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E-SIGNATURE: Suhad Taha _____

DATE: 16/10/2025 _____

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

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 Page	Page
1	Executive Summary	2/3
2	About the Report	3
3	Overview of Ebsar Charitable Foundation	4
4	Organizational Structure and Departments	5
5	Current Leadership Practices	6
6	Assessment of Leadership Effectiveness	6/7
7	Critique of Leadership Style	7/8
8	Leadership Challenges in the Organization	9/10
9	Proposed Leadership Strategy (Style, Culture, Communication, Networks)	10/11
10	Implementation Recommendations	11/12/13
11	Risks and Limitations	14
12	Conclusion	15
13	References	15/16

Executive Summary:

Over the past few months, I've had the opportunity to spend time with the team at Ebsar Charitable Foundation, conducting interviews and observing how things actually work every day. And I witnessed several management and communication challenges that the team at Ebsar are suffering from and they are reducing the effectiveness and morale of the team. While the main noble mission of supporting visually impaired individuals is incredibly meaningful, I believe Ebsar can serve this community much better by addressing some operational issues I've observed.

The most important problem I've noticed is a disconnect between the managers and their work environment. After conducting one to one interviews with the team, many have told me that they feel stuck in a system that's too slow and bureaucratic compared to what they've experienced in the private sector. At the same time, they feel excluded from impactful decision-making processes, which leaves them questioning whether they truly belong here. It's a double hit; they're frustrated by the pace of work and feel underused in their roles. This combination is killing their motivation and making some consider leaving for more dynamic industries where they feel their skills would be better valued.

The communication systems are creating serious problem throughout the organization. What some of the managers told me during one of the interviews was “we are still operating like it's 2010, relying heavily on phone calls and WhatsApp for work coordination. This makes it very hard to track project progress or maintain any real accountability. I've repeatedly witnessed situations where team members go completely silent for weeks, only to surprise everyone at the deadline with incomplete work or major delays”. This kind of problem should be dealt with seriously and the organization should implement new ways of communications, enabling easy 2 way communication, and are easily tracked for accountability.

My conclusion to most of the issues that I have observed is the heavily centralized decision making structure. I believe the director handles most of the significant decisions while department heads and line managers wait for approval on routine matters that should be within

their authority. This creates delays and sends a clear message that you don't trust your managers' judgment, which explains why they feel disconnected from their work.

This report drafts specific recommendations for solving most of the problems and modernizing the communication systems, to create a more engaging work environment where talented people want to stay and contribute to the success of the place.

Key recommendations include:

- I. Building an active leadership style based on trust among all managers, their vision, and motivation
- II. The importance of technology and the role of communication platforms
- III. Making correct decisions that positively affect the organization
- IV. The importance of human resources and strengthening them to improve workflow

By implementing a comprehensive plan that aligns with modern leadership standards, this will lead to the support and development of institutions. It also supports the foundation's mission, aiming for growth and fulfilling its goals of development and prosperity within the foundation. An institution without strong leadership means a significant failure.

1. About the Report:

This report has been prepared based on what we studied by the esteemed professors at the academy that contributed to our development in the "Leading Organizations and Management" course. It is written from the perspective of an external consultant invited to Ebsar Charitable Foundation to provide leadership support and improve management strategies. This is done with full support and appreciation for the professors who contributed to broadening our perspective, enabling us to apply management and leadership not only to individuals but also to organizations.

The report is divided into several key sections:

- I. The internal structure of the organization and an overview of its management and leadership style
- II. Communication methods, reconsideration, and evaluation of the current leadership approach

- III. Identifying strengths and encouraging them, and addressing weaknesses with methods of development
- IV. The best strategy to be used in the present day and modern era, emphasizing technological communication methods, strengthening the team, department dynamics, and reviewing internal communication networks
- V. Setting a goal for all members of the organization and providing a realistic and actionable development plan, enabling the organization to implement more efficient and sustainable leadership methods for actual progress

2. Overview of Ebsar Charitable Foundation:

Ebsar Foundation is a charitable organization that aims to provide aid and support without any financial or profit objectives. Its headquarter is in the Kingdom of Saudi Arabia, and its main goal is focused on serving individuals with visual impairments by providing educational, medical, and social support. Ebsar operates under a license from the KSA to carry out charitable work and collaborates with its partners to offer significant assistance for people in need and provide the best healthcare and volunteer support it could.

Ebsar mission aims to enhance the inclusion of people with visual impairments and disabilities and include them into society, ensuring a decent life for all of them. The foundation offers several programs, such as treatment initiatives, periodic medical assessments and social support. It also works on developing the daily skills for individuals with disabilities, running public awareness campaigns inside the kingdom, and participating in community events. Unfortunately, it faces ongoing challenges such as limited funding, community awareness and administrative burdens.

3. Organizational Structure and Departments:

Ebsar works according to a centralized structure supported by several departments

- I. Executive Management: is the top level management of Ebsar, responsible for implementing strategies, assigning tasks, and overseeing operations, alongside handling external relations.
- II. Medical Services Department: responsible for all medical related matters including Vision correction surgeries, medical examinations, emergency cases and coordination with hospitals to ensure providing the best medical care.
- III. Rehabilitation and Training Department: offers skill development programs for individuals with disabilities, especially those with visual impairments.
- IV. Public Relations Department: manages campaigns, communication with institutions, dealing with clients, and social activities.
- V. Finance Department: is responsible for financial matters such as budgets, salaries, and internal and external expenses.
- VI. Volunteers Department: defines the role of volunteers, organizes priorities, and supervise their work.

Everyone in the organization has full responsibility, and no one is excluded from it.

The general manager reports to the top management, which is the Board of Trustees, and the department heads report directly to the general manager.

There is a good distribution of the workforce, which helps improve development, speed up decision making, and increase flexibility between all departments.

4. Current Leadership Practices:

Ebsar's leadership style is mostly centralized and traditional. The director makes the most of decisions, while department heads have limited authority. This management method slows down response times, affects flexibility and leaves the managers frustrated.

Communication between departments happens mostly through formal emails and face to face meetings. There are no structured feedback channels or digital tools used to communicate properly.

The leadership focuses on daily operations but neglects long term strategic. That is why staff motivation depends only on personal relationships and informal encouragement, not structured performance systems.

There is very limited use of delegation, which explains why the decision making is often delayed.

5. Assessment of Leadership Effectiveness:

The current leadership at Ebsar maintains daily operational stability but struggles with adaptability to change and needed innovation. Yet there are some strengths, like loyalty among team members and a shared mission, but these are not enough to ensure long term progress.

Fortunately, there is a high level of employee commitment, which is admirable, and there is a positive spirit among everyone. But this alone is not enough, because, as I mentioned, the administrative structure is very traditional, and all decisions depend on the general manager. This prevents initiatives, as staff members do not feel that they have decision-making power or influence. Each department works alone, and there is no collaboration. This happens unintentionally but ends up being the case.

This is what I learned from applying leadership properly the importance of having a system that applies to everyone, with transparency and clear information flow, where every employee has a role and feels their true value. It shifts them from just doing administrative tasks to becoming employees with goals, motivation, and increasing loyalty over time. Also, having a clear concept of training and development to produce real leaders raises the value of any organization and helps it move forward in a complete way not just with a manager executing tasks rigidly.

Personally, I started to view the role of the manager differently. My thinking changed completely, and I now believe the leader's role is great. There is a big difference between a manager and a leader. The leader's role is to guide, raise awareness, and encourage all staff and himself to build and make an impact. Leadership has opened my mind to leadership and guidance methods, and I try to develop myself as much as possible in analyzing management and applying it in a practical way.

6. Critique of Leadership Style:

All departments at Ebsar Foundation are relatively committed because the foundation is a charitable organization, and everyone appreciates that. Everyone tries to maintain internal stability, but in leadership, this is considered a weakness. It prevents management and leadership from adapting to any changes, weakens progress, and blocks innovators in the short term. This is clear in the current leadership model, which only helps in completing routine tasks but does not support employees in development, growth, or decision-making that builds strategic plans for the foundation's growth.

However, one of the current team's strengths is having managers and department heads who know their roles and how to prioritize task distribution. Even though the tasks are routine, this

helps the workflow run smoothly and clearly without any obstacles, and it makes daily work easier for all employees. Also, the strong loyalty of the employees and their dedication to delivering a message to people with special needs shows their noble feelings toward them and their effort to provide ideal services to people with visual impairments. These noble motives increase their sense of belonging to the foundation. Moral motivation has real value in the human soul and how it is managed.

Despite these positives, there are some negative points that weaken the leadership effectiveness. These result in slow or incorrect decisions because of the routine. Everyone always waits for the general manager's approval, even in simple matters that don't require waiting. This delays public interest and causes all departments to slow down. Which makes employees feel disconnected and frustrated, also they rarely share their ideas, and cannot participate in decision making, because there is no system for collecting opinions or considering feedback, which affects the motivation of Ebsar's team.

Also, the weak connection between departments is a major issue. Departments do not share information with each other, and usually, it's only shared through random emails for those who are interested. The foundation doesn't use full communication tools, which leads to repeated tasks. There is no clear strategy to track employees, making it hard to identify top performers, skilled staff, or those who need training.

This also prevents managers from improving because the vision is unclear. Leadership roles are assigned based on behavior and seniority, not on skill or competence.

This might be enough for handling daily operations, but it doesn't suit today's modern technology. The foundation needs a digital transformation that matches the current era and encourages open opinions to reach more impactful results.

7. Leadership Challenges in the Organization:

The situation of Ebsar is very critical, and the challenges we see daily are countless. The administrative leaders affect the efficiency of the foundation's growth. One of the most prominent challenges is the centralization in decision-making and the excessive waste of time in making any decision, where the authority is concentrated in the hands of a limited number of individuals, and the powers are restricted to one person. This creates a big challenge in executing decisions and makes it hard to adapt to any change.

This restriction of innovation reduces our ability in the foundation to work independently or respond to any urgent situation. We all remain idle. There is also another major challenge, which is the weakness of internal communication. I have never worked in any system that lacks complete integration like what I saw here. There is no immediate collaboration in emergencies. Communication only happens through traditional methods like verbal talk or in-person meetings, and often the responsible person or concerned parties are not present. When submitting a suggestion, it usually ends up being a waste of time, and these meetings are often ineffective and hard to implement.

The absence of technology to support leadership processes is also a major problem. There is no internal shared platform for everyone to know what other departments are contributing, even just for awareness. There is no clear reporting mechanism that helps us all in making any decisions. All these gaps, even with the most skilled leaders, will hold them back, reduce their productivity and efficiency, and make it hard to implement any strategic plans. It gives excuses for any leader's underperformance and justifies the continuation of a traditional leadership style.

But with change, the foundation will grow, and the administrative structure will shift into a more flexible and participative structure that aligns with the needs of modern work

8. Proposed Leadership Strategy (Style, Culture, Communication, Networks):

After all the studies and research I've done recently, I started to truly change my point of view. I began thinking more deeply about how each manager thinks, especially the ones I worked with. Most importantly, during my time at Ebsar Foundation.

Not long ago, I used to see the manager as someone who just gives orders and tasks, and the team follows. That thinking was totally wrong and destructive. Real leadership means building an environment that encourages employees to think, create, and be decision-makers.

At Ebsar, I honestly witnessed a high level of commitment from all staff. I haven't seen this spirit before. It wasn't just about work; it was a volunteer spirit. But they lacked the most important part, a real administrative leadership system. There was no clear plan to develop employees, no communication between departments or managers. Every department worked separately, and the general manager was the only decision-maker. That kills any organization eventually.

The solution, in my opinion, lies in three main points, this is just a small part of what I learned from leadership and management:

I. Delegation

Leadership style must change. Employees should have decision-making power based on the manager's vision. The manager becomes a delegator, and the employee becomes responsible. Management doesn't stop at the top. Innovation from employees must be respected and considered.

II. Encouragement and Consideration

Listening to employees and taking their feedback seriously is very important.

Encouragement is a key value that Ebsar lacks.

III. Constructive Communication

There is no way to succeed without platforms like Microsoft Teams or Google Workspace. They are now a basic part of any serious institution.

In my current role, I started to participate more in making change happen. I began with myself, developing my skills, changing my thinking, and dealing with all colleagues, managers and employees, with a different mindset. Now I actively listen to every idea.

Leadership is not about being in control and giving orders, it's about responsibility, accountability, and shared success. Respect, listening, and consideration are what make leadership valuable. That's the commitment I've made to myself in any institution or management role I take.

9. Implementation Recommendations:

Change must happen. It's not a luxury or an option from my point of view. This transformation doesn't need to wait or go through long approval processes. It's necessary and urgent. Any future planning must be based on a clear vision to avoid falling back into old routines.

My recommendation starts with identifying real weaknesses, assigning responsibility for each step, and building a realistic implementation plan. This plan must be connected to a specific timeline, so everyone works at the same pace. Change will not happen overnight. It requires commitment from all parties involved. Everyone must be on board with a clear intention to change. Meetings should not be formal speeches. They should be open discussions where every

department clearly explains their challenges and how they plan to solve them. All inputs must be documented with a written meeting report.

The next step is training. Every manager must hold direct training sessions with their team.

These sessions should include a review of department roles and basic rules. Each manager must also assign a delegate and explain how responsibilities will be shared and evaluated. Meetings must be short and focused. They should lead to visible outcomes, not waste employee time.

There should be clear performance indicators connected to actual results, not just attendance.

Hard workers must be rewarded, and underperformance must be addressed clearly and firmly.

Finally, managers must lead by example. If any manager refuses to follow the new system or adapt, they should step down. There is no room for randomness. Every department must see its leader applying the same system they are asked to follow. At this stage, we're not just giving them power, we are trusting them with full responsibility. Strong follow-up and structured implementation are needed.

Modern leadership is not about words, it's about action, responsibility, and real commitment.

Ebsar deserves that and more.

Change must come from within everyone in the organization. It is unacceptable to treat it as a temporary phase and then go back to the old system. What is being prepared now is a major shift and a new identity being built within our organization. This must be appreciated and recognized as the true goal we are all working toward.

We must all admit clearly to ourselves that traditional, routine leadership will not help us much.

It will only lead to setbacks. Every leader must have the skill to influence others—not just to give orders. Firmness is needed, but with a leadership spirit and awareness of how to issue instructions. We must spread awareness among all employees and create a supportive

environment that encourages everyone to give the best version of themselves. This is the role of the skilled leader we are looking for in our organization.

Old versions of every leader must be left behind. Everyone must realize that the old model is no longer compatible with current development. The organization is made of gears completing each other. It is a living system, and people affect each other. If leadership doesn't develop, this will not support employees' creativity and will delay the team. Everyone is like a color, and together they complete the full picture.

Managers now have a major responsibility to understand, explain, and analyze to their teams and to the staff, and to stop using the outdated command-and-control approach. There must be a link of trust and mutual understanding between all people. This is how we create intellectual harmony and a fertile environment for innovators.

We must also review all administrative roles and powers in every department. Every person, from the oldest to the newest employee, must be evaluated fairly. There is no justification for keeping someone in a role that doesn't suit them, because that increases harm.

If duties need to be redistributed and roles need to change, that's not harm or exclusion. It's a guarantee for the continuity of the organization under the new system. It confirms the importance of commitment for everyone. This stage must not allow any tolerance or delay. The change plan is clear, visible to all, and tied to a timeline with strict follow up.

With this, we will have built a clear administrative structure, a solid system, and a complete, well-structured plan, not just a meeting document that gets forgotten. The results will prove how strong Ebsar is and how capable it is of moving forward with confidence and development.

10. Risks and Limitations:

We see many risks and challenges in the full transformation. Most employees do not accept change with open arms, even though all strategies are for their benefit and for the good of the organization. Still, implementing them comes with many restrictions, fears, and risks.

The biggest challenge is resistance to change just for the sake of refusing. Of course, leaders understand that and understand the general feeling of discomfort and rejection. This is due to the fear of losing power (power will be removed anyway), and everyone feels under the microscope and is afraid because this period includes strict follow-up and different types of accountabilities. Another challenge is using technology and the effort needed for training. Not everyone adapts quickly, especially those used to work in random systems with no technical or coordination support.

Time pressure is also a big challenge. Linking the process to time creates fear among employees because it opens the door to accountability at any moment. It is also considered a direct commitment in front of the management.

Another challenge is the financial resources and the fear of the finance team. The foundation is charitable and non-profit, and there is fear of spending because the budget is limited. The new system needs costs for platforms, training, and consultants, and all of that puts us under pressure. There is also the risk of partial development, which means some departments apply the new system while others keep using the old method. This leads to decline and lack of balance. All leaders must work as one team.

But with all these challenges, building a plan, vision, and strategy between all departments will lead to strong communication, commitment, better leadership, and real, visible results.

11. Conclusion:

This report presents a realistic reflection on the leadership approach at my organization, Ebsar Charitable Foundation.

It highlights critical points that must change and actions that must be taken for development. The old system has kept routines in place and unintentionally delayed many tasks. But it has clearly blocked progress and separated departments, which has weakened the organization overall.

The old leadership model has expired. Ebsar has now begun moving toward a modern leadership model built on clear authority, firm accountability, and time-based follow-up.

Transformation today is not a choice—it's a must. This is a real shift, starting with identifying weaknesses, distributing responsibility, creating a clear vision, and reestablishing the manager's role as a true example for their team.

The leadership mindset must now be grounded in one principle:

“There's no space for favoritism. Everyone is subject to performance evaluation. Ebsar today is paying the price of false stability with its future.”

Leadership is not a title. Leadership is a daily responsibility to deliver results.

Any organization that fails to confront its internal flaws will not be able to protect its strength—or its future.

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