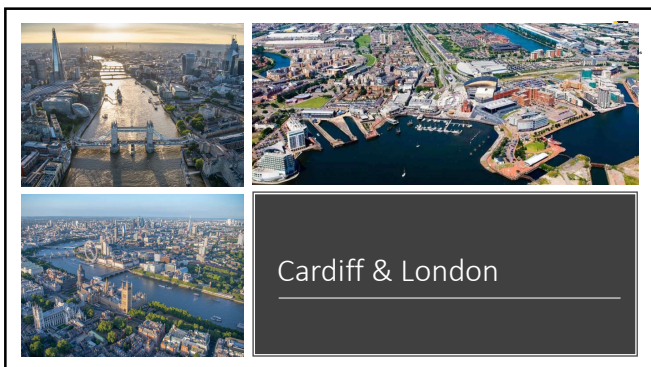




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2



3

Recap on last week

4

Activity – Breakout Rooms – 20 min

• Sustainability

- In your groups define Sustainability
- Name the 3 components of Sustainability
- Research an organisation who include Sustainability as one of its core values – Mission Statements
- Starbucks™ Mission - *Shared Planet™ is our commitment to do business in ways that are good for people and the planet.*

5

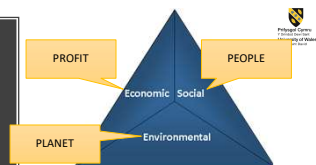
The three components of sustainability

Triple bottom line

- Coined by John Elkington
- Bottom line thinking suggests sustainability as a goal

Three dimensions:

- Environmental perspectives
- Economic perspectives
- Social perspectives



6

Defining Sustainability



- Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (World Commission on Environment and Development 1987)
- Sustainability refers to the long-term maintenance of systems according to environmental, economic and social considerations

7

How to identify a company with Sustainable values that match your own



- If working for a values-led organisation is at the heart of your job search, your strategy is sound
- Look for how success is measured in different ways to a traditional balance sheet. Does an organisation's mission include values important to both the business and the wider community and environment?
- Does the company set out a clear business case for sustainability, showing how strategically embedding sustainable values has a bottom line impact on growth and profits?

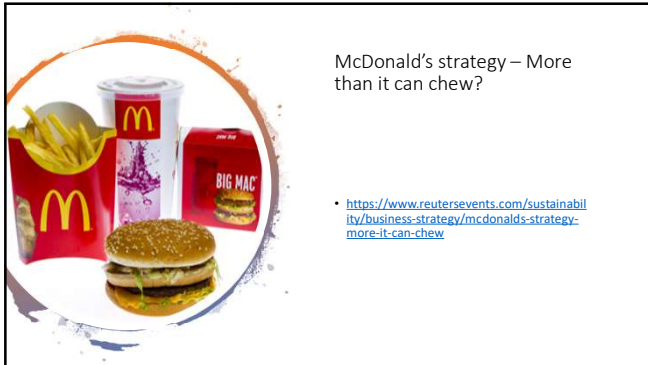
8

Corporate Social Responsibility - CSR



- What Is the Purpose of Corporate Social Responsibility?
- The purpose of corporate social responsibility is to give back to the community, take part in philanthropic causes, and provide positive social value.
- Businesses are increasingly turning to CSR to make a difference and build a positive brand around their company.
- Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public.

9



McDonald's strategy – More than it can chew?

- <https://www.reutersevents.com/sustainability/business-strategy/mcdonalds-strategy-more-it-can-chew>

10

McDonalds - Corporate Social Responsibility Report -CSR



- We take our social responsibilities very seriously. For example, we're always looking for ways to reduce, reuse and recycle in our restaurants and across our whole business.
- For example, we use low energy LED light bulbs, energy saving equipment and waterless urinals, and recycle used cooking oil into biodiesel to fuel more than half of our delivery trucks.
- We also recycle the cardboard boxes used in more than 89% of our restaurants, and more than 85% of our packaging is made from renewable resources. We know that every little bit helps.

• <https://www.mcdonalds.com/gb/en-gb/help/faq/19263-what-is-mcdonalds-corporate-social-responsibility-csr-policy.html> - Website CSR

11

McDonalds - Our Values

- We give back to our communities. Translation: We look after the locals. ...
- We grow our business profitably. ...
- We believe in the McDonald's System. ...
- We strive continually to improve. ...
- We operate our business ethical. ...
- We place the customer experience at the core of all we do. ...
- We are committed to our people.



12



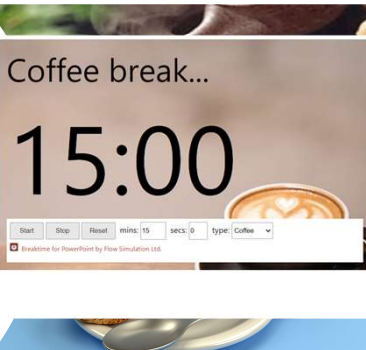
Leadership Types

All leadership is temporary-the transient nature of leadership is because the situation may come to an end or times and circumstances change:

- **Situational Leadership**
- **Transitional Leadership**
- **Hierarchical Leadership**

13

13



Break

Please take a 15 min rest break

14



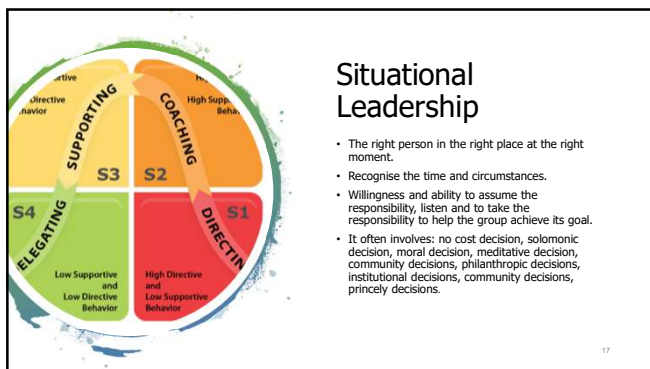


Situational Leadership

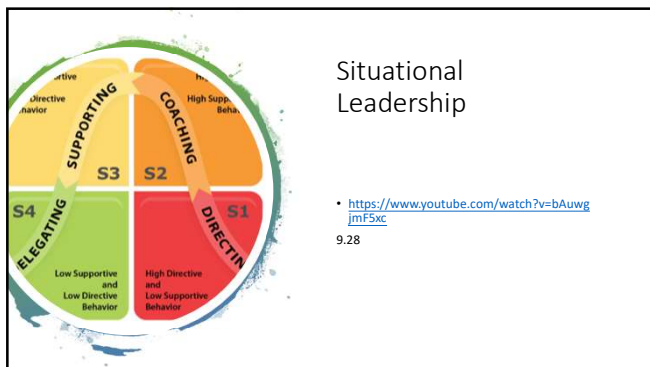
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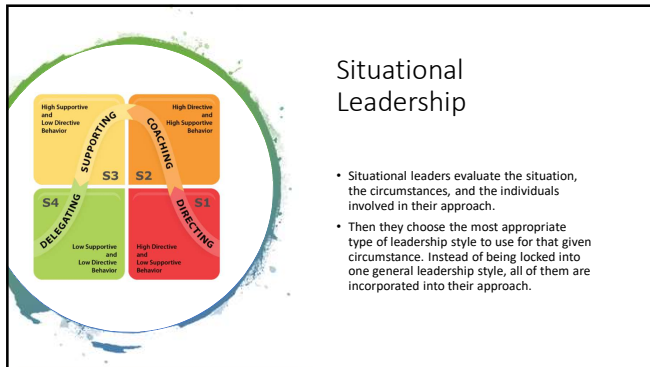
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19

Activity – 15 min

- There are the advantages and disadvantages of situational leadership

Break you out into rooms and think about and discuss the advantages and disadvantages of situational leadership make comments in the chat column. Research.

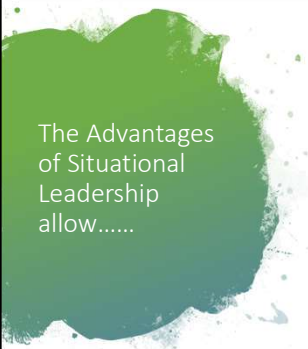
走进房间，思考和讨论情境领导在聊天栏目中的优缺点。研究。

20

The Advantages of Situational Leadership allow

- Greater flexibility in the workplace.
- It gives each team member an advantage because their leader is adapting their personal approaches to meet specific needs.
- To be successful, the situational must have high emotional intelligence, be empathetic, and continue to keep an eye on long-term strategies while meeting short-term needs.

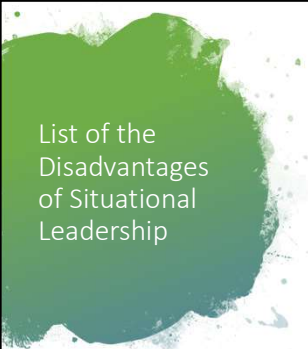
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The Advantages of Situational Leadership allow.....

- It recognizes the need for flexibility.
- It creates a comfortable environment for workers.
- It takes different developmental phases into account.
- It increases the awareness of the leader.
- It helps a team be able to work better together

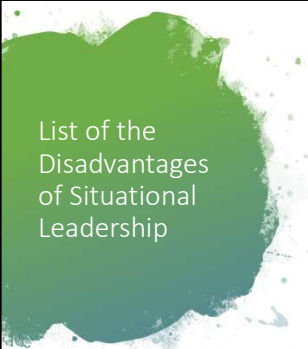
22



List of the Disadvantages of Situational Leadership

- It focuses more on immediate needs than long-term needs.
- Situational leadership is based more on meeting an exact need, at the moment, then an approach which looks toward the long-term needs of a team. Instead of staying focused on the overall objectives, situational managers can fall into a trap where they are evaluating or responding to an immediate circumstance all the time. That allows for fires to be put out and morale to be salvaged, but it also creates issues where personal development can be stalled.

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List of the Disadvantages of Situational Leadership

- It can be ineffective in task-orientated environments.
- Managers who find themselves in a position where tasks must be completed in specific ways will find the flexibility of being situational to be disadvantageous in many circumstances. That is because they're being asked to follow a particular set of rules, policies, or regulations that are inflexible. When the situational leader cannot be flexible, then their strengths are taken away from them. They're forced to be more in a telling space than a listening space, which means they're stuck in one core leadership style, even when trying to be effective.

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Situational Leadership:
Enabling Others to Act



Directing • Low competence • High motivation • New hire Leader: • sets goals • identifies roles • provides specific direction	➡	Coaching • Higher competence • Lower motivation • Relatively new employee - new task Leader: • sets goals, plans • consults with team member for ideas
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Situational Leadership:
Enabling Others to Act



Supporting • High competence • Needs encouragement • Experienced analyst Leader: • Collaborates with team member to set goals • Team member defines how • Shared decision-making	➡	Delegating • High competence • High motivation • Team lead Leader: • Collaborates with team member to set goals • Team member is empowered to act, requests resources. input
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Why is leadership Important
to Engineering
Management?



27



The Engineer of 2020

- May be reground into 4 major categories:
 - (1) Leadership (high ethical standards, professionalism, communication)
 - (2) Technical capabilities (strong analytical skills, practical ingenuity, creativity)
 - (3) Business and Management
 - (4) Drive to excel (dynamism, agility, flexibility, life-long learning)
- Indeed, these are the same attributes emphasized here

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28



The Engineer of 2020

- (7) High ethical standards, (8) Professionalism, (9) Dynamism,
- (10) Agility, resilience, and flexibility,
- (11) Life-long learning

29

29





你好

Week 4

Day 2

Leadership

30



31

Activity – Breakout Rooms – 30 min

- Management Versus Leadership
- Write your answers in the chat column.
- In your groups define Management & Leadership
- Discuss within your groups - How is leadership different from management?
- 在聊天栏中写下您的答案。
- 在您的团队中定义管理和领导力
- 在团队中讨论 - 领导力与管理层有何不同?

32

Finishing in...

00:00

Activity

30 min to complete this activity

33

Leadership Vs Management

- Not all leaders are managers, and similarly, not all managers are leaders.
- Also, being a good manager does not necessarily translate into being a good leader and vice versa.
- Yukl(1989) notes that a person can be a leader without being a manager and a person can be a manager without leading.

34

Leadership vs. Management

- Lead people.
- Leaders do the right things.
- Leadership sets the style and tone for achieving a vision and motivates people to sacrifice for the attainment of the vision.
- Leader is responsible for vision and how it relates to each person.
- You manage things.
- Managers do things right.
- Management is the tactical process of executing and achieving the mission.
- Management's concern lie with the details and the day to day grind without which a vision can't become a reality.
- Manager has to be willingly responsible for the details of the mission.

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35

Management	Leadership
1. Implementing tactical actions	1. Creating new visions and aims
2. Detailed budgeting	2. Establishing organisational financial targets
3. Measuring and reporting performance	3. Deciding what needs measuring and reporting
4. Applying rules and policies	4. Making new rules and policies
5. Implementing disciplinary rules	5. Making disciplinary rules
6. Organising people and tasks within structures	6. Deciding structures, hierarchies and workgroups
7. Recruiting people for jobs	7. Creating new job roles
8. Checking and managing ethics and morals	8. Establishing ethical and moral positions
9. Developing people	9. Developing the organisation
10. Problem-solving	10. Problem-anticipation
11. Planning	11. Visualising
12. Improving productivity and efficiency	12. Conceiving new opportunities
13. Motivating and encouraging others	13. Inspiring and empowering others
14. Delegating and <u>training</u>	14. Planning and organising succession
	15. All management responsibilities, including all listed left, (which mostly and typically are delegated to others) ideally aid motivation and people-development

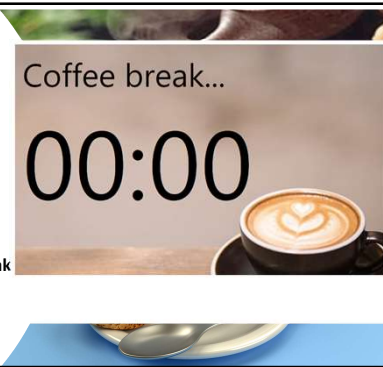
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Break

Please take a 15 min rest break

Coffee break...

00:00



37

Management

Figure 1.4
Identifiable
Functions in the
Management
Process



38

Leadership Vs Management



- Not all theorists agree with this distinction between leadership and management.
- For a different view, you are advised to copy and paste the following URL in your browser and watch Henry Mintzberg discussing management:

Video
Managing – Pure and Simple by Henry Mintzberg
9:22 Min

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Princess Carolyn
University of Wales
Cardiff Business School

Management Functions

Lesson 1 – Importance of Management and Role of Management



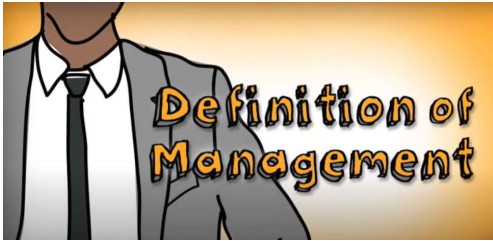
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40

Princess Carolyn
University of Wales
Cardiff Business School

Video – Definition of Management - 2:38

- 2:38



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Princess Carolyn
University of Wales
Cardiff Business School

What Is Management?

- Management
 - The process of achieving **company goals** effectively and efficiently by engaging in the four major functions of **planning, organising, leading, and controlling** of company's resources.

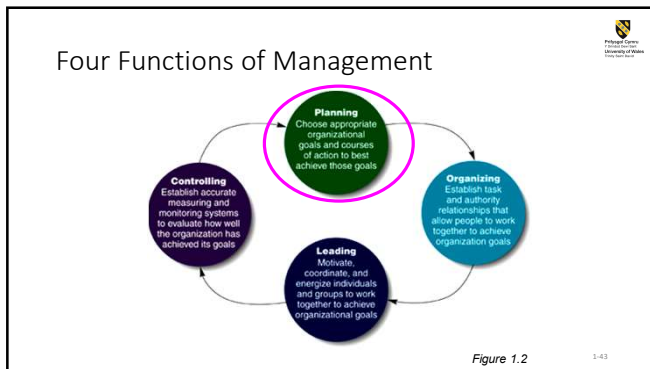
Resources include:

- Human resources e.g. employees
- Financial resources e.g. bank loan or investment from shareholders
- Physical resources e.g. machinery, inventory
- Information resources e.g. knowledge



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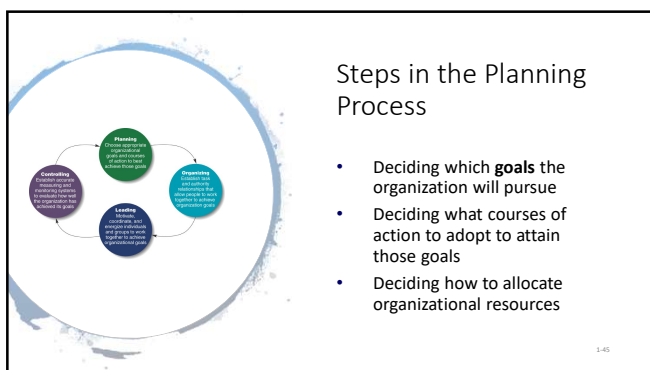
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Company Goals

- Business goals are goals that a business anticipates accomplishing in a set period of time. ... Goals typically represent a company's larger purpose and work to establish an end-goal for employees to work toward.



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Company Goals

- Every company has its company goals.
 - E.g. The basic goal of Walt Disney is to promote the happiness and well-being of kids and families by inspiring them to join the company's activities in creating a brighter tomorrow. (source: <http://thewaltdisneycompany.com/citizenship>)
- Other examples of company goals include:
 - Maintain growth of 10% net profit for each year.
 - Provide reliable products to customers.
 - Establish favourable image with public
- Manager therefore makes use of a company's resources to efficiently and effectively achieve the company goals.



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Activity 2 – Break out rooms - Class Discussion- 15 min

- Can you suggest any company goals of an online game development company to achieve? 你能建议任何公司的目标，一个在线游戏开发公司实现



00:00

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Activity 2 – Solution



- Examples of company's goals:
 - Become the leader of the industry.
 - Integrate different elements from novels, comics, movies and music in order to create outstanding games.
 - Maintain a market share of 20% in the industry.
 - Introduce a new product next year.
 - Achieve a 10% growth in sales in a year.
 - Keep cost of goods no more than 50% of sales.
 - Achieve a net profit of \$2 million in next year.
 - ...

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