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Falcon Company for Security Services limited

Introduction

Falcon for Security Services is a hundred percent Iraqi owned company, they start in 2004 in Baghdad and has offices in Erbil, Sulaymaniyah and Kirkuk cities. it provides all kinds of security services to its clients like transporting customers by secure security SUVs with guards and local drivers, providing security guards to the offices and private companies, money transporting between banks and other security services, it is also a member of the Falcon Group which has many other companies that work in different sectors like construction, Agriculture and general trading.

Leadership practices:

The Leadership is the ability to influence the followers or people to achieve better goals or result for an organization, almost at every level there is a leadership practice.

The following are some leadership practices models:

1-Transformational Leader: A Clear vision and Integrity are the main characteristic of the Transformational leader through making short medium and long goals and evaluating the followers to encourage the employees to show their best performance to support them to achieve the organization goals and transform.

2-Autocratic Leadership: this is a method that a leader follows especially when making the decision, usually don't take any consultant or the follower opinion into consideration.

The leader in this case takes the decision and expecting from the employees or followers to completely obey what they have been asked to do despite the follower's personal opinions.

The doctors, healthcare staff and Nurses are required in emergency or crises times to make Autocratic decisions to save lives. But the Autocratic leader should be flexible as well so their follower does not feel useless or marginalized and even abused.

4- Laissez-Faire Leadership: Laissez-faire leadership is the method of leadership where the leader doesn't involve in the details, he creates an environment of trust among the organization and depend on the Employees and allows them to participate in the decision making.

The leadership style in Falcon for Security:

As per my experience in the company for many years and dealing with all levels of management inside the organization I can say the leadership style is the Autocrat leadership

Because of the industry business and Work Environment that required the leaders of the organization to be Autocratic leaders, the work Environment required all Employees to be Accurate, committed and tied to the orders that are coming from a higher level even some times no matter what is the pressure and the obstacle that facing an employee, if he fails to follow the rules he will be terminated.

Another reason for this kind of leadership is to make sure that the decision making is under centralized control to achieve the Organization best performance or goals.

The characteristic of the Falcon Security leadership:

1- A tiny or limited space for the feedback: as a result of the quick decision making and asking the followers to do what the leaders said, the followers may have another point of view or useful information that can lead to accurate results.

2-Highly structured environment: A structure inside any organization is a must to simplify the management levels vertically and horizontally, but in Autocratic leadership, the environment is directed to be highly controlled and rigid when there is no doubt that the manager is in charge of the results of the plant then the task can get done quicker.

3-Clearly process and definitions: Under the leadership of an autocratic leader there is no doubt who decide all decisions or who has the final say, it is the leader, doesn't matter if the case is a small critical or an important decision, the rule is a rule.

the processes are clearly defined and the followers have to follow the order without questing.

The benefit of the Autocratic leadership style in an organization:

Despite the bossy and lacking empathy, this style can work well when the environment is needed for example in emergency cases when a strong and quick decision is required. The following are some of the advantages and reasons for choosing

this leadership style in Falcon Security:

1- Allows fast decision making: When there is an Autocratic leadership established in the organization a few managers will be updated and there will be less feedback and less process, due to that usually it is one person who makes the decision in the organization under this leadership style

2-It improves overall communication: In the different levels of the management, it is easier for each level to understand his role in the organization, but when the orders came from top management and going through some levels each level may change a little bit by the time the order reaches the front line it may be not like was issued from the leader but in the Autocratic style this issue is eliminated because the order comes from the leader to the workers directly.

3-It improves productivity: Autocratic leaders can move quickly through the organization, the follower can't adjust the deadlines because of the power plan and restrictions and rules which will boost the productivity and the process because of the timely plan and deadline.

4- It reduces employees Stress: Autocratic leadership can reduce the stress of the employee because they are not required to be creative or make new plans for the organization because the leader makes all decisions in this kind of leadership, the followers have to follow the orders only.

The critique of the leadership practice of Autocratic leadership:

Despite the benefits of Autocratic leadership, there is a disadvantage of Autocratic Leadership:

1-It often leads to micromanagement: The Leader's name or reputation is on the line because of that he interferes in the small detail on the front line which makes the followers job difficult because they are forced to report everything to the leader and wait for the feedback from the leader. In this case, the productivity level will decrease not increase because of the wasted time spent on the details.

2- It does not offer a sense of professional ownership: The leader gets everyone to know that he is in charge of everything, he takes all credit for the work done which make the workers feel any appreciation for the work done by there and they don't get any incentive, they will not get any credit for the success or any blame for the fail, Over time, this behavior will lead the follower's employee morale to begin to sink and will make obstacles and difficulty for the leader especially when the deadline is getting close and the leader is under high pressure and no one of the followers getting involved in the solution despite they may have a solution.

1- It creates a work culture based on the leader: because the leader is in charge of every small and big matter inside the organization, all followers will depend on him and they will never decide on their own or try to take the initiative to solve any issue, overtime the spirit of creativity will despair among the followers and they will turn to data entry employees and besides that, the leader should almost always stay at the work or supervising it to deal with all kind of obstacles.

2-It creates a lack of trust: The leader in autocratic leadership doesn't depend on the followers and he has to check the development continuously which will lead to a lack of trust between the leaders and the followers and will head to high work turnover/employees will leave their job to search for better conditions and work environment.

The New Leadership style that I propose to the Falcon company for security services

based on my experience in the company and my contact with all levels in the company I will suggest the **Laissez-Faire Leadership** that has great benefits for the company, the general work environment and the communication network inside the company.

The benefits of the laissez Faire leadership style for the Falcon company

1-The participation of the team in the decision making will allow them to develop their leadership: Some teams or team members already have a skill maybe it not used or discovered but under this kind of leaser ship they will have to make decisions which will allow the team build leadership skills,

When the team is making the plan, self-supervising and getting the work done with a little amount of supervision, the leader can take a hands-off way.

2-It provides the employees or followers with the leadership experience.

Due to the team participate of the team in the decision making and their work on the front line this will make them more experienced and even some times they will have a better solution and more effective process than the leader because their knowledge came from the practical and the theory, the laissez-faire leadership is more effective because it gives every team member a chance to show his skill on solving a particular matter so when we have a team contain different individuals who came from different backgrounds and experience it will help to fast the solution making for different problems.

3-It creates an environment of independence: some followers like to ask their leader at any point when there are new obstacles, they don't want to take the responsibility for a self an issue on their own but there are other followers who want to work independently like the accountant who has like 5 years of experience, he will know how to post the transactions without guidance from the leader or the accounting manager.

4-It encourages team members to use and explore new ideas:

The Laissez-faire management style is sometimes seen as a lazy style because the managerial way that it applies and make the followers more independents

While trying to solve the problems independently, the team is encouraged to share their ideas and opinions instead of having one opinion from the leader.

5-It allows the team's member to create their own environment:

Employees are more productive when they are comfortable with their working environment. Under this leadership style, each individual contributes to the team environment. The condition will increase the participant of the Team in the process of success due to their contribution. There is a freedom to develop their own unique approach, individually and as a team, which inspires people to follow their passions more often.

6-It generates more individual satisfaction for the work being done.

People generally tend to experience gladness whilst they're a success with their paintings. Under the Laissez Faire management style, the independence supplied lets people to finish obligations on their very own on an everyday basis. Instead of being micromanaged, they have got the cap potential to apply their very own creativity to assist themselves and their employer. As lengthy as

they have got equipment to be had to them to get their paintings done, skilled people in this example generally tend to have much less pressure and greater happiness with their paintings.

7- It provides the leader to be strategic with their skills:

Although the conventional Laissez-Faire style is very hands-off, the current model takes an extra selective approach. Leaders may even use their personal reports to the advantage of the team, selecting while and wherein they must get involved. They make themselves to be had to their groups for session or advice. Instead of looking to create unique regulations that ought to be followed, leaders opt to use their personal experience to help people and get them toward achieving goals.

The revisions of the Falcon leadership policies: there are many policies applied in the company some of them are official and written and some others need a decision from the top management every time, as per the following;

1-Decision making: Decision making the falcon company is coming from top to bottom, which is called the Eiffel tower leadership which mean the decision making is centralized by the CEO and the leaders of the company, the followers have to follow the orders that usually came by email when they are generally not in a particular case.

2-Organization meeting: the meetings are only between the leader and middle-level manager and there is no meeting between the follower and between the followers and their leaders.

3-Rewards and punishment: many kinds of salary deductions as punishment is applied in the company like not fingerprinting in the morning or after the work finished, who late to do the check-in he will get salary deduction half-day and who has overtime will not get any additional money only his salary.

4-Annual Increase: there is no annual increase, the increase may happen every 2 to 3 years and if you already getting a high salary there will not get a salary raise, but sometimes when the political and security situation of the country, in general, is not good, you may get salary deduction until the situation is getting better like what happened in 2019 and 2020 with Corona pandemic.

5-Allowances and extra benefits: the maturity of the employees are getting only their basic salary without any other allowances like Airtime credit, transportation or housing allowances but only the security members who have 12 hours duty every day they have other benefits in the security camp for sleeping and living.

6-Social security: according to labour law every employee in the private sector should be registered in the social security office to guarantee his rights after the service period and to get the end of service bonus in falcon company all employees are registered in the social security office and their legal right reserved.

7-Archiving: despite the big size of the falcon company and their long history in the business, since 2003 they don't have an archiving system, after the year-end, all previous box files are stored in an unprofessional way that no one can go back to a specific transaction.

The influence of laissez-faire leadership style leadership on the company culture:

Organizational environment and organizational culture are often used interchangeably, but in fact, they are different phrases, according to Denison (1996:624), culture is “the deep structure of organizations”

- There are four many types of organization culture, the following are the main ones:

1 - **Hierarchy culture:** which it's basically concept says “get it done right” and the orders come from top to bottom, the companies with hierarchy culture are using the traditional organizational culture which separating the leadership and the employees, with internal organization there is clear process to avoid the risk as much as possible.

2 - **Market culture:** it is the culture that focus on growth and competition, the culture gives priority to the profit and it is a success oriented that focus on the external market rath than the inside. The benefit of the market culture is that it is profitable because the entire organization focusing on the external.

3 - **Adhocracy culture:** Adhocracy primary focus on innovation and risk taking they are rooted in in innovation and opportunities and they are on the edge of their industry looking forward to develop the new generation of commodities and services before anyone else because of the nature of this culture that focusing on the completions and external environment.

4 - **Clan culture:** the clan culture focused on the teamwork and mentorship it makes the environment more like a big family, we can see this kind of culture in family business small company when the leadership not separated from the employees, calm culture makes the employees happy and the employees make the customer happy.

The Culture of falcon security company is a Hierarchy culture, the following are how the laissez-faire leadership will influence the leadership style

1 – It will improve Higher quality and safety: Employees are committed to meeting a high standard, in order to achieve these goals, the employees will pay attention to the details and make smart decisions,

these high standards and quality which ensure safety through a clear policy that will need to be written by the HSE department.

2 –It will excellent Services will be provided to the customers: When the employees are valued in their company, they will value their customers, their leaders, team members and everyone else which mean a healthy work environment.

3 – It can rebuild the current culture: Leaders must by an example. Your followers look to you to and learn from you how to lead, display and communicate your expectations, especially during process of decision making. You can't expect your followers to change their habits if you aren't willing to change. Therefore, you have to make the same changes and display the identical actions you expect out of your team. If you take the lead, your followers will follow.

4 - Reinforce a culture of accountability: Accountability is a highly important way for leaders to influence culture. When leaders hold people accountable, it helps people understand that they're accountable in the organization. Without trust measures in place, a leader's influence will fall on deaf ears. Your followers need to see how you are doing business, systems and internal processes, and cultural elements. Making trust and accountability part of your culture begins, by having detailed job descriptions with clearly established measures (i.e., Increase revenue, improve customer service and rating) so people are clear on what success looks like. These measures need to be further defined annually with specific deliverables as part of their performance management plan so reviews are supported clearly, defined and agreed on criteria. Transparency is critical when you trying to build a culture of accountability.

- **A better departmental communication plan:**

companies were using papers or books to record-keeping activities associated with business transactions like maintaining the general ledger, Falcon security despite the new technology available in the market still depends on the old ways to track and archive the economic events.

A big company like falcon need an ERB system that will support the daily work with high technology

ERB means enterprise resource planning is a process used by the companies to ingrate and managed their companies, departments and control all operations by the ERB System because of the ERB system ability to control a wide range of the business like the purchases, the inventory the Fixed assets, the payroll and the HR Department

ERB is a software that will connect all different department inside the organization and allows them to share information and process, it will reduce the time need to proceed the transaction due

to the communication between the different department for example when the purchase department wants to buy material or service, they can simplify the process by creating a Purchase request at the ERB system will send it to the next level for approval all process will be online.

Falcon Security Departments and internal network: Falcon company like any other company has several departments in order to separate the work according to his nature:

1 – **HR Department:** is the department that is responsible for hiring high quality employees, training the current staff through the continuously planning to ensure that the current staff and have the last update of the knowledge that is related to their department, the HR department also responsible for monitoring the working hours, solving the employee's issues and for the payroll.

2- **The IT Department:** it is the department that responsible for technical issues for example the scanner and laptops repairing, maintenance the company website and the internet network in the company, assists in recovery and backup of digital assets, create logs and Company ID for employees and adding the Finger print for new employees.

3- **Legal Department:** The legal department responsible for all legal mater in the company like issuing visas renewing weapon badges dealing with social security office to add new names or remove the terminated ones, getting the necessary approval from ministry of internal affairs for the communication network for talkie radios.

4 – **Financial and Accounting department:** The finance department is the department responsible for monitoring and gathering financial data like revenues and expenses, preparing or generating financial reports to the external parties like tax office or internal parties like top management in order to male decisions they are also playing the role of internal control.

5- **Marketing Department:** Is one of the most important departments especially when sell goods or services to outdoor customers, it is the department that research for new opportunities and publish the provided services and goods through the social media networks or through the tv channels.

6-**The HSE Department:** is the department that taking care of the safety and environment matters for security projects that we have especially for the oil and gas field when the security

and drivers there are exposed to dangerous rumours through preparing a list of safety procedure for the employees in order to reduce the health and safety risk.

7- Operation department: this department is funded in the logistics company, shipping and security companies, its job to operate the missions of security for example when the customers need secure transportation from a point to point the save vehicles is tracked by GPS and has a direct connection with the operation room that monitoring the mission and they are called watchkeeper, another duty of the operation department is to receive security orders and make the plans and get the cars ready for the next day to service the customers professionally.

Currently, the communication network is not professional between the different department of the company and the relationships between the employees from different department are personally

Relationships but when come to the business and procedures, we can't find it.

So, after applying the Laissez-Faire Leadership and using the new technology to make the communication and control better between the different departments of the company everything will be clear and the employees will be comfortable in the new environment that support the employees and give them the priority.

Finally, each leadership style has advantages and disadvantages and the leadership styles that are used in the companies are influenced by the culture of the place for example the culture of Norway is different from the culture of Japan, each company will follow the culture of place and the place of where the employees came from, beside that there is other factor that playing a role in deterring the leadership style which is the nature of business, so according to report written above the Laissez- faire leadership style has been suggested to the falcon company.

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