprietorship in 1999. Surprisingly, a physics PhD student struggled to find a free or low-cost software programmer for his research computations. This incident made him recognize the need of using a software package for computations rather than doing it by hand using paper and pencil. As a result, the opportunity created by a gap enabled the entrepreneur to recognize his or her leadership abilities and launch a project.

The entrepreneur who started a sole proprietorship employed the original algorithms he had built for his doctoral dissertation. The computational software (of firm A) has grown in popularity as a result of rapid technological advancements and rising consumer demand. Furthermore, contemporary tools and fast computer systems aided the speed, reliability, and ability to tackle complicated problems of computational software. During this time, computational software developed a reputation for being dependable and bug-free. As a result, firm A was able to commercialize the product, which had steady functionalities without bugs, was dependable and valid scientifically, and could be used to facilitate other application packages.

The company's sole proprietor made the first key leadership decision in 2009, when he opted to develop the project in order to acquire growth and maximize market reach. It's worth noting that the project's owner chooses to join the software company with a hardware company. The decision was crucial in terms of the company's expansion, but it was a difficult one. Typically,

entrepreneurs seeking private funding for a project with more than ten years of experience turn their sole proprietorship into a private business and seek angel investors.

The merger decision was based on the hardware company's already existing partnership in terms of other import and export activities. The merger, on the other hand, revealed a distinct vision of the entrepreneur, who acquired quick access to all of the hardware company's resources. For example, the software company's market quickly increased access to prototype software with hardware, as well as the possibility of the software becoming the default product for freshly built gear. Furthermore, the corporations open a distribution branch in the EU with the goal of targeting the Chinese market.

The merger has given the software a fresh lease on life in terms of resources, and they've formed a software development team. As a result, the software receives a significant restructure, expanded capabilities, improved technical support, regular updates, bug fixes, and improved PC compatibility. The price selections were also examined, leading to the creation of a new software subscription plan. In addition, the software receives a new logo, a new name, and an improved user interface. The choice to merge, coupled with the entrepreneurs' separate identities, values, cultural differences, immature software releases, and a lack of trust in the context of decision-making, made it difficult for both to continue with the new arrangement. After a few years, the collaborative initiative was discontinued in 2013.

Company A's founder, who is also the company's CEO, chose to invest in a distribution vendor start-up with equal holdings in a European market. The previous merger with the software company aided Company A in forming the proper corporate structure, which included positions such as general manager, director of engineering, director of software development, manager of product development, and general manager of sales.

Company A has grown from one person to 55 employees, with operations in the EU, the United States, and China. The company's sales have increased significantly, as seen by the increased number of employees. With a 64 percent increase in the sale of new products, sales have increased by 4.5 percent. Sales are expected to increase by 41 percent in the United States, 34 percent in the European Union, and 11 percent in China, according to projections.

The company's growth was fueled by an expanded product line and tailored solutions for the technology industry and users. The company's vision had been recast to become the foremost software development firm. Similarly, changes in the company's vision and objective necessitated finding new strategies to execute them. The company's CEO, to be precise.

The leader highlights the importance of maintaining relationships with existing clients, as well as making a good first impression on future customers. The idea behind this was the product's personalized nature (software), which is dependent on the demands and desires of the clients. As a result, choosing the relationship strategy to detect industry trends, client needs, and subsequent software advancements for the future was a wise decision. The company's primary goal is to

increase sales, and this is the primary metric by which the goals are measured. In addition, the performance requirements are based on the launch of new software, customer satisfaction surveys and feedback, and revenuer in terms of sales.

1.1 Leadership Practices in Company A

Leadership is a debatable notion that means different things to different people. However, no one can deny the relevance and necessity of good leadership in any firm. Customers' satisfaction, envisioning and sharing it with others, and maintaining a sense of motivation among employees to efficiently achieve the organization's goals are the most prevalent determinants of leadership. It's worth noting that small and medium-sized businesses require even more leadership because they have fewer resources in terms of funds, staff, marketing, and so on. As a result, it is the entrepreneur's and managers' leadership characteristics that allow a small or medium business to flourish to its full potential. For example, after three years of their birth, international new initiatives of born global enterprises, regardless of their size, go global.

Company A's leadership has always attempted to develop resilience through a variety of strategies. Company A's leadership is particularly focused on attracting new consumers—new customers in the form of new categories of customers. Because all businesses require specific software to run their operations, the nature of the business necessitates modification. Furthermore, bespoke software is preferred by businesses to provide security. As a result, focusing on new sorts of clients is the best course of action because it is the only way to expand the firm.

Company A's leadership also places a premium on developing and maintaining a snowball strategy, in which one consumer refers to other customers with comparable demands. As a result, it's feasible that consumers will locate each other and ask for software that will benefit everyone equally. For both the firm and the environment, this is a win-win situation.

Customers in terms of cost and timeliness it's worth noting that small and medium-sized businesses have their own ways of doing business, and the innovations are delightful.

Employee skill development is one of the strategies used by business leaders. This is an important topic for Company A since software development necessitates constant and rapid skill growth. It's crucial since the technology business and trends move so quickly that planning for the following year can feel rushed. As a result, firm A's leaders concentrate on training programmers in order to boost the company's competitiveness in the industry. This is part of company A's beliefs and culture, and the reason for it is the company's founder. He started out on his own and built this company by honing his talents over time. As a result, firm A's culture emphasizes the importance of training and continuous skill growth.

The ability to refine company procedures is a vital talent for executives (Gandolfi & Stone, 2018). In the context of a rapidly changing external world, this is significant. For example, it's impossible to keep pace of how technology evolves in both software and hardware. The challenges of the industry, as well as the expansion of competitors, necessitate the establishment of efficient and effective systems to handle all of the company's procedures. To retain and develop the customer base, firm A's leadership pays close attention to sales and customer connections. However, because of the bespoke nature of their enterprises, they are able to avoid using social media and digital marketing.

The product creation and delivery process is a unique feature of firm A's business process refinement. It's worth noting that after the agreement, each customer receives a user name and password for software development. The customer can then track the software's progress as well as the software developer's sampling testing results. It also assists clients in properly planning their activities. This strategy is also consistent with the company's customer-centric attitude.

Company A's leadership, including the CEO, directors, and managers, must communicate with their employees on a frequent basis. Communication is not only about present or new initiatives, but also about personal difficulties and career requirements. This has long been the traditional method for leaders to engage and inspire their employees. The software industry, in particular, necessitates a diversity of viewpoints and information about current trends, innovation, and system improvement.

The merger of the firm with the hardware company in its early years was good to company A, but it was broken. The causes for the merger's failure are unknown, however there was a communication and feedback issue among the stakeholders. One of the most crucial skills of any leader is the ability to receive input from all stakeholders and to acknowledge that feedback. However, firm A's customer-centric approach suggests an appropriate feedback channel for improving the product and services. Small and medium-sized businesses, on the other hand, avoid over-involvement of employees in management decisions (Al Khajeh, 2018). Furthermore, the owner of firm A loves to make his own decisions, with no tolerance for input from lower-level staff.

Work ethics must be demonstrated not just in terms of documentation, but also by the company's leader, who must set an example for the staff. The company A has a strong work ethic culture, which is due to the fact that it was founded by a single person. In terms of personnel, the micro-level start-up has grown into a small company, and the work ethics that an entrepreneur adopted for himself in the early years have now become the firm's culture. Through his activities, the owner of firm A continues to demonstrate the importance of effort. It's worth noting that the owner is in charge of software development and actively participates in the programming phase. This not only improves employee confidence, but also ensures a transparent culture.

The company's current leadership has a defined strategy for finding the right individuals for the right jobs, as well as rigorous selection criteria and compensation schemes. These leadership techniques have influenced the company's culture and resulted in strong technical teams. The term 'expert' is commonly used in the computer industry to describe a leadership style in which a leader has complete knowledge and has complete control over his or her employees. Furthermore, experts who are leaders not only govern their subordinates in the workplace, but also have an impact on their personal lives (Turregano & Gaffney, 2012). Because experts are difficult to come by, every organization has a small number of them. They are individual contributors who find it difficult to manage traditional teams or meet the company's huge goals.

It's interesting that business A's leadership is made up of specialists who created the company and brought it to this point. Their technical competence and expertise, as well as their years of experience, established technical expertise-based selection criteria. The organization has been interviewing and evaluating technical skills for employees using the same selection criteria.

as well as a personal history As a result of this strategy, strong executive leadership and productive teams emerged.

New Leadership Style Strategy

1.1.1 Evaluation of Leadership Company A

The brief section on leadership practices in firm A paints a clear picture of the company's leadership strategy. Staffing, product development, and a customer-centric strategy are all explored in detail. Software developer businesses and other computer science fields, on the other hand, do not require a university or college degree. The technical skills of a potential candidate

are the most crucial factor in being hired. Company A's requirement criteria, on the other hand, are typical of a production unit's selection procedure. The preference for a university degree, established technical abilities, and personal background may not be appropriate for an international software firm. This strategy has resulted in the loss of some exceptional individuals, whom we can refer to as experts.

It's also worth noting that the company was founded by only one person two decades ago—later, there was collaboration in the hopes of a failed merger with a hardware manufacturer. It's worth noting that the company's founder continues to have an impact on the entire organization. Based on what I've seen in the documents and learned about the organization, I believe the leadership of firm A is protective and takes a long time to make important choices. For example, a software business founded in the previous century could have fared better or earned a competitive edge had it not merged with a hardware company after a decade. Joining the hands of a hardware company was a traditional decision. To get the boost, the partnership should have been with a startup or established Software Company. However, the decision turned out to be incorrect, resulting in a divorce.

Company A's leadership became more protective as a result of its unpleasant experiences, and the company's size also contributed to the central hierarchy. It's worth noting that the corporation is governed by a small group of directors, and the company's leadership is vested in them. The CEO and the company's founder have complete control over the company's fate. As a result, the company's leadership they've been suffering from adaptation from the start, and they're only focusing on the technical parts (Uhl-bein, Marion, & McKelvey, 2007). The requirement is for knowledge to be accumulated in a work context and then shared.

of the twenty-first century It is also crucial in the context of clients, because it is these organizations' job to deliver low-cost, long-term solutions.

In terms of taking measures, the business a leadership's coordination capability is low. Although the CEO continues to write code for some projects, there is no formal guidance for the teams (Chadwick, 2010). Furthermore, despite the fact that each team performs well, the boss of firm A overlooks the importance of networks in extending solutions. The teams are deeply divided, and the consistent application of value-based leadership just adds to the chasm.

In every way, the nature of the software industry and software houses is dynamic. For example, the working environment is based on projects and deadlines, employees have some autonomy in their job, and there are no traditional hierarchical structures. Company A's leadership has been following a traditional hierarchy system, which has resulted in a mixed workforce, with no distinction made between experts with advanced technical skills and others. There is no differentiation between genuine leaders and managers in the hierarchical organization. In particular, in the software sector, a leader is someone who is an expert and has technical capabilities, as well as the capacity to impart such talents to others. As a result, putting everyone in one line and controlling functions with the help of hierarchical managers is a leadership flaw (Raziq, Borini, Malik, Ahmad, & Shabaz, 2018). The software sector is at the forefront of technology and innovation, and it must be free of old organizational structures in order to thrive.

On the plus side, and because to the quality of firm A's leadership, it has accomplished a lot in the recent decade. The customer-centric strategy has benefited operations and sales significantly, and the organizational culture of work ethics is critical to this leadership.

1.2 Proposed Leadership Style

The description of the company from its inception to its current state, the explanation of progress through mergers and collaborations, existing leadership and style practices, and the evaluation of the leadership style in company A all lead to the conclusion that a new leadership strategy should be proposed. The proposed leadership approaches are based on an assessment

Of the current leadership situation in firm A.

1.3 Emotional Self-awareness

The most significant trait of an entrepreneur is emotional self-awareness. Many start-ups, micro, small, and medium-sized businesses are formed and managed by the government.

Entrepreneurs. Entrepreneurs find themselves in tough positions due to their emotional attachment to their projects and the influence of decision-making pressure. In particular, a lack of awareness of their own emotions forces them to make unfavorable decisions (Eurich, 2018). Emotional self-awareness has a big impact, and it has the potential to shut down fast-growing businesses.

The influence of a lack of self-awareness (knowing one's own emotions) on organizational culture is considerable, as leaders' uncontrolled emotions have a significant impact on employees' emotional states and the entire organization. Similarly, if a leader lacks emotional control and awareness, it will have a significant impact on not just his own performance, but also the organization's performance. As a result, it is critical for firm A's leader to trust their instincts and enlist the help of the organization's employees (participatory method) in dealing with issues. Employee participation will contribute to a corporate culture of respect, admiration, and honesty, and a self-aware leader will be valued as a result.

The assessment of business A's leadership reveals information about the typical entrepreneur's personality. The entrepreneur is constantly confident in his predictions for the company's future growth and believes that no one else can do a better job. Entrepreneurs, on the other hand, have a mistaken perception, and they are sometimes trapped in delaying decisions in order to wait for the proper time— and occasionally they make hasty decisions. As a result, the new leadership strategy advises that business A's present leadership consider participative design in order to make the best, most timely, and favorable decision for the company, and that the company's founder not allow his emotions to overpower him.

The leadership's emotional management or self-awareness aids in identifying the pressure points that cause reactions, therefore a thorough understanding of oneself is essential in making the best decisions. It

also makes it easier to make better use of emotional knowledge and to deal with problems in the most effective way possible.

Emotional self-control contributes to organization-wide innovation, calculated and successful risk-taking, and a culture of trust. This leadership characteristic is critical in the twenty-first century if you want to stay prominent in your organization and develop the ability to deal with external issues. Furthermore, employees feel confident, pleased, and prepared for any obstacles when they work with a self-assured and emotionally healthy leader.

The ability to express yourself constructively depending on your emotions is a critical leadership quality in the twenty-first century. It is equally crucial for leaders to express their feelings to their workforce, in addition to self-awareness of emotions. Leaders' words, physical gestures, and labor can have a favorable or negative impact, thus it is up to them to authentically communicate their emotions. In terms of providing suggestions, making decisions, and on a personal level, leaders must be open to their staff. In terms of the business, A software company leader must prove himself as an expert and continuously create codes or participate in the company's software projects to belong to the software industry, where the codes speak louder than words. This is the only way the software firm's CEO can lead and maintain a company culture. A strong involvement with the firm's work, connection with the employees, and expression of passion in terms of work can all help to strengthen the emotional attachment of the CEO and founder of the company.

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