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Leadership, Management and Ethics Report

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Leadership, Management and Ethics // ACCA7044

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Introduction

Modern organisations operate within increasingly complex and dynamic environments shaped by rapid technological development, shifting societal values and growing expectations around ethical leadership. These conditions have placed significant pressure on leaders and managers to move beyond traditional, hierarchical approaches and adopt more adaptive and responsive forms of leadership. In this context, the ability to balance organisational performance with employee wellbeing, ethical responsibility and long-term sustainability has become a critical leadership challenge. This report examines leadership and management within contemporary organisational settings, focusing on three key areas: the evolution of leadership and management styles, ethical considerations in decision-making, and the role of technology in supporting effective team management. Drawing on relevant leadership theories, real-world case studies and practical examples, the report explores how leadership practices have evolved in response to changes in organisational structures, workforce expectations and technological capabilities. Particular attention is given to how ethical leadership and responsible management practices contribute to trust, engagement and organisational resilience. The report also considers how digital tools, management methodologies and collaborative working practices can support communication, coordination and informed decision-making in modern organisations.

1. Task 1: Leadership & Management

1.1: Leadership & Management Styles

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

The formation of traditional and contemporary leadership and management styles is closely tied to social environments and organizational development stages. Traditional leadership and management theories primarily stem from Taylor's scientific management theory ^[1] and Weber's bureaucratic theory, emphasizing hierarchical structures, authoritative control, and standardized processes. They assert that strict division of labor and supervision can enhance organizational efficiency. In ancient organizations, such ideas manifested in the Qin Dynasty's centralized governance model. Through a highly concentrated power structure, a rigorous bureaucratic system, and a clear reward and punishment system, the state achieved effective social governance. This strengthened administrative efficiency and social order in the short term, but overreliance on coercive control also stifled individual initiative, resulting in institutional inflexibility.

In contrast, contemporary leadership and management styles are more influenced by humanistic and behavioral science theories, such as McGregor's Theory Y and transformational leadership theory, which emphasize employee participation, empowerment, and intrinsic motivation ^[2]. Take Google as an example: it fosters a supportive work environment through flat structures and open communication, where leaders primarily act as guides and enablers, thereby stimulating employee creativity and organizational innovation.

In summary, both leadership models have their appropriate contexts. Traditional approaches remain effective in highly standardized environments, while contemporary styles better suit knowledge-intensive organizations. Modern management practices must strike a balance between efficiency and human-centered care.

1.2: Societal values and organisational needs

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 contemporary social context, organizations face an external environment characterized by high uncertainty and complexity. Social values have gradually shifted from emphasizing obedience, stability, and authority toward valuing individual dignity, diversity, sustainable development, and meaningful work. This transformation imposes new demands on management and leadership approaches. Compared to traditional management models centered on control and efficiency, contemporary organizations increasingly require people-oriented, flexible, and highly context-adaptive leadership and management styles. Transformational leadership and participatory management are particularly well-suited to today's organizational environment. Transformational leadership fosters employee commitment and a sense of purpose through clear vision, value guidance, and emotional motivation, thereby driving innovation and change in rapidly evolving contexts. Participatory and empowering management, meanwhile, responds to employees' societal expectations for autonomy, fairness, and involvement, enhancing work engagement and psychological safety. Furthermore, situational leadership theory emphasizes that leaders must flexibly adjust their approaches based on employee capability levels, task characteristics, and organizational contexts. This non-monolithic, dynamic management perspective better aligns with the realities of contemporary organizations' diverse and nonlinear development. In summary, the most effective leadership and management approaches in today's organizations do not entirely reject traditional models. Instead, they build upon efficiency-oriented management by integrating transformational, human-centered, and situational leadership principles. This synthesis achieves a balance among organizational performance, employee well-being, and social responsibility, thereby supporting the organization's long-term sustainable development.

1.3: Tips for highly effective management and leadership

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.

Against the backdrop of continuously evolving contemporary social values and increasingly complex organizational operating environments, effective management and leadership no longer rely solely on authority or technical expertise. Instead, they are shifting toward a comprehensive consideration of organizational members' needs, contextual changes, and long-term development goals. Research indicates that a clear and inclusive organizational vision serves as a crucial foundation for effective leadership. By aligning organizational objectives with employees' personal values, leaders can enhance members' sense of purpose in their work and organizational

identification—a particularly vital aspect in today's society that emphasizes self-actualization and work value. Furthermore, consistent and sincere communication is regarded as a core element of effective management and leadership. Leaders must not only convey information effectively but also establish relationships built on mutual trust through listening and feedback mechanisms, thereby addressing employees' widespread expectations for transparency and fairness. As organizational structures flatten and knowledge workers increase, delegation and empowerment have become vital pathways to enhancing organizational performance. Encouraging employee participation in decision-making processes strengthens their sense of responsibility and initiative, thereby fostering innovation and collaboration. Simultaneously, effective management and leadership must demonstrate strong situational adaptability—flexibly adjusting management approaches based on team maturity, task complexity, and external environmental changes. This dynamic management perspective helps organizations maintain stability and resilience amid uncertainty. Notably, emotional intelligence plays an increasingly prominent role in contemporary leadership practices. By enhancing self-awareness, empathy, and emotional regulation, leaders can more effectively manage interpersonal relationships and organizational conflicts while fostering a supportive and inclusive work environment. Finally, against a backdrop of growing societal emphasis on sustainability and ethical responsibility, effective management and leadership must also adopt a long-term perspective. This involves aligning organizational performance goals with employee well-being and societal impact, thereby enhancing the organization's overall resilience and sustained competitiveness.

For example, Indra Nooyi's management practices during her tenure as CEO of PepsiCo, along with her reflections on her career after retirement, offer a clear perspective on the evolving role of leadership in contemporary organizations. She repeatedly emphasized that as employees increasingly prioritize respect, diversity, and meaningful work, management approaches overly reliant on performance metrics often struggle to sustain long-term employee engagement in practice^[3]. Her leadership experience demonstrates that aligning organizational goals with employees' personal values fosters a stronger sense of belonging and responsibility within the organization^[4]. During this period, PepsiCo progressively enhanced internal communication and integrated social responsibility into its strategic considerations. This approach improved employee attitudes toward the organization and bolstered the company's adaptability amid external environmental shifts. This case demonstrates that contemporary leadership practices are shifting toward greater emphasis on employee experience and long-term organizational health.

During his tenure at General Electric, Jack Welch was widely known for his management style that highly emphasized performance and competitive mechanisms. However, in his post-retirement writings and public discussions, his understanding of leadership and management exhibited more reflective characteristics ^[5]. Welch noted that while systems and processes help maintain organizational order, such management approaches often struggle to sustain effectiveness over the long term without clear goal communication and continuous focus on employee development ^[6]. Reflecting on his own experience, he emphasized that leaders must frequently communicate and coach employees to help them understand organizational direction and maximize their capabilities. This case demonstrates that even within traditional management frameworks, leadership practices increasingly recognize the critical role of communication, trust, and the personal influence of leaders in organizational performance ^[7].

Task 2: Ethics

2.1: Contemporary ethical considerations

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?

Considerations may include: Change management, Emotional intelligence, Intrinsic and extrinsic motivation, Employee engagement, Job satisfaction, Diversity Equity & Inclusion (DEI), Environment, Flexible working options, Remote and Hybrid Work Models or other considerations.

In contemporary organisational contexts, ethical issues in the workplace have increasingly become an integral part of leadership and management practice, extending beyond traditional compliance-based concerns to influence employee experience and long-term organisational stability ^[8]. As the pace of external change continues to accelerate, change management is often accompanied by heightened uncertainty and pressure, and leaders who focus excessively on outcome-driven objectives may, in some cases, overlook the emotional responses and adjustment processes of employees, potentially undermining internal trust ^[9]. At the same time, emotional intelligence has gained growing recognition within management practice, as leaders' awareness of their own emotions and sensitivity to those of others can contribute to conflict reduction and the development of a more supportive working environment . In relation to motivation and performance management, reliance on

financial incentives or formal evaluation systems alone has shown increasing limitations, with employees placing greater value on intrinsic factors such as meaningful work, opportunities for development and a sense of autonomy, all of which are closely linked to engagement and job satisfaction ^[10]. Furthermore, issues of diversity, equity and inclusion continue to attract significant attention within contemporary workplaces, with managerial decisions in recruitment, promotion and daily management frequently interpreted as indicators of an organisation's genuine commitment to fairness. Alongside this, environmental responsibility and sustainability have gradually become embedded within organisational decision-making, requiring leaders to consider the broader social and environmental implications of their actions in addition to performance outcomes. Finally, the expansion of flexible working arrangements, including remote and hybrid models, has introduced new ethical considerations, particularly in relation to blurred work-life boundaries and perceptions of fairness across different working patterns. Taken together, these considerations suggest that contemporary leadership and management involve an ongoing process of balancing performance expectations with human-centred values and social responsibility, rather than reliance on a single managerial logic.

2.2: Business Ethics case-study

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?

Taking Uber as a case study, the ethical controversies exposed during its rapid expansion phase reflect how certain technology platform enterprises, under pressure to grow, have insufficiently prioritised organisational culture and ethical governance. As a company whose core competitive strengths lie in algorithms, platform efficiency and user scale, Uber's early management strategically emphasised market penetration and competitive advantage. This orientation to some extent weakened constraints on internal management practices and value orientation. The multiple incidents of gender discrimination, workplace harassment, and passive attitudes towards regulatory compliance that surfaced around 2017 were not isolated employee failures but rather external manifestations of a persistent management ethos^[11]. Within this environment, performance outcomes were frequently prioritised over employee experience and ethical standards, resulting in misconduct going unaddressed. Ethical risks thus accumulated progressively, ultimately inflicting substantial damage upon the company's reputation and governance structure. From this perspective, the case highlights a clear absence of leadership in guiding organisational ethics and

establishing accountability mechanisms.

To achieve more sustainable governance outcomes, Uber must undertake systematic adjustments to its leadership and management practices. Firstly, senior management must establish the primacy of ethical standards in decision-making through concrete systems rather than symbolic statements, linking these standards to managerial performance evaluations to reinforce accountability. Secondly, at the organisational level, independent and credible grievance and whistleblowing channels should be further developed to reduce the psychological and practical costs for employees confronting misconduct, thereby mitigating ethical risks arising from power imbalances. Concurrently, managers must shift away from singularly results-oriented leadership styles, placing greater emphasis on communication quality and team dynamics. Enhancing emotional intelligence and reflective capabilities can improve organisational atmosphere. Long-term, treating ethical governance as an integral part of corporate strategy—rather than a reactive measure to external pressures—will help organisations repair internal culture while gradually restoring external trust and underpinning sustainable development.

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

3.1: Modern Technology tools help and support Leaders & Managers

Research and document how modern Technology tools can help and support Leaders & Managers today?

In contemporary organisational contexts, modern technological tools have progressively become essential supports for leaders and managers in conducting management activities. Their influence extends beyond mere efficiency gains, profoundly reshaping organisational decision-making and collaborative practices. Data analytics systems and digital dashboards enable managers to maintain continuous oversight of organisational operations and performance fluctuations, thereby fostering more evidence-based judgements in complex environments and reducing the uncertainty inherent in reliance solely on personal experience ^[12]. Concurrently, advancements in collaboration and communication technologies provide stable information-sharing platforms for cross-regional and cross-functional teams. This helps mitigate the constraints traditional hierarchical structures impose on information flow while fostering internal synergy. The application of artificial intelligence and automation tools in recruitment screening, process management, and resource allocation has also alleviated managers' administrative burdens to some extent, freeing them to devote

greater attention to strategic planning and employee capability development. With the proliferation of remote and hybrid working models, digital management tools offer new possibilities for leaders to maintain team operations and oversee performance. However, this simultaneously imposes heightened demands on managers regarding trust-building, communication quality, and the management of work boundaries. Overall, modern technological tools provide more diverse avenues of support for leadership and management practices. Their effectiveness does not hinge on the technology itself, but rather on how managers integrate its application with organisational culture and human-centred values, thereby achieving a relative equilibrium between organisational objectives and employee experience.

3.2: Management methodologies, technologies & team-working practices

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

The interplay between management methodologies, technical tools and team collaboration practices provides practical support for leaders and managers navigating complex and dynamic organisational environments. Agile and Lean methodologies typically encourage iterative decision-making, continuous feedback and deep employee involvement, enabling managers to flexibly adjust strategies amid rapid environmental shifts while mitigating communication delays inherent in traditional hierarchical structures. Digital platforms and data analytics tools provide the operational foundation for such management practices. Project tracking systems, collaboration software, and information dashboards enhance organisational transparency, enabling managers to coordinate resources and monitor progress at the team level more readily, without relying on rigid command-and-control structures ^[13]. At the team level, fostering autonomous teams, cross-functional collaboration, and psychological safety may heighten employee accountability and engagement, thereby supporting managers in maintaining performance and team cohesion within distributed or remote working environments. As remote and hybrid working models become more prevalent, team management's reliance on trust and outcome-oriented approaches may become more pronounced. This necessitates adjustments in supervisory methods, ensuring productivity through clear role definitions, goal setting, and communication protocols. Overall, the effectiveness of these management approaches, technological tools, and team practices hinges on leaders' ability to integrate them into specific organisational contexts. This requires striking a balance between efficiency, collaboration, and employee wellbeing, ensuring management practices are resilient while supporting long-term sustainable development.

3.3: Leadership/management case-study

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?

During its initial rollout phase, Microsoft Teams exhibited typical issues concerning the integration of technology and communication. As a global technology corporation, Microsoft sought to consolidate internal collaboration, meeting scheduling, and document sharing functions through the Teams platform to enhance the productivity of cross-regional teams. However, some teams reported that the system was complex to operate, its features were fragmented, and compatibility with existing tools was limited. This resulted in inefficient information flow, increased redundant work, and delayed decision-making processes. These issues not only impacted employee experience but also posed challenges for managers in project monitoring and resource allocation. From a management perspective, the root cause lay in insufficient user requirements research and phased training prior to system rollout, coupled with a lack of clear responsibility allocation and feedback mechanisms. This resulted in a disconnect between the technological tool and teams' actual workflows.

To address these challenges, Microsoft management may adopt an incremental improvement strategy. Pilot testing with selected teams to gather feedback would enable system adjustments to better align with diverse operational practices and requirements^[14]. Concurrently, providing targeted training and technical support would help reduce employees' psychological and operational burdens when adopting the new platform. At the organisational level, cross-departmental communication and responsibility allocation should be clarified to ensure seamless integration of technology with daily workflows. Data analytics should be utilised to monitor platform efficiency and collaboration outcomes, providing a basis for subsequent optimisation. Such measures would not only enhance platform utilisation and team collaboration efficiency but also potentially strengthen employee trust and organisational cohesion, achieving mutual optimisation of both technological tools and management practices.

3.4: Business-IT software tool

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 Power BI is a widely used business intelligence and data visualization

tool that supports planning, decision-making, and business monitoring within organizations. By connecting to multiple data sources, Power BI enables the integration of dispersed business information into a unified data model, providing managers with real-time and quantifiable insights ^[15]. During data processing and analysis, users can apply calculated fields, filters, and visualization components to structure and display information, generating intuitive charts and dashboards that facilitate the identification of trends, anomalies, and potential risks. Additionally, the platform's dynamic reporting and sharing capabilities allow cross-departmental teams to access a consistent view of data, enhancing transparency and collaboration. Overall, Power BI not only improves the efficiency of data handling but also strengthens the rigor of organizational decision-making, offering leaders practical support in making informed choices within complex and dynamic business environments.

Additionally, the platform's dynamic reporting and sharing capabilities allow cross-departmental teams to access a consistent view of data, enhancing transparency and collaboration. Overall, Power BI not only improves the efficiency of data handling but also strengthens the rigor of organizational decision-making, offering leaders practical support in making informed choices within.

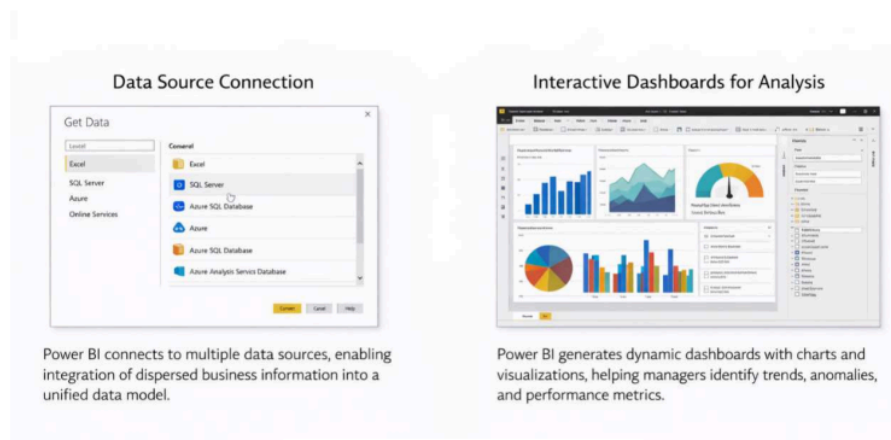


Fig1

CPD

Through studying the courses “Ethics in Leadership” and “Leadership: Practical Skills” on LinkedIn Learning, I gained a systematic understanding of the ethical responsibilities and practical behavioural standards leaders should uphold during decision-making and management processes. The courses emphasised that leadership manifests not only through results-oriented outcomes but also through ethical principles such as integrity, fairness, accountability, and leading by example. Concurrently, through practical skill development, I enhanced my leadership capabilities in communication, decision-making, conflict management, and team collaboration. This comprehensive learning has equipped me to balance value judgements with operational efficiency in complex situations, enabling me to exercise leadership in a more responsible, sustainable, and impactful manner.



Fig2



Fig3

Conclusion

This report summarises the principal characteristics of contemporary leadership and management practices within organisations, noting that traditional management approaches centred on efficiency and control are diminishing in relevance within modern environments. Conversely, leadership styles emphasising participation, flexibility, and employee empowerment are gaining prominence. The report underscores that the effectiveness of leadership styles depends upon specific organisational contexts and shifting societal values, rather than the application of singular models. Concurrently, ethical considerations are gaining increasing prominence in management decision-making and organisational culture formation, with issues such as fairness, inclusivity, and sustainable development becoming core concerns for leaders. Finally, the report observes that technological tools and management methodologies can support leadership and management functions, yet their value hinges upon integration with people-centred management philosophies to drive organisations towards long-term, stable development.

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- [12] M. Kane, D. Palmer, A. N. Phillips, D. Kiron, and N. Buckley, *Achieving Digital Maturity*, MIT Sloan Management Review and Deloitte University Press, Cambridge, MA, USA, 2017.
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Class work



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GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

76/100

Overall mark: 76	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
1. Engagement with Literature Skills		
+ Good use of citations and formatted reference list. – Use of some additional citations could be used to further support some report areas.	2 0	1 5
2. Knowledge and Understanding Skills x5		
<u>Task</u> <u>1: Leadership & Management</u> - Some knowledge and understanding of L&M theories provided, but could be extended to include 1/2 additional concepts. + Good knowledge of traditional and contemporary L&M styles documented. - 1/2 additional styes could be documented. <u>Task 2: Ethics</u> +_Good	2 0	1 3

knowledge and understanding of some contemporary ethical considerations for L&Ms. <u>Task 3: Technology, Team-working & Case-study.</u> + Some understanding of how modern Technology can help and support L&M today is documented. – Examples of the tools themselves could also be included.		
3. Cognitive and Intellectual Skills x4		

<u>Task</u> <u>1: Leadership & Management</u> _ + Analysis of traditional and contemporary L&M styles & concepts documented. - analysis could be extended to include 1/2 additional concepts and styles. + Good knowledge of traditional and contemporary L&M styles documented. - 1/2 additional styles could be documented. + 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, Team-working</u> +/- Analysis of how Management methodologies and technologies can help and support L&M today is documented, however examples of the tools themselves could be included in the analysis.	20	13
4. Practical Application Skills x4		
<u>Task</u> <u>1: Leadership & Management</u> + Good inclusion and reference to L&M case-study examples. - Feedback from 2 experienced professionals/retired professionals not documented. + Although a secondary review from 2 Leaders/managers is documented.	20	15

<u>Task 2: Ethics</u> _+ Good analysis of a Business Ethics case-study with recommendations to solve an identified problem. <u>Task 3: Technology.</u> <u>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 described with 2 images, it's use could be more clearly documented with additional screenshots with brief accompanying description.		
5. Transferable Skills for Life and Professional Practice x2		

+ Title page.		2 0
+ Table of contents.		
+ Multi-layered numbered sections.		
+ Introduction (No more than half a page).		
+ Good format, structure and presentation.	2 0	
+ Word count: Good.		
+ Conclusion (No more than half a page).		
+ Appendix: CPD		
+ Appendix: Activity completion evidence.		

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