

MGT560: Leading Organisation



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COVER PAGE AND DECLARATION

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Introduction

Leadership includes a set of definitions, but the simplest definition is the ability to influence others to achieve the desired goals. It means making difficult decisions when needed, showing initiative, and taking responsibility for the status quo. There is a need for a strategy for initiatives that adopt leadership within societies, countries, and companies. Leadership is often not innate with which a person is born, but it includes a set of competencies that a person acquires from education, life, and practical experiences, as well as guidance from the current leaders with whom they are dealt. There is a big difference between researchers about the concept of leadership, whether it is acquired or innate, and whether a leader is born as a leader, or is leadership acquired. All companies, societies, and countries that seek to achieve advancement, progress, and benefit should seek to develop leadership within them because any business prefers to have a leader who directs the team based on this work. Leadership is the skill of influencing the team, building it, supporting it, communicating a meaningful and convincing vision to the followers, encouraging others towards achieving goals, reaching the best results, taking care of the current situation, and improving it, motivating the participants to improve and develop, defying difficulties and facing crises.

A very smart political scientist friend used to say, “The fundamental question in human affairs is, who shall rule?” We think the fundamental question is, “who should rule?” Hogan(2005).

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Leadership is the engine for companies, so if the leadership is successful, the company will be able to achieve profitability and benefit. Leadership is the one that drives and adopts the wheel of development for companies and organizations.

Leadership is an endless and highly complex journey, in addition to the presence of paradoxes that cannot be comprehensively understood. Therefore, it is necessary to focus on the industry of leadership and leaders in all areas of life.

Over the past decades, the main features of leadership have attracted the attention of practitioners in the field of management science. Luedi(2022)

Leaders, some people believe that a leader is born as a leader, and some believe that a leader is a product of instinct, practical gains, and experience. However, a leader must always have a high level of emotional intelligence, ethics, and sophistication in dealing with everyone in order to earn the respect of everyone and his followers to be happy when implementing. What the leader asks of them, just as the leader must enjoy integrity and honesty. In the world around us, we find many leaders who have achieved great success, whether for their companies or countries, which had a great impact and influence on their followers. The success of the leader is success for the followers, and then success for companies, organizations, societies, and countries.

And with the global challenges and technological developments that are currently taking place in the world, there must be trained leaders who are able to face the challenges and crises facing the world, for example with the emergence of Covid 19 and its spread very quickly and its ability to be the cause of the death of millions of people all over the world, had it not been for the presence of skilled and capable

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leaders To face the challenges and manage the crises, this epidemic would have continued so far and ended the lives of millions of additional people.

Globalization introduces new challenges related to increased levels of diversity and complexity that organizations cannot meet without capable global leaders Cotter (2022)

There is also a difference between the manager and the leader in many aspects, including:

Manger	Leader
Focus on the present	Focus on the future
keeping the current status	Creating and making change
Focus on policies and procedures	Focus on goals and strategies
Maintain existing structure	Create new a culture
Maintain objectivity	Create an emotional link with followers
Use position power	Use personal power
managers have employees	Leaders have followers
Manager tries to avoid risks	leader takes risks
Manager organizes the tasks	Leaders organize the team
Managers are the same	Leaders are unique
Manager sets goals	leader creates a vision

Social media now also plays a major role in making leaders and enabling them to influence their followers.

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A social network as an essential communication platform facilitates the interactions of online users. Based on the interactions, users can influence or be affected by the opinions of others. Bamakan (2019)

Leadership is the most important aspect of achieving success in companies, as leaders are the main decision-makers, as any company aims to improve efficiency in order to achieve success and better spread its product or service, and the leader in the company must use all the capabilities and means available to him in order to achieve the highest level of productivity achieve goals better.

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1. A report describing an organization's leadership practices

I am working in XYZ company for the food and beverage sector in Saudi Arabia.

this company is one of the best companies in the FMCG sector in KSA because this company has 4 factories, 30 sales offices, and 3 distribution centers. the FMCG

sector has challenges because there are many companies in this sector and the competitive advantage is not easy to do it. because in this sector, in order for

companies to succeed, they are looking for current and future customer satisfaction

The usual behavior of most consumers pursues the goal of creating and maintaining a range of goods and services Gopinath (2019)

There are 10 types of leadership in the business as per the following



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❖ Coaching leadership

This style of leadership focuses on recognizing the strengths of each employee or team member, nurturing, and developing them, and working with the team to improve group productivity.

❖ Visionary leadership

This type of leadership focuses on the leader's vision for the company and unites employees and encourages the team to think about how to achieve that vision

❖ Servant Leadership

This type of leadership focuses on all employees, where the leaders act as servants for the employees and enable the team to achieve success.

❖ Autocratic Leadership

This type of leadership is autocratic, where leaders focus on themselves and do not care about the input of employees or the team, and they make decisions and the team must implement them, where this type of leadership depends on the experiences of the leader. The leader is a fast train, and the team must ride in order to be able to follow.

❖ Laissez-faire Leadership

This type of leadership depends on giving the employee freedom to work and strive towards achieving goals, as the leader trusts the employees and gives them an opportunity to achieve their goals.

❖ Democratic Leadership

This type of leadership focuses on listening to the views of employees and the team when making decisions, where everyone reaches a compromise that accepts the views of all parties.

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❖ Pacesetter Leadership

This type of leadership is based on the speed and correctness of goals, as leaders tend to do everything faster and better.

❖ Transformational Leadership

This type of leadership focuses on innovation, creating change, and transformation in the service of the company's mission, as it is a combination of training methods and wise leadership for leaders.

❖ Transactional Leadership

Transformational leadership focuses on innovation, creativity and change in order to achieve the company's mission.

❖ Bureaucratic Leadership

**This type of leadership is considered to work as the book says. In some cases, the leader may discuss with his team and listen to the input offered by the employees, but if it differs from the company's policy, it is not taken into account. From the team members
(We don't work like this)**

In my company ZYZ the leader focuses on transactional Leadership to achieve the company vision and goals. The company implements a transactional leadership system in order to achieve its goals in the food and beverage sector, as it focuses on efficiency and sustainability. This type of leadership within the company follows the give-and-take method of leaders, as you find in the company, for example, if the sales team achieves the monthly sales target, they are given a commission for achieving the goal. In the event that the goal is not achieved, those who could not achieve the goal of selling are punished and dealt with in a difficult way. Let us agree that working in the food and beverage sector is

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difficult due to many competitors and the lack of a monopoly on a specific product in the market, but the company looks at achieving goals for profitability and sustainability.

exchange leadership in the company is based on the efficiency and job performance of the team, and this type of leadership has a major role in motivating the employee towards achieving the company's goal in order to succeed in obtaining the incentive that is considered compensation for the effort they have made. This type of leadership has made the company one of the most important companies in the food and beverage sector in the Kingdom of Saudi Arabia and has helped it to spread widely in all cities of the Kingdom and obtain customer satisfaction with the level of service provided and the quality of the product and make it obtain a large market share compared to its competitors in this sector.

The concept of transactional leadership is based on a short-term economic exchange or cost-benefit analysis Udin (2022)

This type of leadership helps the managers and leaders of the company to take decisions that will raise the level of the company and achieve its goals, as this type of leadership makes the employees and the team always in a state of striving towards achieving goals to obtain motivation and compensation, as everyone strives to achieve the goals.

The company focuses on its leadership widespread in the Saudi market and achieving the best level of customer service. It also seeks to open markets in neighboring countries as well as export its own products. It also always seeks to search the market and conduct a survey of customer opinions on its products and what can be developed and done in special products. The company achieves customer satisfaction, achieves the company's goals and profitability, and establishes a close relationship with customers. This is what it seeks to achieve by adopting transactional leadership.

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2. Critique the leadership practice of that organization

As my company use the transactional leadership to achieve the goals. Where through the application of this leadership, a goal-based system was established, which is most often achieving the monthly sales goal or reducing the costs of operations, as by using this pattern the employee is motivated to achieve results and it is possible to evaluate this pattern used in the company by listing the pros and cons of Through the use of transactional leadership in a company XYZ.

Advantages of transactional leadership in the company

Although the structure of cross-leadership within the company may not be attractive to some employees or some of the team, it has some advantages that help achieve success within the company, including:

- + Facilitating the achievement of the goal, as the company focuses on setting short-term goals, which makes it easier for employees to strive to achieve and implement them, as they are more feasible and motivating for employees than long-term goals.**
- + It helps motivate employees, as with the short-term goal, it encourages the employee to strive to achieve the goal in order to obtain incentives or compensation.**
- + Clarity, as this type of leadership is based on defining the roles and tasks of each employee or member of the team, and the focus is on the goals of the highest value and reaching the goals of the least value.**
- + Effectiveness where the company is effective in achieving the assigned goals in the case of applying leadership**

Transactional leaders can facilitate subordinates to be closer to their commitments and goals Bryant (2003)

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Disadvantages of transactional leadership in the company

Transactional leadership also has its share of advantages, as it has its share of defects that appear in the company, and XYZ Company must address them. Among these defects are the following: -

- ❖ **Lack of balance between short-term goals and long-term goals, as the company may suffer from some hardships and challenges, as it should not focus on short-term goals, but also focus on long-term goals.**
- ❖ **Transactional leadership reduces creativity and innovation, as often in the company, the employee is not required to provide his opinion or provide input related to the work.**
- ❖ **Inequality in the rewards system, where some employees in the company get rewards and incentives, while others do not get anything, which affects employees with low morale and there is no supervision of the employees.**
- ❖ **Motivation does not fulfill all the desires of the employees. Some employees do not find satisfaction in the incentive, but rather they desire teamwork and team spirit that creates harmony among all members.**
- ❖ **Lack of a spirit of teamwork, as there is unrest among employees considering the use of this leadership in the company.**
- ❖ **Dependence on the leader only in this style, even if the leader is wrong the transactional and leader-follower exchange theories represent a significant step beyond the —leader oriented approaches most often focused exclusively on the leaders' actions**

Tavanti (2008)

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3. Propose a new leadership style strategy plan

Although this company is considered one of the largest companies specializing in the food and beverage industry in Saudi Arabia, it needs to improve its work skills and focus on leaders, as leaders are the real key for the organization to improve work skills and influence employees. I think it is the better for company XYZ to use the transformational Leadership and we can the benefit by suing this leadership as per the following

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.

The company uses transactional leadership. Transactional leadership leaders work with employees to achieve results and goals, but they do not look at things from an external perspective, as some employees see that these leaders in the company are harsh and not fair. In general, the qualities of leaders are not desirable, but they create an atmosphere suitable for achieving goals in the company.

Through the application of mutual leadership in the company, we will find some aspects related to this type of leadership, which are:

Hierarchy:

All employees are committed to the administrative structure of the company in this type of leadership, and everyone must respect this structure. For example, if the employee has an idea to reduce costs in the company, he must inform his line manager only, and he, in turn, will inform the upper management, otherwise, this matter is considered an overreach.

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Final decisions:

Where all decisions are final by the leaders, but the employee is responsible for achieving the goals, and the leaders focus on following up with the employees to make sure that everything is going accurately

Unwillingness to change:

Where the leaders in the company under the application of transactional leadership focus on the existing work itself without the desire for change

Lack of teamwork:

Where each employee focuses on achieving his goals and there is little teamwork
Finally, leaders exaggerate mutual leadership on short-term goals and do not try to stimulate creativity or generate new ideas, as leaders in the company do not tend to reward any new ideas that may not fit with the current plans in the company, and the relationship between leaders and employees is a fleeting relationship that is not based on Emotional bonds.

b. An explanation of how your chosen leadership style will influence the company's culture.

The company can use the transformational leadership method, as the nature of the company's work is one of the most important companies in the food and beverage sector in Saudi Arabia. Transformational leadership will contribute to raising the company's efficiency and achieving its goals.

Where transformational leadership aims to change the status quo in the company and encourage and motivate employees, which contributes to reaching the next level of profitability and success in the company.

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The goal of transformational leadership is to change the status quo or motivate employees to move the company to the next level of profitability and success. Where transformational leadership focuses on cooperation between employees through teamwork in all departments of the company as well as the hierarchy, where the company can get rid of the restrictions of cross-leadership and provide new ideas, which enhances the profitability of the company. Transformational leadership also contributes to the personal and emotional growth of the employee in addition to the material motivation. The company's senior management finds transformational leadership useful to achieve a comprehensive vision for the company.

Transformational leadership does not work to bring about changes and achieve goals by providing incentives and compensation to employees but works to inspire and motivate employees so that they have full faith in the company's vision and mission, as it focuses on exploiting employees' ideas and developing them, as the leader in this type of leadership is a visionary and can influence Employees who are emotionally and intellectually attracted to him and seek to be compatible with his dreams and goals.

This type of leadership is associated with employee satisfaction, which is reflected in positive impacts on the employees. The behaviors of the transformational leader contribute to instilling a sense of confidence and a sense of justice in the hearts of the team.

The long-term and recent effects of globalization and increasing ethnic and gender diversity are turning the attention of leaders to the management of cultural differences in a diverse and inclusive organizational culture. Ince (2023)

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c. A better departmental communication plan that utilizes 21st century technologies.

Since the competition in the food and beverage sector is very high in the presence of competitors and many products, the company should look for ways to improve its leadership methods, which enhances its spread in the markets, reaching customer satisfaction and achieving its own profitability. There are several modern methods and technologies in the current century. The company can benefit from it in achieving this.

Digital technologies:

With the programming revolution that we are experiencing now, the company's transformational leaders should focus on promoting their products, presenting their ideas and the company's vision through social media platforms such as Twitter, Facebook, and Instagram, as through these platforms it is possible to reach the largest number of customers in a short period of time.

Where leaders under transformational leadership must focus on social media platforms as well as web pages in order to achieve company goals.

Innovation starts with people, making the human capital within the workforce decisive. In a fast-changing knowledge economy, 21st-century digital skills drive organizations' competitiveness and innovation capacity Van Laar (2017)

Customer comments:

Customer feedback is the most important factor in developing and improving customer confidence in the company and its products, as customer comments help the company to gain loyal and trustworthy customers, through twenty-first-century technologies, the customer can communicate directly with the transformational leader in the company, and

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customer comments towards the company's products contribute to raising the efficiency and quality of the product provided by the company to the customer

A survey of employee opinions:

The company can create a special portal to survey the opinions of employees, understand their vision, and view their suggestions and view of the company, where through this electronic portal, employees can provide an evaluation of the company and determine the positives and negatives that they see in the company, and the leaders in the company can search and study these opinions in order to make the required improvements that employees provide to the management company.

Email and chat:

Where the company can now communicate with customers and build strong relationships through Microsoft Teams, Google Hangouts, Slack, Zoom and google drives. Also we can use WhatsApp group or telegram group for easy communication.

d. A detail summary of the networks that exist within the organisation and how they may be better utilized by the leadership in the future.

Leadership is a formal and informal process that affects the goal. Because transformational leadership in the company is based on purpose and innovation, social interactions and team spirit take the fore as discrete behaviors appear and can be observed as the leader's behaviors can be monitored in the company where these behaviors are monitored because following, They follow these behaviors and are influenced by them, so the behavior of the leader and the followers are monitored every period of time. Just as leadership is based on the collective, it contributes to improving and motivating the team and makes them strive to achieve the goal and be in line with the future vision of the company.

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The company has a network of personal contacts between leaders and the team based on advice and discussion where communication is based on the general interest of employees, leaders, and the company, and this undoubtedly contributes to achieving the company's goals, especially as it is one of the most important companies in the food and beverage sector. Willenbrock(2022).

Conclusion

- **Leadership is not innate in all cases, but also depends on the skills and experience of the leader**
- **Leadership means who should rule**
- **Leadership has many types, and each company / organization chooses what is appropriate to achieve its goals**
- **Changing leaders in companies may have a negative or a positive effect, as each stage has its own directions**
- **Dictatorship may bear fruit and achieve goals, but in the long run it will fail**
- **Cooperation, teamwork, and building a network of relationships between the leader and followers greatly achieve goals and reach the best results.**
- **The leader must know that he is always the focus of the followers' attention, so he must focus on his actions and decisions. He is watched by the followers because they follow his path and do the same as he does.**
- **Not every manager is a leader, and the leader must be honest, trustworthy, and fair**
- **Leaders must impart knowledge to followers so that the banner can be passed on from one generation to another.**

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