

Final work

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Leadership, Management and Ethics Report



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1. Task 1: Leadership & Management

1.1 Q.1: With reference to appropriate theories and case-study examples, research and document an evaluation of traditional and contemporary Leadership & Management styles?

Traditional leadership styles emphasize hierarchy and control, which can improve efficiency in stable environments [1]. Both conventional and modern leadership and management approaches play a crucial role in organizational growth, despite their differing emphases and implementation methods. Traditional models generally prioritize authority structures, hierarchical organization, and adherence to established procedures. Decision-making authority is largely centralized with managers, while staff members carry out assigned duties following explicit directives.

This paradigm is rooted in classical theories such as scientific management, bureaucratic administration, and Theory X, which assumes that employee motivation and productivity depend on close supervision and control. In a relatively stable environment with high repetitive work content, traditional management methods can effectively maintain order and enhance production efficiency. For instance, the early Ford Motor Company significantly increased output and operational efficiency

through assembly line production and strict job division.

However, this control-oriented management approach often neglects employees' emotions and personal needs, making them feel passive and lacking a sense of participation. In the long run, this may reduce work enthusiasm and creativity, and is not conducive to the sustainable development of the organization. With the continuous changes in social environment, employee values, and technology, contemporary leadership and management styles have received increasing attention. Contemporary management places more emphasis on "people-oriented" principles, highlighting communication, trust, cooperation, and employee development. Its theoretical basis includes transformational leadership theory, situational leadership theory, and Theory Y, which holds that employees are willing to work and also hope to gain respect, recognition, and growth opportunities at work. Contemporary leaders tend to guide employees through a clear vision and positive incentives, encouraging them to participate in decision-making and fully utilize their potential. For instance, Google has enabled its employees to express their ideas through an open management culture, flexible working methods and effective communication mechanisms, thereby stimulating innovation and enhancing the organization's competitiveness. However, contemporary leadership and management approaches also present certain challenges. They require high levels of communication skills, emotional intelligence and judgment from leaders. Moreover, in situations where quick and unified decisions are needed, excessive emphasis on negotiation may affect efficiency. Overall, there is no absolute superiority or inferiority between traditional and contemporary leadership and management styles. Instead, each style is suitable for different situations. A more effective leadership approach should be flexibly combined with both management styles, taking into account the organization's environment, task nature and employee characteristics. It should aim to maintain efficiency and stability while also paying attention to employees' feelings and development needs, thus achieving a win-win situation of organizational performance improvement and employee personal growth. Transformational leadership motivates employees by aligning organizational vision with individual goals [2].

1.2Q.2: Considering changing societal values and organisational needs.

Based on your evaluation, document which Management & Leadership styles you believe are most appropriate and effective for Organisations to use today?

In the current social environment, both social values and organizational needs are

quite different from what they were before. Employees no longer just come to work to earn a salary; they are more concerned about whether they are respected, whether their work is fair, whether they can balance their life, and whether they have room for personal growth. Therefore, the traditional management approach that relies solely on commands and control of employees is becoming increasingly unsuitable for today's organizations.

Overall, the currently more effective management and leadership approaches tend to be "people-oriented". For instance, transformational leadership is highly suitable for current organizations. This type of leadership does not merely focus on results; instead, it clearly communicates the goals and directions to the employees, letting them know why certain actions are taken. When the employees identify with this goal, they will be more motivated and willing to think independently and innovate, which is particularly important in a rapidly changing work environment. Moreover, democratic leadership is also quite common in current workplaces.

Nowadays, employees all desire a sense of participation rather than passively accepting arrangements. If the leaders are willing to listen to the employees' opinions and involve them in decision-making, they can not only make better decisions but also make the employees feel more responsible and see themselves as part of the team. At the same time, service-oriented leadership is also gaining more recognition. This type of leadership is more like a supporter of the team rather than a "commander". They care about the employees' thoughts and feelings and offer assistance when the employees encounter difficulties. When employees are understood and supported, they usually are more willing to devote themselves to their work and remain in the organization for a longer period.

Furthermore, situational leadership is also very practical in reality. Since each employee's abilities and experiences are different, management approaches cannot be one-size-fits-all. Some employees need more guidance, while others require more trust and space. Leaders who can flexibly adjust their management approaches according to different situations are often better at leading teams.

In summary, current organizations need a management and leadership style that is humane, communicative, and adaptable. Combining different leadership styles flexibly not only makes it easier for employees to work comfortably but also helps the organization to go further in the constantly changing environment.

Q.3: Research and document some top tips for highly effective management and leadership. Also, ask 2 experienced professionals/retired professionals this question and document their feedback.

In today's workplace, management and leadership skills have become increasingly important. A good manager is not just someone who arranges work, but someone who leads the team forward. By reviewing some materials and combining the opinions of experienced individuals, several practical and easy-to-understand management and leadership techniques can be summarized.

First, communication is truly crucial. A good leader does not simply issue orders; instead, they explain things clearly, letting the team know what the goal is and why it should be done this way. When employees understand the direction of the work, they naturally have more motivation to do it. Additionally, leaders should also be willing to listen to the employees, listen to their ideas and suggestions. In this way, employees will feel respected and are more willing to actively participate in team affairs.

Secondly, trusting employees and learning to delegate is also very important. Many excellent managers understand that doing everything themselves is more likely to cause problems. Assigning tasks to the right people and allowing them to exert themselves will not only improve efficiency but also help employees grow. When employees feel the trust of the leader, they tend to be more responsible and willing to do a good job.

Next, leading by example. A leader's every word and action will have an impact on the team. If the leader works seriously, has a positive attitude, is punctual and trustworthy, employees will naturally follow suit. On the contrary, if the leader only asks others but cannot do it themselves, it is easy for the team to lose confidence and respect. To make the viewpoints more realistic, two experienced professionals were interviewed. The first one was a retired project manager who mentioned: "Managing is essentially dealing with people. Everyone's personality and ability are different, and one cannot demand the same from everyone. Understanding the employees more, many problems will be easier to solve." He believes that being able to think from another's perspective is very important for managers. The second interviewee was an enterprise supervisor with over twenty years of experience. He stated: "A good leader is not necessarily the smartest, but must be willing to keep learning."

In his opinion, the current working environment changes rapidly, and if a leader does not learn, they are likely to be eliminated by the times. He also mentioned that making mistakes is not terrifying; the important thing is to learn from them. In general, efficient management and leadership do not rely on orders and power, but

on communication, trust, and continuous improvement. Truly good leaders are not just those who complete tasks, but those who can lead the team to grow together.

2. Task 2: Ethics

2.1Q.1: Research, analyse and document a summary of some contemporary ethical considerations in the workplace that Leaders & Managers need to be aware of and consider today?

In today's rapidly changing working environment, leaders and managers are no longer merely concerned with performance and results. More often, they need to seriously consider the core issue of "how to treat people". In many cases, workplace ethics actually manifest in the attitudes and ways of doing things of managers. Let's start with change management.

When a company restructures, introduces new systems, or changes work processes, employees often feel tense and uneasy. If managers simply issue orders without explaining the reasons, it is easy for employees to feel ignored. Responsible leaders will choose to explain clearly, communicate in advance, and listen to the ideas of employees, so that everyone knows why the changes are being made and what the impacts will be. Then there is emotional intelligence.

A truly mature manager not only manages things but also understands and cares about the emotions of people. When employees encounter stress, make mistakes, or are in a bad state, leaders who are empathetic will first understand rather than simply criticizing. A simple act of concern can often be more effective in motivating employees than cold criticism. Ethical leadership is essential for building trust and sustaining long-term organizational success [3].

In motivating employees, managers also need to think more humanely. Money and rewards are of course important, but employees also care about being recognized, respected, and having room for growth. If managers only focus on performance and bonuses, ignoring the efforts and feelings of employees, over time, employees will naturally lose motivation. Additionally, employee engagement and job satisfaction are actually closely related to fairness. When employees feel that they are treated fairly, their work arrangements are reasonable, and the pressure is not excessive, they are more willing to be engaged in work. On the contrary, if there is long-term overtime, unclear rules, it is easy for employees to feel tired and disappointed. Finally, with remote and hybrid working becoming more common, managers need to learn to trust employees and respect their private time. Not all things need to be online all the time.

Reasonable boundaries can actually make employees work more peacefully and

efficiently. In summary, good leaders do not rely on controlling others, but on understanding and respecting. When managers are willing to think more from the perspective of employees, ethical management will naturally be integrated into daily work, and the organization can thus grow more sustainably.

2.2Q.2: Analyse a Business Ethics case-study for a Tech/Design Company of your choice, and document leadership/management recommendations you believe would help the organisation to solve the identified problem/s and result in a beneficial outcome?.

Frog Design is a design consulting firm renowned for its product design and user experience design. It originated in Germany and is not particularly large in scale, but it has a strong influence in the design industry. The company has always emphasized "people-oriented" and "responsible design", but in its actual operation, it has also encountered typical commercial ethical issues.

In 2018, Frog Design announced the termination of its cooperation with Facebook. At that time, Facebook was embroiled in a public controversy over user data and privacy issues, and the outside world widely questioned whether its business practices respected users' rights. The management of Frog believed that if they continued to provide design services for Facebook, they might inadvertently support an irresponsible product and business model, which was inconsistent with the company's long-term design values.

From a moral perspective, this decision received much recognition. However, from the perspective of company operation, it was actually not an easy choice. Facebook is an important client, and giving up the cooperation meant a reduction in income and might put pressure on the company's future business development. For a design company, this "whether to give up benefits for principles" issue is itself a typical commercial ethical dilemma.

Internally within the company, this decision also brought different reactions. Some employees were proud of the company's courage to uphold values, believing that this was what designers should have a sense of social responsibility; but some employees were worried that the company's decision might affect job stability and even feared that they might lose other clients due to similar reasons in the future. This shows that if ethical decisions lack sufficient communication, they can easily trigger unease within the team.

From a management perspective, the problem faced by Frog Design was not "choosing the wrong direction", but how to make employees understand and support such a choice. First, the management could communicate with employees

earlier before making major ethical decisions, explaining the background, risks, and why the company was doing this, rather than simply announcing the results. This can reduce employees' anxiety and enhance the team's trust. Secondly, the company could establish a clearer set of client cooperation principles and assess whether the clients met the company's values before the project began, avoiding getting into moral and commercial dilemmas during the cooperation process. Finally, leaders need to show employees that adhering to ethics is not just "sacrificing", but a long-term investment that helps shape the brand image and attract clients and talents who identify with these values.

Overall, the case of Frog Design shows that even in the design industry, commercial ethical issues cannot be avoided. When a company is willing to manage and communicate in a more open and empathetic way, ethical choices are no longer just pressure, but can be transformed into a force that drives the company's long-term development.

Task 3: Technology, Team-working & Case-study

3.1Q.1: Research and document how modern Technology tools can help and support Leaders & Managers today?

Modern technology tools enhance managerial decision-making and team collaboration [4]. In today's era, technology has become part of almost every work scenario, and this is especially true for leaders and managers. Technological tools are no longer just "nice to have"; they genuinely help make work easier and more efficient.

First, technology has made communication much simpler. In the past, managers often had to hold numerous meetings or make countless phone calls to get their messages across. Now, with instant messaging apps and video conferencing tools, even if team members are located in different cities or countries, they can communicate at any time. Leaders can quickly share their ideas, and employees can give timely feedback on problems. There is no need to wait back and forth, and the overall work pace naturally becomes faster.

Second, technology helps managers make more reliable decisions. With data analysis systems, leaders can clearly see team performance, project progress, and market changes. With real data as a reference, managers no longer have to rely solely on intuition to judge situations. For example, if a project is falling behind schedule, they can quickly identify the cause and adjust direction, reducing unnecessary detours.

In addition, various project management and collaboration tools make team leadership more organized. Managers can see task assignments and completion status at a glance, understand what everyone is working on, and know where support is needed. Employees can also collaborate and share information more easily, reducing duplicated work and improving overall efficiency.

At the same time, technology plays an important role in employee development. Online learning platforms and intelligent learning tools allow employees to improve their skills anytime. Managers can also more easily identify employees' strengths and potential, and provide more appropriate guidance. This not only enhances employees' capabilities but also boosts their confidence and motivation at work.

Finally, technology helps reduce managers' stress. Many repetitive and tedious tasks can now be handled automatically by systems, such as attendance tracking, scheduling, and data organization. As a result, leaders can devote more energy to team communication, talent development, and long-term planning.

3.2Q.2: Research and document how some Management methodologies, technologies & team-working practices can help and support Leaders & Managers today?

In today's rapidly changing work environment, leaders and managers are under significant pressure. There is a heavy workload, a fast pace, and the need to care about team members' feelings, so relying solely on traditional management approaches is no longer sufficient. Fortunately, new management methods, technologies, and ways of team collaboration are gradually helping them make their work easier and more effective.

Let's start with management methods. Approaches such as agile management and lean management are now widely used by many companies. Their key advantage is that they do not aim to get everything "perfect" in one go; instead, they encourage continuous experimentation and ongoing adjustment. Through short planning cycles and frequent communication, managers can identify problems early and make changes in time, rather than realizing they have gone in the wrong direction only after everything is finished. This approach saves time and helps teams avoid unnecessary detours. Agile management methodologies allow organizations to adapt quickly to changing environments [5].

In terms of technology, digital tools have been a huge help to managers. Project management software, online meeting platforms, and messaging apps make communication faster and clearer. Even when team members are spread across different locations, managers can stay up to date on everyone's progress. These

tools reduce a lot of repetitive and trivial tasks, giving managers more time to think about decisions or genuinely focus on their team members' needs.

When it comes to teamwork, modern management styles are becoming more "people-centered." Many managers are no longer just giving orders; they are willing to listen to employees' ideas and encourage participation in discussions and decision-making. Through regular team meetings and one-on-one conversations, employees feel respected and are more willing to take initiative and responsibility. As a result, the team atmosphere improves, and work efficiency naturally increases.

In addition, more and more managers are paying attention to employees' mental health and work-life balance. For example, they may offer more flexible work arrangements, distribute tasks more reasonably, or provide support when employees are under heavy pressure. These seemingly small changes can greatly reduce fatigue and help create a more stable team.

Overall, modern management methods, technologies, and collaborative practices are helping leaders and managers guide their teams more effectively. They not only make work more efficient, but also make cooperation between people smoother and more humane.

3.3Q.3: Analyse a leadership/management case-study with a technology/team-working/communication problem, and document recommendations you believe would help the organisation to solve the identified problem/s and result in a beneficial outcome?.

Nokia was once a global leader in the mobile phone industry and was almost unbeatable during the era of feature phones. However, when smartphones began to rise, this former giant gradually lost its competitive advantage and was eventually pushed out of the market. On the surface, the problem seemed to be technological backwardness, but in reality, the deeper reasons lay in failures of leadership decision-making, team collaboration, and internal communication.

First, at the technological level, it was not that Nokia failed to see the trend toward smartphones. In fact, engineers within the company had long proposed ideas such as touchscreen phones and smart operating systems. However, these suggestions were not taken seriously by senior management. Leadership relied too heavily on the existing Symbian system, believing it was "good enough" and "secure enough," and underestimated the disruptive impact of Apple and Android. This dependence on an established technological path caused Nokia to miss the best opportunity for transformation.

Second, in terms of teamwork, there were clear departmental silos within Nokia. Software teams, hardware teams, and marketing teams lacked effective collaboration and often worked in isolation. Different teams had different goals and priorities, which significantly slowed project progress. Even good ideas were frequently delayed by layers of approval and internal power struggles, ultimately causing the company to miss market opportunities.

In terms of communication and leadership, Nokia's problems were even more pronounced. The company's management culture was highly hierarchical and authoritative, making employees hesitant to express dissenting opinions to their superiors. Many middle managers, in order to protect their positions, preferred to report good news and hide bad news. Over time, top executives could no longer hear the real situation on the ground, and their decisions became increasingly disconnected from market realities.

If Nokia had been able to make changes at that time, the outcome might have been different. First, the leadership should have been more open to listening to frontline employees and technical staff, encouraging the expression of diverse viewpoints instead of simply defending existing decisions. Second, the company needed to break down barriers between departments and strengthen cross-team collaboration, allowing software and hardware teams to truly work together around user needs.

In addition, during the process of technological transformation, management should have accepted trial and error, allowing small-scale innovation projects to be implemented quickly rather than pursuing perfection at the cost of slow action. Only by making changes simultaneously in organizational culture, communication styles, and team collaboration can technological transformation truly succeed.

Nokia's case shows that a company's failure is often not due to a lack of employee effort, but rather because leadership and management approaches fail to keep pace with the times. This lesson still serves as a strong warning for today's technology companies.

3.4Q.4: Document the use of a relevant Business-IT software tool (e.g. for planning & organising, communication & collaboration, analysis & visualisation) using several screenshots with brief accompanying description.

Microsoft Teams is a Business-IT software mainly used for communication and team collaboration. Overall, it is easy to operate and very practical, making it especially suitable for tasks that require multiple people to work together.

In terms of daily communication, the user stays in touch with group members through Teams. After opening the software, different teams and channels can be seen, with each channel usually corresponding to a project or a course. Group members can send text messages directly in the channel, as well as share images and files. All chat records are automatically saved, making them convenient to review later. From the related screenshots, it can be seen that the chat interface is clearly designed, and important information is not easily overlooked.

During group discussions or project communication, the video meeting function of Teams is used frequently. With just a simple click, users can quickly join a meeting without needing to install any additional software. During meetings, members can turn on their cameras to communicate or share their screens to present PPT slides, reports, or spreadsheet data. As shown in the screenshots, the meeting interface has a clear layout, the function buttons are easy to identify, and the overall user experience is smooth.

In addition to chat and meeting features, Teams also plays an important role in file collaboration. Project-related Word, Excel, or PowerPoint files can be uploaded directly to the corresponding channel, where all group members can view them at any time and even edit them online simultaneously. This helps avoid the hassle of repeatedly sending files and reduces confusion caused by multiple versions. From the screenshots of the file management interface, the files are neatly organized and easy to locate.

Overall, by using Microsoft Teams, the group this user belongs to has become much more efficient in communication and collaboration. The software is not only easy to learn, but also performs well in information exchange, teamwork, and file management, making it highly suitable for both learning and everyday work scenarios.

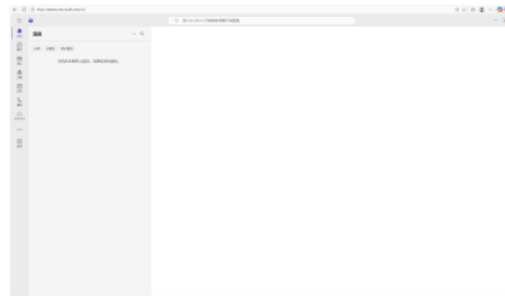


Fig.1

References

- [1] P. Northouse, *Leadership: Theory and Practice*, 8th ed. Sage, 2019.
- [2] B. Bass and R. Riggio, *Transformational Leadership*, 2nd ed. Psychology Press, 2006.
- [3] M. Brown et al., "Ethical leadership," *Organizational Behavior*, vol. 20, no. 2, 2005.
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Final work

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

65/100

	M a r k s a v a i l a b l e	M a r k s a w a r d e d
mark: 65		
1. Engagement with Literature Skills		
+ Some use of citations. – Use of citations could be extended to support report content throughout. + Formatted reference list. – Some additional reference sources could be used.	20	5
2. Knowledge and Understanding Skills x5		
Task 1: Leadership & Management + Some knowledge and understanding of L&M theories provided. – could be extended to include 1/2 additional contemporary concepts. + Good knowledge of traditional and contemporary L&M styles documented. Task 2: Ethics +_ Good knowledge and understanding of	20	16

some contemporary ethical considerations for L&Ms. <u>Task 3: Technology.</u> <u>Team-working & Case-study</u> + Understanding of how modern Technology tools can help and support L&M today is clearly documented. – Some additional data analysis/ERP tools could also be mentioned.		
3. Cognitive and Intellectual Skills x4		
<u>Task</u> <u>1: Leadership & Management</u> _+ Analysis of traditional and contemporary L&M styles & concepts documented. - 1/2 additional contemporary concepts could be included in the analysis. + Based on analysis, most appropriate L&M style documented. Good. + Top tips for highly effective management and leadership included. Good. <u>Task 2: Ethics</u> _+_Good analysis of some contemporary ethical considerations for L&Ms. <u>Task 3: Technology.</u> <u>Team-working</u> + Good analysis of how Management methodologies and technologies can help and support L&M today. – Use of MS Teams Apps could also be mentioned.	20	17
4. Practical Application Skills x4		
<u>Task</u> <u>1: Leadership & Management</u>	20	17

+ Good inclusion and reference to L&M case-study examples. + Feedback from 2 experienced professionals/retired professionals documented. <u>Task 2: Ethics</u> + Good analysis of a Business Ethics case-study with recommendations to solve an identified problem. <u>Task 3: Technology, Team-working & Case-study</u> + Analysis of a LM technology/team-working/communication case-study and recommendations to solve the problem is clearly documented. Good. + The use of a relevant Business-IT software tool is documented. – Could be extended with some additional screenshots to show the use of some additional BIT features.		
5. Transferable Skills for Life and Professional Practice x2		
+ Title page. + Table of contents. + Multi-layered numbered sections. - Introduction. + Good format, structure and presentation. + Word count: Good. - Minor font consistency errors in places.	20	10

- Conclusion.

- Appendix: CPD

- Appendix:
Activity completion evidence.

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