

NEW_Leadership, Management and Ethics (ACCA7044)

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Submission date: 14-Jan-2026 07:13PM (UTC+0000)

Submission ID: 273300882

File name:

65523_Guanyu_Chen_NEW_Leadership_Management_and_Ethics_ACCA7044_684800_942991672.docx
(578.91K)

Word count: 4414

Character count: 29016

Leadership, Management and Ethics Report

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Leadership, Management and Ethics // ACCA7044

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15.01.26

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Introduction

In the current rapidly changing business environment, the success of an organization depends not only on effective management but also on high-level leadership and professional ethics. Leadership, management, and ethics are interrelated and jointly influence organizational performance, employee engagement, and sustainable development. Moreover, continuous professional development (CPD) is particularly important in the modern workplace, as it helps professionals adapt to technological advancements and changes in social values. This report, through theoretical analysis, case studies, and practical tool applications, explores the evolution of leadership and management styles, ethical issues in the modern workplace, and the role of technology and teamwork in leadership practices. Through these analyses, the report not only demonstrates an understanding of the theory but also reflects practical capabilities and experiences in self-directed learning, providing guidance for future career development.

1. Task 1: Leadership & Management

1.1: Leadership & Management Styles

In the primitive society, when humans learned to form primitive tribes to jointly defend against the invasion of wild beasts and through division of labor and cooperation to obtain resources far exceeding those obtained through individual hunting, the rudimentary form of management had already entered human interactions in an unnoticed way. From the formation of the first team, the first community, and the first tribe, the primitive society gave birth to the most simple leadership style - the leader responsible for allocating personnel and the elder responsible for allocating resources. These individuals had become leaders of another group of people, and this early organizational behavior was the initial form of leadership and management^[1].

Traditional and contemporary leadership and management styles are achieved through hierarchical organizational structures to control and operate, using a performance model focused on improving efficiency to form a more strict leadership style. Although this method is very common in some factories because it intensifies the control of managers, it also indirectly restricts the autonomy and initiative of employees. Employees have become mere machines that only know to execute the commands of managers. Therefore, this leadership style also has certain limitations^[2].

During the Industrial Revolution, some companies adopted this approach to improve production, and the result was significant. This model increased production efficiency, such as in the assembly line management of the Ford car factory in the 20th century, which strictly required workers to operate according to standard procedures. Although the company's production efficiency increased several times in a short period of time, due to excessive control of employees, the initiative and creativity of employees were reduced, and it entered a bottleneck period later. Although other methods were adopted later, they did not reach the final expected results.

The traditional style not only promotes company production and enables the implementation of leaders' instructions more quickly, but also has problems of suppressing employees' initiative and enthusiasm. It is difficult to respond flexibly to work in special situations.

Contemporary leadership and management styles prioritize the feelings of employees, enhancing their flexibility and adaptability. The traditional authoritative leadership approach has gradually been replaced by internal leadership. Leaders are no longer the sole issuers of orders but have become the link between employees and customers. Through high trust in employees, they stimulate the vitality of the team.

The management approach has also become decentralized and self-managed. The company has been divided into multiple self-managed units to improve efficiency, while integrating the interests and needs of employees and customers through enterprise communityization^[3].

During IBM's transformation in the 1990s, George P. Stolyar implemented a transformational leadership style, breaking down "barriers at all levels" and aiming to strengthen team cohesion with the goal of "reshaping IBM's core competitiveness" to promote the company's transformation into a service-oriented enterprise and escape the bankruptcy crisis. Since Southwest Airlines implemented service-oriented leadership, leaders prioritize safeguarding employee rights and providing support for employee growth, and employees' proactive service awareness has improved, leading to an increase in customer satisfaction.

Contemporary leadership and management styles place greater emphasis on people's experiences, effectively stimulating employees' enthusiasm and creativity, and eliminating the fear of being punished for violating leadership orders. However, it requires higher capabilities from leaders, who need to more efficiently maintain a balance in all aspects and combine them to achieve maximum effectiveness.

1.2: Societal values and organisational needs

In the era of globalization and digitalization, organizations are confronted with rapid changes and multicultural challenges, making a single fixed leadership style unable to meet the needs of all situations. Research shows that different leadership styles have different impacts on performance, employee attitudes, and innovation, and choosing a style suitable for the organizational environment is crucial for organizational performance.

Transformational leadership is widely regarded as being able to increase employees' trust and motivation through clear vision communication and incentive mechanisms, and promote innovation and performance improvement. In multiple empirical and

review studies, there is a positive relationship between transformational leadership and employees' adaptability, improvement in work attitudes, and performance behavior. Its mechanism includes enhancing employees' self-efficacy and their acceptance of change^[4].

The situational theory and contingency theory indicate that the effectiveness of leadership behavior depends on environmental variables and task characteristics. According to contingency theory, when the organizational environment, task structure, and team maturity are different, leaders need to adjust their behavioral strategies to adapt to external challenges and avoid one-size-fits-all leadership styles.

The Leader-Member Exchange Theory (LMX) emphasizes the value of establishing differentiated relationships between leaders and different subordinates. High-quality leader-member exchange relationships can improve employees' trust in the organization, loyalty, and performance results, while low-quality relationships may lead to lower performance^[5].

In addition, modern management practices emphasize humanistic management approaches such as empowerment, participatory decision-making, and cross-departmental cooperation. Participatory leadership encourages employees to participate in discussions and resource sharing in the decision-making process, which helps to enhance employees' engagement, innovation ability, and organizational adaptability. This model, compared to traditional hierarchical control, can better enhance team performance in dynamic environments.

1.3: Tips for highly effective management and leadership

Efficient leadership and management do not rely on a single skill but are supported by multiple key capabilities, enabling organizations to maintain competitiveness in complex and dynamic environments. Firstly, having clear strategic thinking and the ability to lead with a vision can help leaders set directions and inspire team members' identification with common goals. This ability has a robust positive relationship with organizational performance. Relevant research indicates that strategic leadership not only helps clarify long-term goals but also maintains the stability and consistency of the organization when resources are limited or the environment is uncertain^[6].

Secondly, in an environment of rapid change and increasing uncertainty, adaptability has been regarded as a core leadership capability. Adaptive leadership emphasizes timely adjustment of strategies, taking flexible decisions, and encouraging employee participation in change, which helps organizations better cope with crises, enhance

resilience, and improve employee engagement and satisfaction.

Furthermore, communication skills occupy a core position in interpersonal relationships and team collaboration. Good communication not only enables the clear transmission of strategic goals and task requirements but also builds trust, reduces conflicts, and coordinates resources. Therefore, communication is one of the key behaviors that drive organizational collaboration and reach consensus, especially in multi-department and cross-cultural environments^[7].

Leaders also need to enhance the enthusiasm and innovation within the organization through delegation and empowering employees. Research shows that empowering leadership, by involving employees in decision-making, sharing responsibilities, and developing skills, can stimulate employees' intrinsic motivation and promote organizational performance improvement, while enhancing the organization's adaptability to change^[8].

Finally, efficient management also relies on a continuous feedback mechanism and performance evaluation. Systematic performance feedback can not only help employees continuously improve but also support organizational learning and continuous optimization of management processes, thereby achieving continuous improvement. The relationship between the performance evaluation mechanism and organizational outcomes has been widely confirmed in management research.

Task 2: Ethics

2.1: Contemporary ethical considerations

In the modern organizational environment, leaders and managers should focus on multiple ethical dimensions to establish a fair, trustworthy, and sustainable work culture. Ethical leadership has been extensively studied and proven to have a positive impact on employees' attitudes and behaviors. For instance, ethical leadership, through fairness and moral demonstration, can enhance employees' job satisfaction and organizational commitment, and this leadership style is conducive to forming positive psychological security and participation behaviors, thereby improving overall work performance^[9].

Organizational values and ethical culture are important foundations for guiding employees' daily behaviors. When ethical values are deeply rooted in the organizational culture, employees are more likely to make judgments based on consistent behavioral norms when facing moral conflicts or choices. Relevant

research indicates that a strong ethical culture can enhance organizational transparency and trust, enabling employees to have more motivation to follow ethical norms in their work and reducing the occurrence of improper behavior.

The current globalization, diversity, and flexible work arrangements have made the ethical issues of diversity, fairness, and inclusiveness (DEI) and remote/hybrid work environments more complex. Studies show that organizations with inclusive cultures are more likely to enhance employees' innovation and performance, while a lack of inclusiveness may lead to employee marginalization and dissatisfaction. Additionally, ethical issues such as privacy protection and fair assessment in flexible work arrangements also pose new requirements for management practices.

Emotional intelligence is also of great significance in ethical decision-making and daily management. Research shows that leaders with higher emotional intelligence are better at understanding and managing others' emotions, which helps build trust, improve cooperative relationships, and make more empathetic and fair decisions in organizational change or conflict situations. Therefore, emotional intelligence not only affects communication and conflict resolution but also enhances employees' identification with organizational ethics.

In summary, the core of contemporary workplace ethical considerations lies in the people-oriented value orientation: including fairness and inclusiveness, transparency and responsibility, employee participation, and privacy and fairness in remote work. These ethical elements are key components that efficient leaders and managers must integrate into their management practices to support the long-term health and sustainability of the organization.

2.2: Business Ethics case-study

The commercial ethics issues in the field of technology often manifest in the design and application of technological products, which may cause unfair consequences for specific groups. For instance, Amazon's facial recognition technology has drawn attention from the academic community and the media due to significant biases in its gender and skin color classification tasks. Studies have found that in the gender classification assessment of commercial AI, the error rate of the automatic classification system for darker-skinned women is much higher than that for white men. This indicates that the current technology does not perform consistently across different population groups.

This bias not only reflects the so-called algorithm bias but also highlights the ethical risks related to technology responsibility and fairness: Even if the technology can

enhance efficiency or create commercial value, if it does not adequately consider representativeness and fairness during its design and training stages, it may ultimately lead to discriminatory results, erroneous decisions, and even the loss of social trust. For technology companies and project teams, relying solely on internal testing or commercial-driven goals to guide technology development is difficult to meet the ethical requirements for social responsibility. Therefore, it is necessary to incorporate ethics into the decision-making process of the entire technology lifecycle through more systematic governance and management mechanisms^[10]. In response to this ethical challenge, leaders and managers can take the following measures to mitigate risks and promote practice improvement:

Institutionalized ethical review mechanism: Before the technical design and deployment, establish a cross-departmental ethical review committee to conduct systematic evaluations of fairness, privacy protection, and potential social impacts, ensuring that risks are identified and controlled at an early stage.

Diversified participation and stakeholder feedback: Incorporating technical experts, ethicists, and user representatives from diverse backgrounds into the product decision-making process enables the decision-making to integrate multiple perspectives and establish mechanisms for collecting and feedback on the actual experiences of different groups.

Introducing ethical performance indicators and transparent auditing: Incorporate ethical indicators into the organization's performance assessment system and regularly entrust a third-party institution to conduct public audits, thereby enhancing the transparency and trustworthiness of external supervision.

These suggestions not only help to alleviate the ethical risks caused by technology, but also enhance the organization's governance capabilities in dealing with complex social responsibility issues, thereby enabling the coordinated advancement and mutual promotion of technological innovation and ethical practice, achieving win-win results.

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

3.1: Modern Technology tools help and support Leaders & Managers

In the digital era, technological tools have become an essential infrastructure to support today's leaders and managers. With the continuous advancement of information and communication technologies, especially the popularity of online meeting systems, collaboration platforms, and instant messaging tools, leaders can go

beyond the limitations of traditional face-to-face communication and share information, coordinate resources, and solve problems in geographically dispersed teams in a timely manner. Advanced information technology not only accelerates the transmission of information within the organization but also expands the channels through which managers obtain feedback from employees, making the communication process more transparent and continuous, which is of practical significance for modern managers to maintain team consistency and enhance organizational efficiency.

From a theoretical perspective, the concept of electronic leadership has clearly pointed out the fundamental changes in the interaction between technology and leadership. Avolio et al. proposed that with the widespread application of advanced information technology, the leadership process gradually shifts from traditional face-to-face interaction to communication and collaboration mediated by technology. This transformation not only changes the communication methods between leaders and members but also alters organizational structure and leadership behavior patterns. Especially in remote or virtual team environments, technological tools allow leaders to collect communication records, meeting logs, and collaborative documents in real time, providing empirical support for subsequent management actions^[11].

Furthermore, from systematic literature review studies, it can be observed that "digital leadership" has become a research hotspot. It emphasizes the core role of information and communication technologies (ICT) in leadership practice and points out that digital tools are key factors for achieving goals, managing teams, and promoting organizational performance. The overall research suggests that digital tools are not only communication media but also infrastructure for leaders to organize and disseminate strategic goals, support team collaboration, and shape organizational culture^[12].

With these technological tools, modern leaders no longer solely rely on experience-based decision-making but can assess risks, formulate strategies, and monitor performance based on real-time data and historical records. For example, managers can use the analysis functions on collaboration platforms to evaluate team interaction patterns or monitor key performance indicators through digital dashboards, thereby enhancing their insight into trends and changes in complex environments. Overall, technological tools play a core role in promoting communication efficiency, improving decision-making quality, and shaping digital leadership behaviors, enabling modern leaders to more effectively address the rapid changes in organizational challenges.

3.2: Management methodologies, technologies & team-working practices

Only when technical tools are combined with appropriate management methods and collaborative practices can they truly play their role in supporting leadership and management. In recent years, agile management methods have been widely applied in software development and cross-functional teams, with the core being to respond to changes and complexity through short-cycle iterations, close collaboration among team members, and continuous feedback loops. This approach requires team members to constantly communicate, reflect, and adjust their plans, and collaborative technologies precisely provide the necessary foundation for these practices. For example, tools such as Slack, Microsoft Teams, and Confluence enable teams to quickly share task progress, discuss issues, and track iterative outcomes in an online environment, thereby enhancing the implementability and transparency of agile methods in global distributed teams. Such studies demonstrate that collaborative tools not only conform to agile values but also facilitate task coordination, knowledge sharing, and cross-team collaboration^[13].

At the same time, empirical research has shown that in teams emphasizing innovation, there is a positive relationship between leadership support and technology adoption. A study on digital leadership indicates that when managers actively support and promote digital communication and collaboration platforms, team communication effectiveness and team dynamics significantly improve, and more effective communication is statistically correlated with higher team performance. This highlights that technology adoption alone does not guarantee good collaboration; the promotion by managers and organizational culture support are crucial for truly achieving efficient communication and collaboration^[14].

Technical tools are also driving knowledge sharing and resource integration. Modern collaboration platforms integrate document sharing, automated processes, and communication records, enabling members to access the latest information at any time, thereby reducing redundant communication and misunderstandings. The use of such tools helps establish a continuous feedback mechanism, allowing managers to monitor progress and indicators in real time, effectively identify bottlenecks in collaboration, and intervene promptly. Research indicates that organizations with good collaboration technology support are better able to implement agile principles and real-time feedback mechanisms in their daily operations, thereby enhancing overall execution efficiency and learning ability.

Therefore, when technical tools are combined with effective management methods and supported by leadership's support and promotion, they not only help improve team collaboration efficiency but also promote knowledge sharing within the organization,

enhance communication quality, and foster continuous innovation, providing managers with a more comprehensive support system.

3.3: Leadership/management case-study

After implementing remote work and virtual collaboration models, many multinational enterprises have encountered complex challenges in communication and task collaboration. Although various communication tools such as email, instant messaging, and video conferencing have been deployed, these tools often operate independently of each other and do not form a unified information sharing channel in actual use. This "tool island" phenomenon often makes it difficult to synchronize information updates between different platforms, resulting in communication delays, increased misunderstandings, and unclear task statuses.

Furthermore, when team members lack a unified view, it is difficult for them to clearly understand the current status of their own tasks, which directly affects the clarity of responsibility allocation and the visibility of overall work progress. Research indicates that the distance between virtual team members and the characteristics of communication media used may lead to a sense of isolation and loneliness among members, which reduces the sharing of information and the establishment of feedback mechanisms, thereby affecting the smoothness of team collaboration^[15].

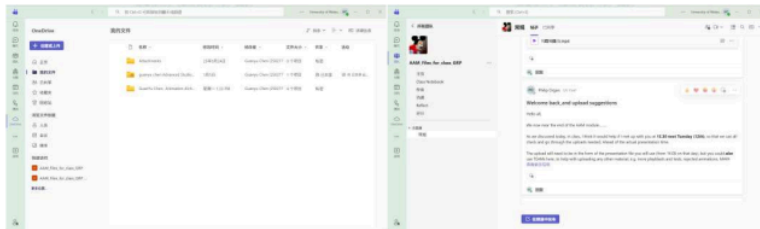
On the other hand, the academic community has also found that virtual teams often face communication barriers caused by cross-time zone and different cultural backgrounds. These barriers are not only technical issues but also involve the lack of consensus and norms at the organizational level. Over a long period, researchers have pointed out that in distributed teams, due to the lack of sufficient common knowledge bases and collaboration practices among work members, members have a lack of clear understanding of others' work statuses, which increases coordination costs and reduces overall performance.

Finally, from the comprehensive review of existing literature, the challenges of virtual team collaboration do not only stem from the technical tools themselves, but rather from the mismatch between technology, processes, and management practices. When employees rely on multiple disconnected communication platforms and lack unified processes, norms, and feedback mechanisms, problems such as information islands, communication barriers, and unclear role responsibilities are more likely to occur. To solve these problems, organizations not only need to select appropriate collaboration technologies, but also establish clear communication guidelines, a unified knowledge sharing platform, and ensure the coordinated advancement of technology and

management processes.

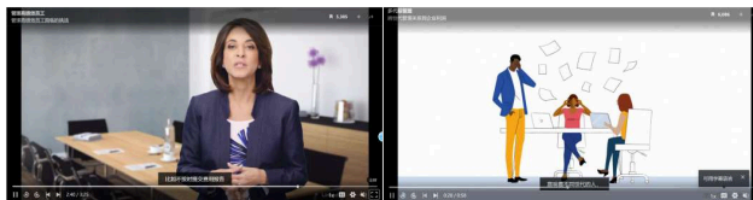
3.4: Business-IT software tool

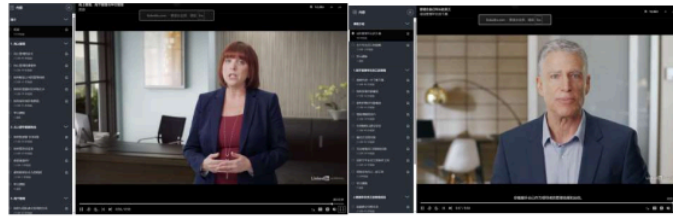
Microsoft Teams is an enterprise-level collaboration and communication platform launched by Microsoft. It is mainly used for team communication, project collaboration and file sharing. It integrates chat, video conferencing, task management, file sharing and third-party application plugin functions. It is one of the core tools in modern organizations that support remote and hybrid working. It enables efficient team collaboration and also supports remote and hybrid working. Moreover, it also has features of security and convenient management.



CPD

By taking the Leadership and Management course on the LinkedIn Learning platform, I deepened my understanding of the essence of leadership and management: Leadership focuses on creating a vision, exerting influence, and motivating team members, while Management emphasizes goal setting, execution efficiency, and resource coordination. During the learning process, I enhanced my self-awareness and emotional regulation skills, mastered more efficient communication, delegation, and performance management methods, and gained a clearer understanding of how to promote team performance improvement through continuous feedback.





Conclusion

Overall, leadership and management play distinct yet complementary roles within an organization. Although traditional and modern styles have their own advantages, modern organizations tend to favor comprehensive leaders who can not only provide a clear vision but also efficiently drive execution. Integrating ethics and social values into management is particularly important for achieving sustainable development. At the same time, modern technologies and collaboration tools can significantly enhance the efficiency of team communication, task allocation, and performance management. Through continuous professional development (CPD), professionals can continuously improve their skills, enhance self-awareness, and better adapt to the rapidly changing work environment. In summary, integrating leadership, management, ethics, and technology together not only helps improve organizational performance but also provides a solid foundation for personal career growth.

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Homework assigned in class

Unique Identifier	Project Title	Priority status	Brief description
AN-REQ-001	3D Fantasy Animation Short Film Production Project (Duration: 10 minutes)	Highest priority	Create a 3D fantasy-style animated short film targeted at young audiences, with the duration strictly limited to around 10 minutes. The film should include a complete narrative line and 3 core special effect scenes. Finally, deliver the finished film in multiple formats and the complete project engineering files.
AN-REQ-002	Project Full-Process Team Collaboration Management	High priority	A core team consisting of 13 members including project manager, director, and screenwriter was formed. The project was carried out in 12-month cycles, covering the initial planning, art design, mid-production, post-integration and final review and delivery phases. Clear deliverables were to be produced at each stage and milestone review meetings were to be held.
AN-REQ-003	Definition of Content Style and Quality Standards	Highest priority	The style is set as light fantasy, the character design should be in line with the aesthetic preferences of teenagers, and the scenes should have a strong visual impact; the picture quality needs to reach 4K resolution and 24 frames per second, the animation movements should be smooth and natural, the audio-video synchronization should be precise, and the voice acting style should be in line with the

			character's personality.
AN-REQ-004	Project deliverable integrity requirements	High priority	The final deliverables include: multi-format finished films, subtitle files, project engineering file package, 3D asset library, final script, storyboard script and other pre-production design documents, as well as project review report.
AN-REQ-005	Risk Control and Change Management Standards	Medium priority	Develop response plans for core risks such as ambiguous requirements, insufficient rendering computing power, and voice-over delay; clarify the process for requirement changes, with early changes requiring signatures from the client and key members of the team, and later changes requiring the definition of the modification scope and charging standards.
AN-REQ-006	Requirements for the presentation of student team achievements	Medium priority	After the requirements specification is completed, a student team needs to be organized to carry out the sharing task: at least two-thirds of the students must post the complete requirements specification document or clear screenshots in the designated team chat channel, ensuring that the sharing records can be traced.

NEW_Leadership, Management and Ethics (ACCA7044)

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

77 /100

	M a r k s a v a i l a b l e	M a r k s a v a r d e d
Overall mark: 77		
1. Engagement with Literature Skills		
+ Some good use of citations and formatted reference list.	20	15
2. Knowledge and Understanding Skills x5		
<u>Task</u> <u>1: Leadership & Management</u> - Knowledge and understanding of some L&M theories could be documented. + Some good knowledge of the qualities of traditional and contemporary L&M styles documented. – Some additional specific traditional and contemporary L&M styles could be documented. Update: Some examples mentioned in 1.2. <u>Task 2: Ethics</u> +_Good knowledge and understanding of some	20	13

contemporary ethical considerations for L&Ms. Task 3: Technology. Team-working & Case-study + Understanding of how modern Technology tools can help and support L&M today is clearly documented.		
3. Cognitive and Intellectual Skills x4		
Task 1: Leadership & Management + Analysis of traditional and contemporary L&M styles & concepts documented. – Some additional specific traditional and contemporary L&M styles could be stated in the analysis. Update: Some examples mentioned in 1.2. + Based on analysis, most appropriate L&M style documented. Good. + Top tips for highly effective management and leadership included. Good. Task 2: Ethics + Good analysis of some contemporary ethical considerations for L&Ms. Task 3: Technology. Team-working + Good analysis of how Management methodologies and technologies can help and support L&M today. – Some additional technologies could be included such as data analysis, ERP and digital dashboards.	20	16
4. Practical Application Skills x4		

Task 1: Leadership & Management + Good inclusion and reference to L&M case-study examples . - Feedback from 2 experienced professionals/retired professionals not documented.	20	13
Task 2: Ethics + Good analysis of a Business Ethics case-study with recommendations to solve an identified problem.		
Task 3: Technology, Team-working & Case-study + Analysis of a LM technology/team-working/communication case-study and recommendations to solve the problem is documented. - A specific organisation could be included here. + The use of a relevant Business-IT software tool using several screenshots with brief accompanying description is documented. – 1/2 additional features such as the whiteboard / use of Apps could also be documented.		
5. Transferable Skills for Life and Professional Practice x2		
+ Title page. + Table of contents. + Multi-layered numbered sections. + Introduction. + Good format, structure and	20	20

presentation.

- Minor spelling grammar errors in places.

+ Conclusion.

+ CPD course.

+ Appendix:
Activity completion evidence.

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