



EUROPEAN
INTERNATIONAL
UNIVERSITY



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialization:	Strategy
Affiliated Center:	CEO
Module Code & Module Title	MGT560: Leading Organisation
Student's Full Name:	ALI ALRABA NAYF ABURAMYAH
Student ID:	EIU2020952
Word Count:	3600
Date of Submission:	Oct

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE: ALI ALRABA

DATE: Oct 2022

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33144857317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.c

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** info@eiu.ac

Table of Contents

Introduction	3
1. The report in which describe the leadership practices used by GSK	4
2. Critique and analyze GSK's leadership style	7
3. Propose a new leadership style strategy plan that includes better communication and more effective use of the organization's network based off request from the organization	7
3.1. An Evaluation of the current leadership style	7
3.2. The chosen leadership style which will influence the company's culture	9
3.3. The more effective strategy for departmental communication that takes advantage of modern technologies	10
3.4. Detail summary	11

Introduction

Leadership, without a shadow of a doubt, is important to the role of any organisation. To effectively guide their objectives to success and manage the company's leadership, managers need first and foremost to be strong goals. A manager's leadership qualities include the ability to inspire and motivate those under his or her charge. By getting to know his staff on a one-on-one basis, a leader can better respond to their concerns and provide for their needs. In this organisation, we can state that good leadership is the key to any successful business.

British pharmaceutical giant GlaxoSmithKline conducts cutting-edge scientific research and manufactures cutting-edge pharmaceutical medicines, vaccines, and consumer health care products. With our three global organizations, logical and specialized knowledge, and talented personnel, GSK aspires to deliver differentiated, high-quality, and necessary social insurance items to as many people as possible.

1. The report in which describe the leadership practices used by GSK.

Every pioneer and leader must possess the essential quality of leadership. With this knowledge, one may actually do what the name implies and guide an individual of individuals toward a common goal. Leadership is the glue that holds a group together, the responsibility of the individuals who must work together to achieve some goal or goals. GSK places a premium on its employees' individual contributions of expertise and emotion in order to achieve my preferred association's representative photo.

Therefore, they have their reps participate in a wide range of techniques, all of which serve to boost the confidence and morale of the company's employees at any given time. Because of this, GSK employees are likely to prompt their skills and create high-quality work, which will benefit both their careers and the organisation as a whole. It's having an effect on others and facilitating mutual aid in deciding what to do and how to do it. In this way, everyone's efforts to accomplish a common goal become more individual. With the help of a pioneer, a group can work together and accomplish greater success. Individual success is not the only goal or benefit of a group, but achieving that success is a goal in and of itself. The leaders of GSK motivate and empower the organization's employees, resulting in phenomenal success for the entire group. Management and leadership at GSK work together but are not the same thing. The two are intertwined in ways that are mutually beneficial, and any attempt to break that connection would certainly create more issues than it solves. When it comes to getting people to do what they need to, a leader at GSK is concerned with the people who will carry out the vision, while management is concerned with the procedures and structures that will motivate those people to act.

Management theories are put into practice in an organisation to better it and make it more profitable. Managers rarely rely on a single hypothesis or theory when putting systems into action in the workplace; rather, they use a variety of assumptions that are tailored to the specifics of the setting, the available data, and the people being managed.

My firm, GSK, adheres to the contingency hypothesis, which holds that no universal solution exists to the problems that can arise in the workplace. Leaders are responsible for finding out solutions to issues that arise in the workplace and for meeting the requirements of their clients in a manner that is satisfactory to them. This includes allocating people to a project according to their skills, coming up with situation-specific techniques to meet deadlines, and coordinating these efforts in order to offer a plan of action that is universally acknowledged.

GSK is able to respond quickly and effectively to challenges and threats confronting the company thanks to the manager of the contingency hypothesis.

Leaders at my preferred association, GSK, would put this theory into practice by, for example, making sure that tasks are well-defined and communicated to all employees so that everyone is doing the work that they are best suited for. GSK and other leaders can benefit from the leadership provided by the contingency theories since it clarifies the need to tailor one's Leadership Style to the specifics of any given circumstance. Managerial duties and leadership roles shape an association's association and influence it to achieve its goals.

Leadership styles and style traits can have a significant impact on how well the other management component's function. I will identify the strengths and shortcomings of the role of the leader and manager at GSK and give examples of situations my firm has faced.

GlaxoSmithKline is experiencing many situations, such as a lack of necessary supplies and equipment and a decline in sales and revenue as a result of the company's public relations disaster. GSK's goal is to increase revenue through improving productivity within the organisation. As a result, GSK was able to boost its sales and profits by reducing cost costs, thanks to the effective use of management theory and leadership leaders in formulating and implementing appropriate techniques.

GSK's top brass are studying a wide range of management theories in a leadership to hone their skills as leaders and, in turn, influence the organization's goals. In cost to reduce material costs, management analyses several theories and then combines the actions of various leaders.

The management and leadership of an organisation, as well as the leaders they make, are influenced by its culture. If GSK is to maintain its high position and reputation in the business industry, its leaders and managers must be familiar with how they will adapt to the culture of the countries in which the company operates.

An organization's culture is its set of guiding practices and values, which are established by the association's leader and disseminated to employees via various techniques until they become the norm in terms of employees' worldviews, behaviors, and mental models.

Managers and leaders at my company, GSK, for example, need to be familiar with local customs before opening an office in the United Arab Emirates (UAE), such as the appropriate business culture, appropriate ways to greet one another, the local religion, and so on. They need to come up with a strategy for establishing the business in the country. Since GSK's managers and executives will be required to incorporate and base their decisions on the cultural norms of the nations in which they conduct business, this CSR factor is bound to

have an effect on the company's international expansion plans. The manager's judgement on what kind of job to assign an employee, for example, will have repercussions for that person's culture. Another important culture of employee is knowing how to communicate with employees in a country that is respectful of local customs and leaders.

GSK established ties with the farming community in the nations where they did business. GSK tasked its top leaders and managers with leading the charge. Conservative International, like GSK, is committed to the financial security of farmers everywhere, and the two organizations work together to that end. With the goal of raising brand awareness, GSK is expanding its focus beyond conventional medicines and vaccines to include natural and holistic medicines. Farmers in rural areas can take advantage of GSK's organic agricultural training programmes. GSK establishes community hubs in each rural area to offer farmers the help they need to maintain the required living conditions for their jobs. The company's upper echelons will have to adjust their thinking about how to handle the farmers who work for them in terms of assigning duties, providing training, and so on because of these leaders. Managers and leaders need skills in interacting with a wide range of individuals. The association of this fundamental leadership permeates the organisation as a whole, compelling its managers and leaders to make decisions that would involve the farmers they work with in the pursuit of various crucial operations. One of a manager's roles at GSK is to oversee the company's capacity planning efforts, which include leading exercises to ensure delivery against operational and production targets while simultaneously reducing costs and increasing output. The leader at GSK is responsible for coaching, mentoring, and developing a high-performing group that consistently achieves set goals, provides best-in-class output, and seeks out opportunities for continuous development.

Last but not least, they established a number of review objectives and procedures to boost the efficiency of the scope organisation office and boost morale. Although it is the role of managers at GSK to ensure efficient use of company assets, it is the leader's responsibility to communicate these plans to their teams on a regular basis and provide estimates to internal partners. Another part of a manager's job is to recognize and lead change initiatives that push the envelope, ensure the highest possible rate of profit, and cause as little disruption as possible.

2. Critique and analyze GSK's leadership style.

Sometimes, rather than adapting their leadership style to the circumstances, GSK's top brass would instead adopt a rigid leadership. Leaders that consistently employ the same style may be penalized in Situational Theory situations because they lack leadership (e.g task, high relationship). Applying situational theory can shift focus away from systematic, long-term planning. A more commanding and menacing style appears to have been adopted by the leadership. As such, it calls for a watchful approach on the part of the leader.

The limited number of relevant research contemplates geared at legitimizing the situations to put forward by the technique raises questions about its hypothetical assumption, which is another limitation.

A dearth of high-quality experience among workers makes it difficult for them to comprehend and adapt to demographic disparities.

As the situations are tied to and dependent upon many other elements, they have the potential to cause chaos inside the group. As it just considers the current scenario, it tends to prioritize a tactical approach. This strategy is ideal for the GSK organisation and others like it that wish to foster greater communication and collaboration between workers and managers, as well as refine their management to making decisions in response to changing situations.

3. Propose a new leadership style strategy plan that includes better communication and more effective use of the organization's network based off request from the organization

3.1. An Evaluation of the current leadership style:

I propose a new leadership style strategy plan for GSK that incorporates improved communication and more efficient use of the organization's network in light of the many drawbacks of the current policy of leadership, to which I allude above. The plan is:

Leadership of inventory

In the context of a market, "inventory leadership" usually refers to the public display of skill in managing an association's physical assets in a way that positions that association to gain income in the future. The Operations Manager is responsible for keeping an eye on everything. Companies like GlaxoSmithKline, who specialize in the production of goods, rely

heavily on inventory management. An effective stock management system is essential for any association that deals with physical goods. The smooth business of the corporation may be disrupted by an organisation of potential problems if the company failed to manage track of the precise quantity of goods in stock.

Managers and leaders in Operations need to strike a balance between spending money on inventory and focusing on customers. The manager is responsible for locating a reliable vendor that can supply the necessary goods and services to the organisation. A leader's role in this situation is to devise plans for inventory control. The organisation will flourish under this new leadership style.

The Art of Management Track of Inventory

Inventory leadership is critical to the success of any association, but it is especially important to the success of my organisation, GSK, for a number of reasons. This can be a highly supportive and nuanced organisation, but GSK should know when to refill particular items, what incentive to buy or create, and what cost there is to pay. In the private sector, the term "beyond expectations" is used to track stock performance and make other routine business decisions. Organizations of GSK's size and scope require specialised software for undertaking asset planning. Inventory is one of an inventory's most valuable assets, hence proper management of it is important. Sources of data and finished goods are at the heart of Rose Pharmacy's business, particularly in marketing, inventory, customer support, and other inventory-heavy departments. A failure to have these items on hand when they are required most can result in a significant loss of profit for the association.

Designing Supply Chains

The term "Supply Chain Design" refers to the cost and strategy an organisation employs to structure and manage its supply chain in a way that strikes an optimal balance between inventory, logistics, and the associated costs.

A reliable supply chain is important for a volatile business like GlaxoSmithKline because it allows for more precise stock placement and better supply in times of high and low demand. In addition, Supply Chain Management makes smart use of the firm's resources under changing situations. Applying this in GSK will benefit the company in saving a lot of money and knowing where to concentrate its assets. It will help and enable the organisation to deal with expenses and decide how much cash is required for a given component.

In this section, I'll talk about what sort of leader is needed for such a role. Leaders in this role are responsible for communicating effectively with suppliers and vendors, negotiating terms, and categorizing problems. As a result, they work in tandem with production to ensure that all operations' needs are met. However, it is the leader's responsibility to adopt methods that raise service standards. They create and modify processes in order to satisfy business needs, and they also design workflow and guidelines for staff members to follow.

Project Redesign in Business

Under the guise of "Business Process Design," fundamental business procedures are altered to accomplish specified objectives like increased ROI, new services, or lower overhead. Whether it's production, sales, or even just plain old financial management, any business process may be reworked to better accomplish the objectives of the market.

GlaxoSmithKline employs business project redesign to enhance their management operations, as this is a crucial business function for any company. GlaxoSmithKline restructures its operations so that it can achieve smaller goals and destinations that will have a positive impact on the company in the long run and aid in its management efforts. As a result of my leadership style, the company's culture will influence.

3.2. The chosen leadership style which will influence the company's culture

Sigma Six

Entails a structured, data-driven, and time-bound project that is always backed by the organization's upper management and focuses on minimizing errors and maximizing management. The Six Sigma method is commonly summarized by the abbreviation DMAIC, which encompasses, among other things, the steps of defining the problems and the project's goals, evaluating each stage of the process, and implementing any necessary changes to increase efficiency and quality. M is for gauging specifics of the current detail. Defects in the process can be fixed by analyzing data, which will allow for more precise process improvement and future control.

Selecting competent workers is a key role of management operations, and it is the leader's job to do so. Find representatives with initiative, critical thinking, and process change skills, as well as the ability to make an impact in the association, and hire them. A leader's responsibility is to learn as much as possible about the situation and its causes by talking to

representatives at all levels. The more informed the personnel is, the more likely they are to contribute directly or indirectly to Lean Six Sigma efforts.]L

Over its nearly three decades of existence, six sigma has remained a highly sought-after skill set for skills like GSK. Implementing the six-sigma technique would be extremely beneficial for GlaxoSmithKline since it would increase efficiency and decrease process variation, both of which reduce defects and lead to gains in revenue, employee morale, and product/service quality. GlaxoSmithKline stands to gain a great deal by putting the six sigma methods to work, as they will allow the business to expand its capabilities and increase its profitability. Six sigma has proven to be extremely effective in boosting productivity, efficiency, and business quality across the board.

3.3. The more effective strategy for departmental communication that takes advantage of modern technologies.

With a focus on the role that communication plays in effective leadership, this book provides a thorough examination of past studies, contemporary theories, and cutting-edge research on leadership and management.

The use of symbols is a uniquely human trait. At the core of effective leadership is the ability to create symbols and employ them to motivate, orient, and transform leaders. Direction, objectives, and policies are all communicated by leaders in every organisation. Leaders are also skilled at constructing false realities. Leaders create a shared culture for their groups by interacting with their followers through shared narratives, festivities, and declarations of group. Leaders influence their followers' perceptions of themselves and the world around them through symbolic manipulation. An effective leader may alter their leaders' mental models, or the manner in which they make sense of the world.

As soon as you hear the word "leaders," many images may pop into your imagination. You might have heard the phrase "he or she is a conceived leader" before. The common misconception is that people are born with the ability to lead large organizations like the GSK Company. While this may be true in some cases, it is far more common for competence to be acquired through study, personal development, and experience.

In order to demonstrate leadership qualities, one must be actively involved, and, rather than coordinating representatives through errands, they must instead move and propel workers to

drive themselves. Leaders have mastered Emotional Intelligence and know how to put it to use in a way that brings out the best in their followers.

A director's authority stems from their position, but a leader's authority is rooted in their style. Excellent leadership skills are elusive since they are more behavioral in character than technical talents. Think about how much easier it is to teach someone how to handle a certain task by giving them a manual on how to do it than it is to teach them how to properly negotiate a bargain. One is structured, while the other makes use of a wide range of nuanced skills that can be challenging to master for the first time. That's why it can be so challenging for first-time directors to develop pioneering traits.

In addition, leaders are change agents. The realization that they have the power to effect change in their family and their habits can be a huge step forward in achieving lasting improvement. The rewards for leaders who can steer their teams through transitions rather than micromanage them are immense.

Important goals are communicators, and leaders who use modern leadership to communicate workplace communication are more likely to see their technologies through to fruition.

3.4. Detail summary

In the context of the GSK Company, "situational leadership" is defined as a form of management in which the leader's approach to influencing and inspiring colleagues is adapted to the specific situation, they find themselves in. As the leaders of the GSK Company adapt their leadership styles based on the situations at hand, this type of leadership has the potential to impact the company's management to managing its operations. Given the current predicament the GSK Company is in, where the GSK Company is confronting the challenges and hazards of the rising cost, situational leadership can play a significant role in the following scenario.

Leaders in the GSK Company use systems leadership to keep tabs on staff activities, update them on company news, and motivate them to tailor their efforts to organizational goals. For example, when the GSK Company decided it needed to implement new strategies to bring its goals to fruition, it gave its operational department the freedom to focus on reducing costs without sacrificing quality. Leadership at GSK is responsible for important planning and establishing corporate goals with the overarching aim of expanding the company's customer base and hence increasing demand for GSK's goods and services. In order to achieve their

goals, GSK has devised a number of plans that incorporate a wide range of medicines and services, each of which helps to advance the company's manufacturing processes. Leaders at GSK Company are responsible for relaying information about the managers' expectations to their subordinates and directing the company's resources toward achieving the company's stated goals and objectives. To sum up, the organisation needs networks that will assist it in achieving its goals and objectives; features such as open lines of communication, teamwork, efficiency, and morale-boosting incentives are important.

Conclusion

I talked about GSK and the Medical Industries Company, providing a summary of the company's leadership performance and strategy as well as proposing ideas for future leadership practices, cutting-edge resources, and an effective internal communication system. GSK's catalogue of medicines and medicinal products.

References

Parker, S. K. (2013). Beyond motivation: Job and work design for development, health, ambidexterity, and more.

Pakarinen, E., Lerkhanen, M-K., Poikkeus, A-M., Sidkkinen, M., & Nuirmi, J-E. (2010). Classroom organization and teacher stress predict learning motivation in kindergarten children.

Schermerhorn, J. R., & Wright, B. (2014). Management: Third Canadian Edition. John Wiley & Sons Canada.

Fritz, M. S., & Arthur, A. M. (2017). Moderator variables. Oxford Research Encyclopedias, Psychology.

Hackman, J. R., & Oldham, J. R. (1980). Work redesign. Addison-Wesley.

Osteraker, M. C. (1999). Measuring motivation in a learning organization. Journal of Workplace Learning, 11(2), 73-77.

Bergendahl, M., Magnusson, M., & Bjork, J. (2015). Ideation high performers: A study of motivational factors.