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BAMB L6 T2G2

Module: Leadership and management,
theory and practice

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Assignment 2 – Group presentation

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I Introduction

Leadership is the skill applied by the company's management to achieve goals, solve problems, and deal with the competition and corporate culture. And power refers to the authority of a position that managers can apply to their subordinates (Braynion P, 2014). Workers and employees get direction from leadership. Leadership traits refer to the quality of a leader. Leadership traits are the factors that a manager may apply in managing his or her subordinates (Gibb, 2016). There have some leadership traits.

- Confident
- Effective communicators
- Self-motivated
- Accountable and responsible
- Long-term thickness
- People-orientated
- Emotionally stable
- Adaptability

A manager or leader must need leadership skills and styles to lead the company. Leadership skills and styles are different and have some special characteristics. Leadership skills refer to the special characteristics of a manager regarding the activities of the company and leadership styles are the way a manager leads the company (Carpenter et al., 2010).



1st slide

INTRODUCTION

- ☐ Leadership and Power
- ☐ Leadership traits
- ☐ Mumford model and Ethical leadership
- ☐ Transformational vs Transactional Leadership
- ☐ Katz model and Situational leadership theory



Fig.1 Source Online : Leadership Quote – Jeff Bezos on Success, by David McLachlan, 2020.

2nd slide

II Leadership and power

Leader and power

Power is the ability or aptitude of an individual to alter the behaviours of another person to have a different outcome (Kovach 2020). Power leads to leadership; a good leader is the one who has some form of power over individuals under him. Thus, leadership is dependent on power (Erkutlu and Charfra 2006). According to Kovach (2020) irrespective of business setting or type of business, the demonstrating power can either influence employees either negatively or positively. The employees' level of production and motivation is highly dependent on the power adopted by the leader in the organisation.

Types of leadership power

- There are five bases of power as described by French and Raven (1959):
- There are two general classifications of power including formal and informal power (Parmer and Dillard 2018).
- Expert power which is based on the knowledge and skills level of the individual.
- Reward power is based on the ability of an individual to compensate others for complying with set standards and towards achieving the goals of the company (Hysong 2008).
- Coercive power involves punishment of employees who fail to meet the performance expectations of the company.
- Legitimate power is the belief of an individual that they have a right to influence the actions and behaviours of others.

Power type in relation to case Study

- From the case study, it is evident that Jeff Bezos uses legitimate and coercive power.
- Legitimate power involves having a belief that an individual can make demands with the expectations that those working under such power will comply and obey the demands.
 - According to a letter Bezos wrote to his shareholders in 1997, he said that “you can work long, hard or smart, but at Amazon.com you can’t choose two out of three.” (Kantor and Streitfeld, 2015)
 - This means that Bezos demanded total dedication to the work.
- Coercive power involves application of punishment for non-compliance of measures.
 - At Amazon, employees who do not meet the goals of the company are fired in the annual culling of the employee (Neate 2020).
 - This has compelled the employees at Amazon to work hard to meet the company’s expectations.



3rd slide

LEADERSHIP AND POWER

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- ❑ According to Kovach (2020) irrespective of business setting or type of business, the demonstrating power can either influence employees either negatively or positively.
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Fig.2

4rd slide

TYPES OF LEADERSHIP POWER

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Fig.3

5th slide

POWER TYPE IN RELATION TO CASE STUDY

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Fig.4

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III Leadership traits

Leadership Traits

Leaders naturally exhibit certain personality traits that set them apart from the pack. Successive Leaders are chosen by management who they believe have inbuilt leading skills and can also handle extraordinary situations because. People frequently follow their leaders not because of their personal qualities instead they see them take initiative to face obstacles, which gives them the guts to do the same.

Effective leaders have leadership talents and are born leaders, according to the traits theory of leadership. Jordan, et al. (2016) claim that leaders naturally exhibit certain personality qualities that set them out from the rest.

The Great Man theory

These individuals are thought to have been born with a special combination of personality qualities that made them exceptional leaders. Today, many people still hold the belief that great leaders are born. A leader is the one endowed with distinctive attributes that catch the attention of the people, according to historian Thomas Carlyle, who developed this thesis. Overall, the theory is that individuals in positions of leadership deserve it because of their special skills. The concept further states that certain qualities persist over time and between communities. Subsequently, it can be said that all great leaders share similar traits, independent of their time and place of birth or their particular historical function.

Leadership traits and style of Jeff Bezos

To make his argument, Bezos frequently reiterates Amazon's goal of being the world's most customer-focused company. This line of thinking originated with Bezos. For Bezos customers are everything and customer satisfaction is the core goal that every Amazon employee is expected to pursue. As far as the personality traits of Jeff Bezos are considered he is known to embrace failures and is never afraid of experimenting and taking on challenges, due to which he also simultaneously earned massive success through innovation and learning (Gradinaru, et al., 2020). The leadership lessons from Jeff Bezos are astounding for aspiring business leaders and entrepreneurs. Putting his philosophy to use, to develop consistently while keeping a lead in the market. But as Bezos' story shows, a business executive can, with the right mindset, motivate his team to triumph despite impending challenges.

LEADERSHIP TRAITS

*Provide by student Sevie Asanova,
Student number - 191330*



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LEADERSHIP TRAITS

- ❑ Leaders are known to be innate that is they are born with leadership skills. Yet studies have revealed that leaders can be made by continuous learning and making mistakes.
- ❑ The 'traits theory of leadership' established that people possess leadership traits such as
 - They embrace failures to learn more new things
 - They are civic-minded and ethical
 - They don't fear risk
 - They are innovative and take challenges more often
 - They focus on developing others
 - Calculated risk taker
 - Highly experimental

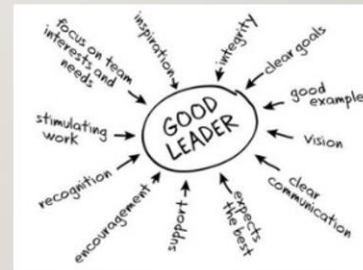


Fig.5 Source Online, Qualities of Great Leaders, Developing skills and driving performance, 2017

8th slide

THE GREAT MAN THEORY

- ❑ The "great man theory" view leadership as innate quality and advocate that some people are born leaders.
- ❑ Great man are self made and possess skill set that set them apart from others which also influence.



Fig.6 Source Online, The Great Man Theory

9th slide

LEADERSHIP TRAITS AND STYLE OF JEFF BEZOS

❑ Traits that make him a great leaders

- *Highly Competitive*
- *Highly Generous*
- *Embrace Failures*
- *Keep experimenting*
- *Highly innovative*
- *Never stop learning*

❑ Jeff Bezos's Leadership Style

Jeff Bezos is known for his Transformational leadership style. A leader who inspires and drives their team to go above and beyond what they previously thought was possible



Fig.7 Source Online, Jeff Bezos's Leadership Style

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IV Mumford model and Ethical leadership

Mumford model

Mumford and his colleagues introduced a new model of leadership skills. The model has five components and they are: Individual attributes, Competences, Leadership outcomes, Career experiences and Environmental influences

➤ Individual attributes

Individual attributes are the traits that make a person different and identify the effectiveness of the person's role in any job (Camp et al., 2022). Attributes of the individual attributes are honesty, a good sense of humour, good thinking capabilities, memory skills, information processing, and willingness to lead.

➤ Competences

Competency is the ability of a person to do things successfully or efficiently. The elements of the competencies are problem-solving skills, knowledge, and social judgment skill.

➤ Leadership outcomes

Problem-solving and making the best outcomes are the outcome of leadership. A leader generally decides any activities. The result originated from the decisions is the picture of the leadership outcome. Outcomes of leadership are:

- *Trust in leaders*
- *Leaders care about their subordinates*
- *High morals*
- *Sustainable long-term success*

➤ Career experiences

Career experience is the skill of managers obtained by working for a long period in the company. Managers make decisions based on their career experiences. Experiences managers gain during their careers. Career experiences including:

- *Communication*
- *Problem-solving*
- *Teamwork*
- *Effective decision*

➤ Environmental influences

Environmental influences are the traits that are out of the competencies of the leaders. Leaders may control environmental influences or may not. Leaders try to conduct with the environmental factors, but these are not under the control of the leader. Environmental influences are:

- *Technology*
- *Task complexity*
- *Politics*
- *Economics*

Application of the study of the Mumford model

Mumford and his colleagues introduced a new model of leadership skills. This model explains the skills that must need to gain by a person to be a leader. The model is about five leadership skills. To achieve goals managers try to gain leadership skills (Cornelissen and Smith 2022). The application of the Mumford model is visible in every company's manager.

Bezos applied leadership skills during the Covid period. When the whole world was going through a recession Bezos earn 10 billion in a day. Bezos earned the money by using his leadership skills. Bezos use his career experiences during the Covid period and boomed his business.

Ethical leadership and application

The first association of the word ethics and morality. Leadership is ability to impress the will of the leader on those led and induce obedience, respect, loyalty, and cooperation (Moore 1927). The author noted that ethical leadership means that individuals behave according to a set of principles and values that are recognized by the majority as a sound basis for the common good. These include loyalty, justice, integrity, respect, trust, fairness, transparency, and honesty.

The role and importance of ethics in the study and observation of leadership are essential in organizations. Leadership without ethics, morals and integrity can be detrimental to both organizational stakeholders and society (Hartog, 2015). According to the research article of study, Jeff Bezos' ethical behavior during the Covid pandemic is unethical and unmoral as a leader towards the people, as he used the situation to increase his income and at the same time the percentage of poor people increased significantly. This situation at the global economic level has allowed the rich to become even richer at the expense of the rest of the people who have an important and essential need for financial means for health care, social safety nets, etc.

MUMFORD MODEL AND ETHICAL LEADERSHIP

Provide by student Reneta Ivanova,

Student number- 1906323



11th slide

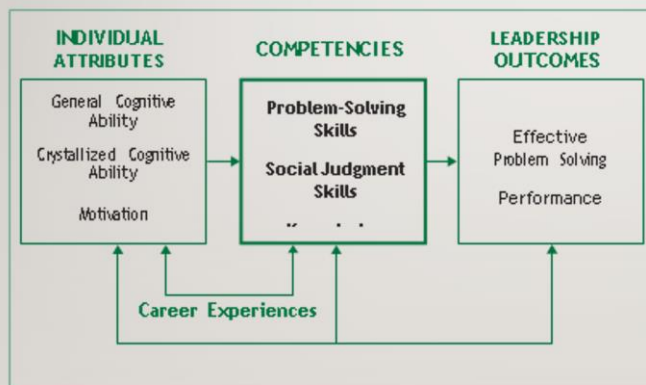


Fig.8 Source Online: Adapted from "Leadership Skills for a Changing World: Solving Complex Social Problems," by M. D. Mumford, S. J. Zaccaro, F. D. Harding, T. O. Jacobs, and E. A. Fleishman, 2000, Leadership Quarterly, 11(1), 23.

MUMFORD MODEL

□ Mumford model has five components and they are:

- Individual attributes
- Competencies (Carpenter, Fuschfeld and Gritzo, 2010)
- Leadership outcomes
- Career experiences and
- Environmental influences (Mach, Ferreira and Abrantes, 2022)

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APPLICATION OF THE MUMFORD MODEL

- ❑ Mumford and his colleagues introduced a new model of leadership skills.
- ❑ The model is about five leadership skills.
- ❑ To achieve goals managers try to gain leadership skills (Cornelissen and Smith 2022).
- ❑ Bezos applied leadership skills during the Covid period.
- ❑ Bezos earned 10 billion in a day.
- ❑ Bezos used his career experiences during the Covid period and boomed his business.

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ETHICAL LEADERSHIP AND APPLICATION

The role and importance of ethics in the study and observation of leadership are essential in organizations. Leadership without ethics, morals and integrity can be disastrous to both organizational stakeholders and society (Hartog, 2015).



Fig.9 Source Online, Ethical leadership Matters, by James Johnston, Managing Director at Global Management Academy, 2107

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V Transformational vs Transactional Leadership

Transformational leadership

Transformational leadership style is committed to the progress of each participant in the process and stakes in the progress of those it leads. James V. Downton pioneered transformational leadership in 1973. He was the one who initially used the phrase.

Bernard Bass (1985) furthered the idea a few years later. Bass expanded on the notion of leaders displaying genuine and concentrated energy to encourage the other team members to emulate them as well as strategies to measure and assess the performance of transformational leadership (Ward, 2020).

According to Yukl (1998) a transformational leader is one who inspires, encourages, and supports each one of the team with the aim of positive change, leading to dedication and self-awareness. He is describing how to achieve the long-term goals, creating and motivating individuals to carry out the vision, acting with confidence and establishing important principles and chances for quick access.

The transformational leader is a charismatic person who, through his behaviour, contributes to his followers to strive to emulate him. Characteristic of this style is also that the leader is open and without fear of criticism, he often sets an example for his followers.

Transactional Leadership

A transactional leader unites their people for the common objective. Transactional leadership is frequently observed in businesses that need or want to move quickly. They are the administrative leaders who direct and coordinate the members so that teamwork is not compromised, and the objective is attained. For each success, there is a reward, and failure results punishment (www.iedunote.com, 2018).

This style of leadership is based on the status quo and thus the leader is free of responsibility. Typical traits of a transactional leader are extremely left-brained, Inflexible, Incompatible with change, like to adhere to the law, very attention to detail thriving in effectiveness.

The transactional leadership approach was created by Max Weber (Coates, 2018). Great transactional leaders, according to him, have strong moral standards. They are fair and honest (Betz, 2021).

Disadvantages, such as leading to too authoritarian leadership, and following the ideas and thoughts of only one person can be limitations for the development of the organization. Pursuing short-term goals can create an uncertain stability in the company's future.

Critical evaluations of the effectiveness of Bezos leadership style.

Based on the case study, the following conclusions can be drawn about Bezos described him as an effective transformational leader:

According to the given case study Since January, Bezos's wealth has grown by \$74bn (Neate, 2020). He is Perspective, innovative and revolutionary, looking to the future. Even unfavourable external factors such as the covid pandemic bring him dividends against the background of the general crisis and make his wealth even greater

Known for planning and delivering results through creativity, creating of small team groups of maximum 7 people (Quellmalz, 2021). Bezos has seen organizational culture as a crucial element in the success and development of the organization.

Charismatic and task-oriented, pursuing long-term goals and customer satisfaction. His tactics aid the business in providing its staff with high-quality services (Status Guides, 2019). The customer base and share price of Amazon have represented this.

TRANSFORMATIONAL VS TRANSACTIONAL LEADERSHIP



Provide by student Tonka Nikolova,
Student number - 1914038



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TRANSFORMATIONAL LEADERSHIP THEORY(BASS,1985)



Fig.10 Source Online, Changing Institutional Culture through Peer Mentoring of Women STEM Faculty, by Nicole Thomas, Jill Bystydzienski, etc.

- ❑ Characteristics of transformational leadership style. According Yukl (1998) a transformational leader is one who inspires, encourages, and supports each one of the team.
- ❑ James V. Downton pioneered transformational leadership in 1973.
- ❑ Bernard Bass (1985) furthered the idea a few years later.

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TRANSACTIONAL LEADERSHIP THEORY WEBER (1978)

- ❑ A transactional leader unites people for the common objective.
- ❑ The transactional leadership approach was created by Max Weber (Coates, 2018). Typical traits of a transactional leader are:
 - *Extremely left-brained;*
 - *Inflexible;*
 - *Incompatible with change;*
 - *Like to adhere to the law;*
 - *Very much attention to detail thriving in effectiveness*
 - *Disadvantages of transactional leadership approach.*



Fig.11 Source Online, Transactional Leadership - Meaning, Importance & Example Published by MBA Skool Team, 2021.

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APPLICATION TO THE CASE STUDY “I DIDN'T THINK I'D REGRET TRYING AND FAILING. AND I SUSPECTED I WOULD ALWAYS BE HAUNTED BY A DECISION TO NOT TRY AT ALL.” (JEFF BEZOS, 2018)

□ According to the given case study Since January, Bezos's wealth has grown by \$74bn (Neate, 2020). Bezos is transformational and task-oriented (Financhill, 2019):

- *Constantly looking for ways to improve*
 - *Known for planning and delivering results through creativity*
 - *Long-term goals and customer satisfaction*
 - *Extremely innovative and revolutionary*
 - *Creating of small team groups of maximum 8 people*
- (Sadnan Bin Sattar, 2018).



Fig.12 & 13 Source Online Jeff Bezos

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VI Katz model and Hersey and Blanchard's situational leadership theory

Katz model (1995)

Katz model refers to three skills approaches namely technical, human and conceptual skills that are implemented by business leaders and managers to improve their work. As opined by Uvarova *et al.* (2021), Katz's theory is implemented by business leaders to improve entrepreneurial mindset and this model supports implementation of innovative approaches.

➤ *Technical skills*

Technical skills are vital for managers to conduct successful business operations. Technical skills refer to managers' ability to have extensive knowledge and skills in different techniques as a manager moves through a higher position in organisational hierarchy technical skills no longer remain important.

➤ *Human skills*

Interpersonal skills refer to human skills and it enables managers and leaders to work with different individuals. These skills are vital for every hierarchy level as they ensure effective use of human capital in business operations.

➤ *Conceptual skills*

Conceptual skills refer to ability and knowledge to use abstract thinking and it allows leaders and managers to conduct a thorough analysis of business processes as well as enables them to predict future of any department. Conceptual skills are vital for top managers and it is less significant for mid-level and first-level managers.

Hersey and Blanchard's situational leadership theory

Hersey and Blanchard's situational leadership theory refers to leaders' ability to consider different situational factors. According to Rodić and Marić (2021), leadership styles and employee readiness are dependent on one another according to Hersey and Blanchard's situational leadership theory (SLT). A leader's efficiency is a crucial factor as stated by this business model. Situational leadership model is changed by both Hersey and Blanchard, for instance, Hersey used readiness whereas Blanchard used Development in this model. Terms such as “Telling, Selling and Participating” are used by Hersey whereas “Directing, Coaching and Supporting” is used by Blanchard. This theory states that leadership style is required to be compatible with employees. In this model, four leadership behaviours are provided such as supporting, delegating, coaching and directing. Four developmental levels are given at bottom of this theory.

Case study application

Covid-19 has impacted business processes worldwide and it has impacted businesses and society negatively. Amazon's previous CEO Jeff Bezos was able to make \$ 189 billion during this time (THE GUARDIAN, 2020). This has started a discussion about inequality in business practices. Bezos has 30 times more wealth than Queen of England and its wealth surpasses AstraZeneca which is a pharmaceutical giant.

➤ *Conceptual skills*

Conceptual skills of Jeff Bezos have enabled this business leader to implement critical thinking skills. It allowed predicting potential opportunities present for business operations and allowed Bezos to implement innovation.

➤ *Human skills*

Jeff Bezos is known to be a realist hence focus has been given to amazon to create effective plans to run business operations amid lockdown and restrictions. This business leader is also known for making generous donations to good causes.

➤ *Delegation skills*

Delegating skills are used by Jeff Bezos to create effective teams which are able to accomplish tasks. For instance, Bezos always considered customers during board meetings and strategies adopted by Amazon to prioritise customers provided this company competitive advantage.



KATZ MODEL AND SITUATIONAL LEADERSHIP THEORY

*Provide by student Nadya Vasileva,
Student number - ..*

19th slide

KATZ MODEL (1995)

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- ❑ As opined by Uvarova et al. (2021), Katz's theory is implemented by business leaders to improve entrepreneurial mindset and this model supports implementation of innovative approaches.
- *Technical skills*
- *Human skills*
- *Conceptual skills*

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HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY

- ❑ Hersey and Blanchard's situational leadership theory refers to leaders' ability to consider different situational factors
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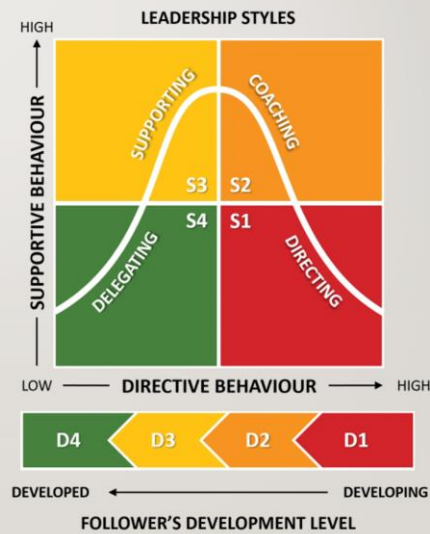


Fig. 14 Source: Hersey and Blanchard situational leadership model, Inspired by Rodić and Marić, 2021

21st slide

CASE STUDY APPLICATION

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- ❑ Amazon's previous CEO Jeff Bezos was able to make \$ 189 billion during this time (THE GUARDIAN, 2020).
- ❑ This has started a discussion about inequality in business practices. Bezos has 30 times more wealth than Queen of England and its wealth surpasses AstraZeneca which is a pharmaceutical giant.
- *Conceptual skills*
- *Human skills*
- *Delegation skills*

22nd slide

VII Conclusion

Leadership is the skill applied by the company's management to achieve goals, solve problems, and deal with the competition and corporate culture. In this assignment, a lot of leadership system and stages has been described. Here are some more stages:

Transformational vs transactional

Transformational leadership is the system where employees are motivated by the leaders to create and innovate something new for the company (Mach el at., 2022). Transformational leadership motivates employees to do the task with freedom. Transformational leadership focused on vision, and motivation and its nature are protective.

Transactional leadership is the opposite of transformational leadership. Transactional leadership has a strict management system where leaders have control over the employees. The focus of transactional leadership is to obtain its goals. Punishment and rewards are used to motivate the employees. Transactional leadership works when there are strict rules and hierarchy is strong (DANANJOYO et al., 2022). Military and big corporations follow a transactional leadership system.

There are debates on this leadership system and which one is best. Both leadership systems are valid and have applications area.

Approaches to developing leadership and management

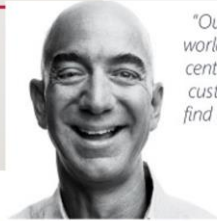
Leadership and management development is a process of making employees into leaders. This program is challenging as the transfer of a person from an employee to a leader is a difficult task. In this system, employees gain the necessary skills and offer them to be a leader (Cornelissen et al., 2022). The approaches to developing leadership and management.

1. First, the employees are instructed about the objectives of the company.
2. It should be ensured that this program is designed for employees' growth and learning.
3. It must have a clear goal.

CONCLUSION



- ❑ Leadership and management development is a process of making employees into leaders. This program is challenging as the transfer of a person from an employee to a leader is a difficult task. In this system, employees gain the necessary skills and offer them to be a leader (Cornelissen et al., 2022).



"Our vision is to be the world's most consumer-centric company, where customers can come to find anything they want to buy online."

Jeff Bezos



Jeff Bezos

In today's era of volatility, there is no other way but to re-invent. The only sustainable advantage you can have over others is agility; that's it. Because nothing else you create, somebody else will replicate.

Fig.15,16 &17

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THE END



**Thank You
For Your Attention!!!**

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