LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Week 6

Leadership and Organisation (II)

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Agenda

- Leadership and three-tier hierarchy
- Leadership and Job Satisfaction

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Fortune Global 500 list (2024)

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What do those “top 10” lists indicate ?

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Rank	Company	Industry	Market cap (billion USD)
1	Apple	Technology	**$3,030.00**
2	Microsoft	Technology	**$2,510.00**
3	Saudi Aramco	Oil & Gas	**$2,080.00**
4	Alphabet (Google)	Technology	**$1,520.00**
5	Amazon	Technology/Retail	**$1,340.00**
6	NVIDIA	Technology	**$1,050.00**
7	Tesla	Automotive	**$886.89**
8	Berkshire Hathaway	Diversified	**$753.13**
9	Meta (Facebook)	Technology	**$733.11**
10	Taiwan Semiconductor Manufacturing	Technology	**$534.98**

The Euorpean Financial Review (2024)

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WORLD'S 10 BIGGEST COMPANIES, 2024 VS. 2009

Top 10 MSCI ACWI stocks as a percentage of market cap

RANK	7/31/24	% OF '24 MARKET CAP	3/13/09	% OF '09 MARKET CAP
1	APPLE	4.5%	EXXON	1.5%
2	MICROSOFT	4.2%	GE	1.2%
3	NVIDIA	3.8%	CHINAMOBILE	1.2%
4	ALPHABET	2.6%	MICROSOFT	1.1%
5	AMAZON	2.6%	GAZPROM	0.9%
6	ARAMCO*	2.4%	IND & COMM BANK OF CHINA	0.9%
7	META	1.4%	CHINA PETRO & CHEM CORP	0.8%
8	ELI LILLY	1.0%	BP	0.8%
9	BROADCOM	1.0%	AT&T	0.7%
10	TESLA	1.0%	CHINA CONSTR BANK	0.7%

SOURCES: BOFA GLOBAL INVESTMENT STRATEGY • *SAUDI ARAMCO TRADES ON THE SAUDI STOCK EXCHANGE

yahoo!finance

Yahoo Finance (2024)

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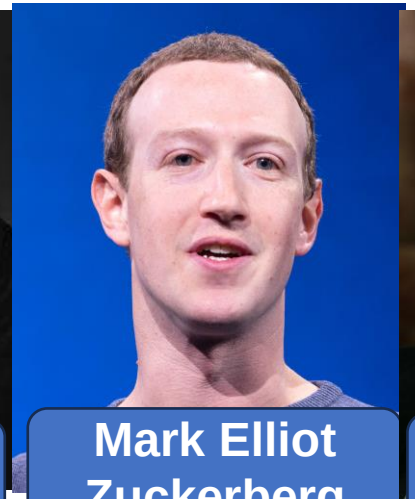
What is Leadership ?

Leadership – a mindset and behaviour that aligns people in a collective direction, enables them to work together and accomplish shared goals, and helps them adjust to changing environments (McKinsey & Company, 2024) [What is leadership: A definition and way forward | McKinsey]

Jack Ma

Larry Page & Surgery Brin

Jack Cohen



Mark Elliot Zuckerberg

Hari Naroomal Harilela

Forbes World's Best Employers 2024 - Best Companies To Work For Worldwide

FORBES PREMIUM PARTNER

Listees do not pay a fee for placement on Forbes Rankings. Listees on this ranking highlighted in color have paid a fee for enhanced features on their corresponding profile.

RANK	NAME	INDUSTRY	COUNTRY/TERRITORY	EMPLOYEES
1	Microsoft	IT Software & Services	United States	221,000
2	Alphabet	IT Software & Services	United States	182,502
3	Samsung Electronics	Semiconductors, Electronics, Electrical Engineering	South Korea	270,372
4	Adobe	IT Software & Services	United States	29,000
5	BMW Group	Automotive (Automotive and Suppliers)	Germany	154,950
6	Delta Air Lines	Transportation and Logistics	United States	90,000
7	AIRBUS	Aerospace & Defense	Netherlands	147,893
8	IKEA	Retail and Wholesale	Netherlands	208,000
9	Lego Group	Packaged Goods	Denmark	27,000
10	IBM	Semiconductors, Electronics, Electrical Engineering	United States	187,000

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Top 10 Best Employers 2024

Forbes World's Best Employers 2024 - Best Companies To Work For Worldwide

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Leader

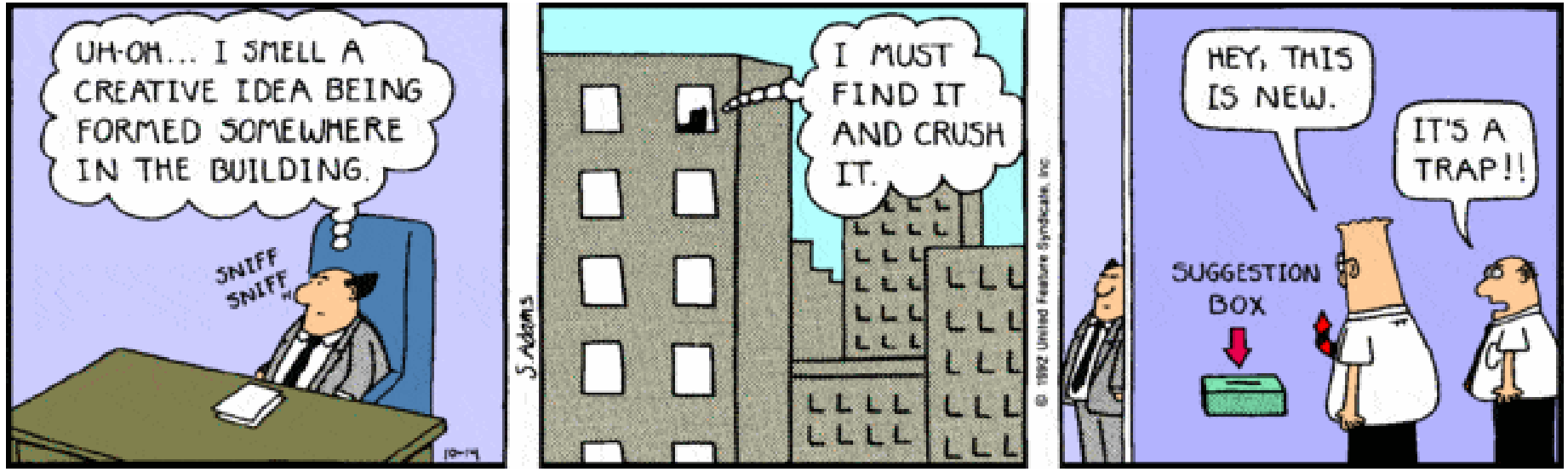
Collins Jim, Level 5 Leadership: The Triumph of Humility and Fierce Resolve, Harvard Business Review, pp 65-76, January 2001)

Good leader ? Bad leaders ? Why bother ?

https://www.myhubintranet.com/bad-leadership/

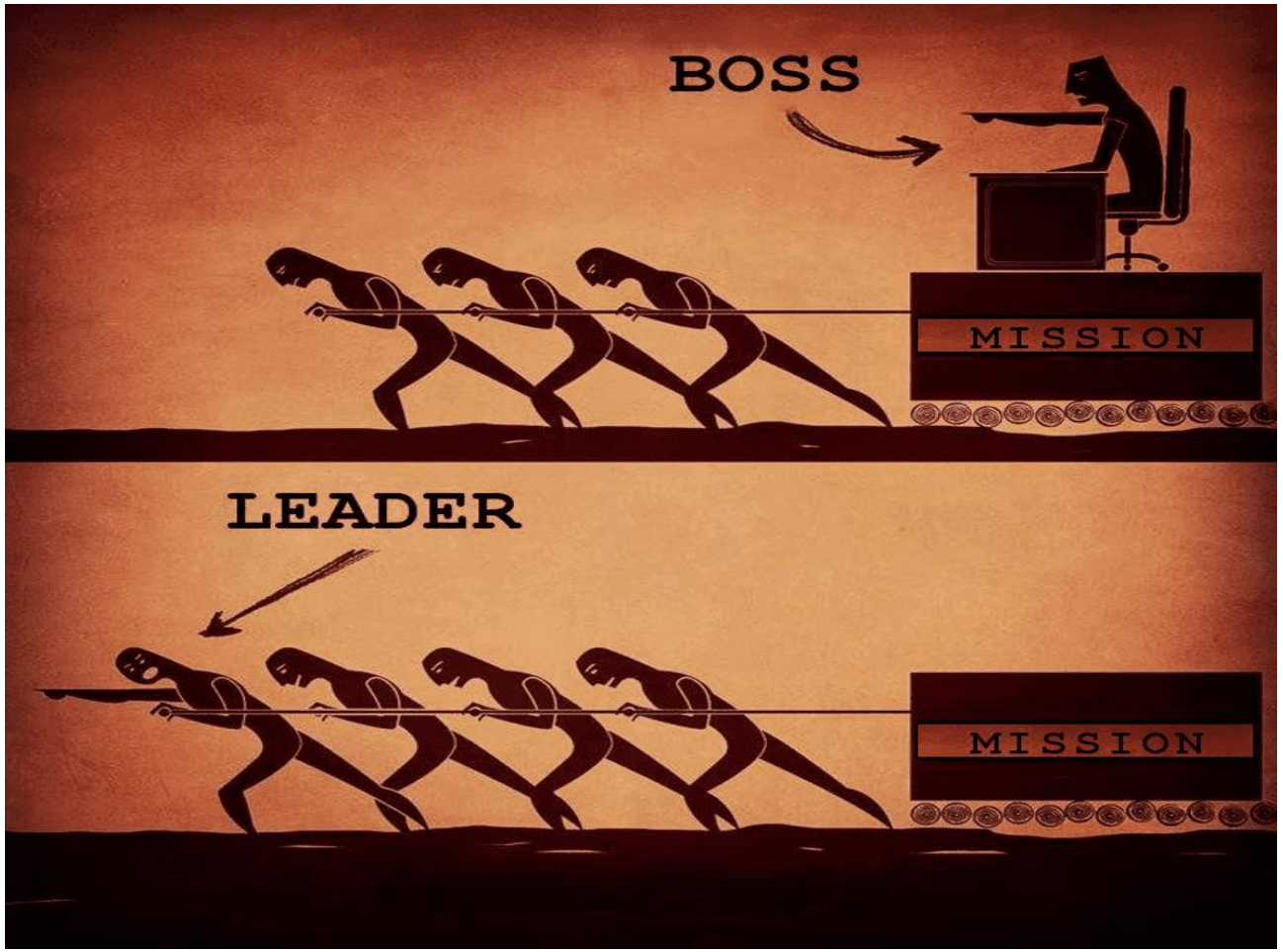
Name a bad leader

https://skylineg.com/resources/blog/6-common-traits-of-bad-leadership-and-how-to-fix-these-poor-leadership-qualities-in-your-organization



1. Leadership: Name a good leader.

What is your choice ?



https://getlighthouse.com/blog/good-leader-vs-bad-leader/

https://ca.indeed.com/career-advice/career-development/examples-of-bad-leadership

Activity (1)

[In the business context] Do you think good leader or bad leader affect

(a) employees' motivation? Or

(b) Team management ? Or

(c) organisation management?

Activity (1)

2-3 students per group

Discussion : 20 mins

Sharing : max. 5 per group

Activity (1)

2-3 students per group

Discussion : 20 mins

Sharing : max. 5 per group

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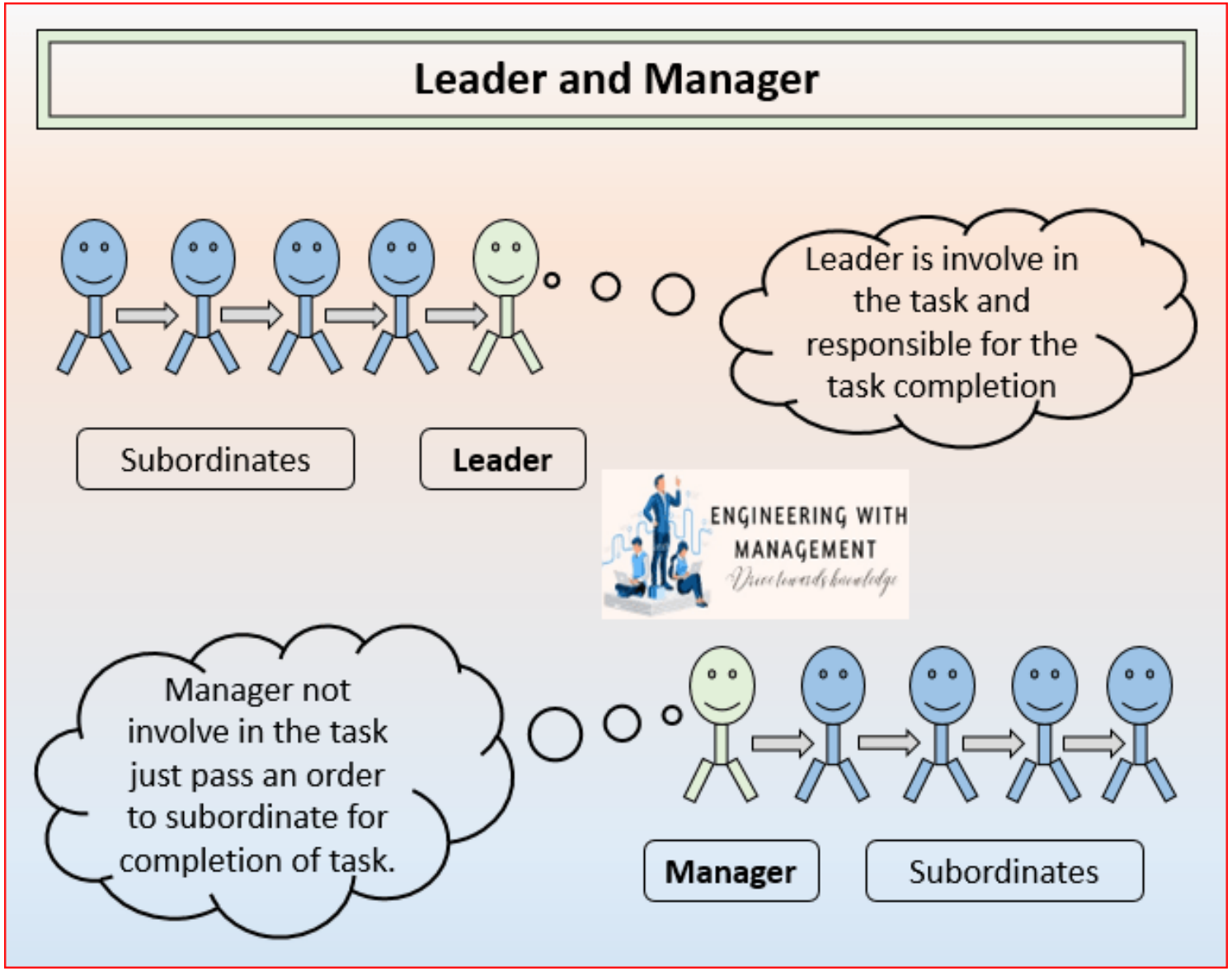
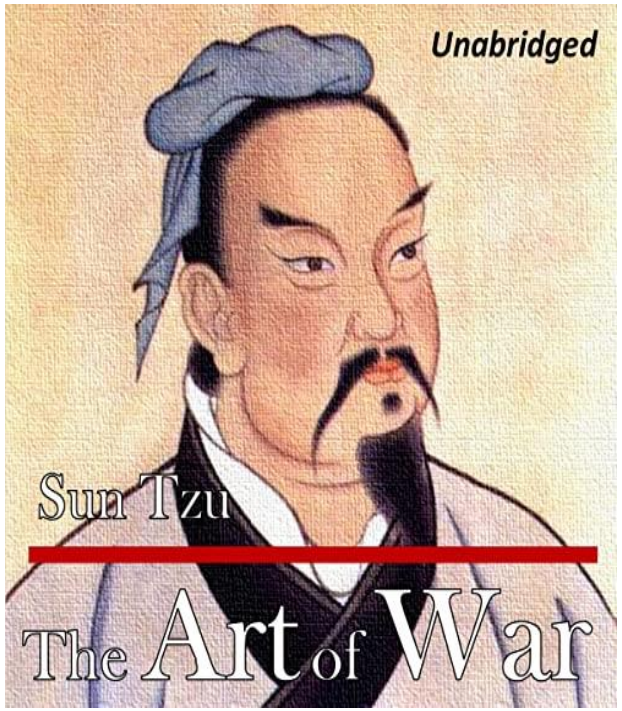


[Leadership and Management (4:24 mins)](https://youtu.be/K355gY81dRA\)
https://youtu.be/K355gY81dRA\

Good leaders: Class response

Winston Churchill
JF Kennedy
Nelson Mandela
Alexander the Great
Genghis Khan
Mao Zedong
Napoleon
Barack Obama
Ramesses 2nd
Mustafa Kemal Atatürk
Vladimir Ilyich Lenin
Saladin
Peter the Great
Joan of Arc (Jeanne D'Arc)

Mahatma Gandhi
Franklin D Roosevelt
Eva Perón
Martin Luther King Jr
Abraham Lincoln
Sun Tzu
Mark Zuckerberg
Bill Gates
Richard Branson
Muhammad Ali Jinnah
Jeff Bezos
Steve Jobs



Bad leaders: Class responses

Winston Churchill

JF Kennedy

Alexander the Great

Genghis Khan

Mao Zedong

Napoleon

Ramesses 2nd

Joseph Stalin

Adolf Hitler

Kim Il-Sung

Donald Trump

Travis Kabinick- Uber: Sexual harassment.

John Schnaffer-Papa John: Racism. Not taking the knee.

John Stumpf- Wells Fago. Offloading blame for customer fraud onto employees.

https://www.inc.com/minda-zetlin/worst-ceos-toxic-culture-uber-papa-johns-wells-fargo.html

What is good or bad about them?

1. Are we just making a judgement about their personalities?
2. Can a bad person be a good leader?
3. Are we looking at the consequences of their leadership, or their processes and style?
4. Can bad motives for actions lead to good consequences?
5. Are leaders born or can they be trained?
6. Can the environment change the model of good leadership you might want to propose?
7. Are some people never going to be good leaders?
8. Could they be “toxic leaders”?

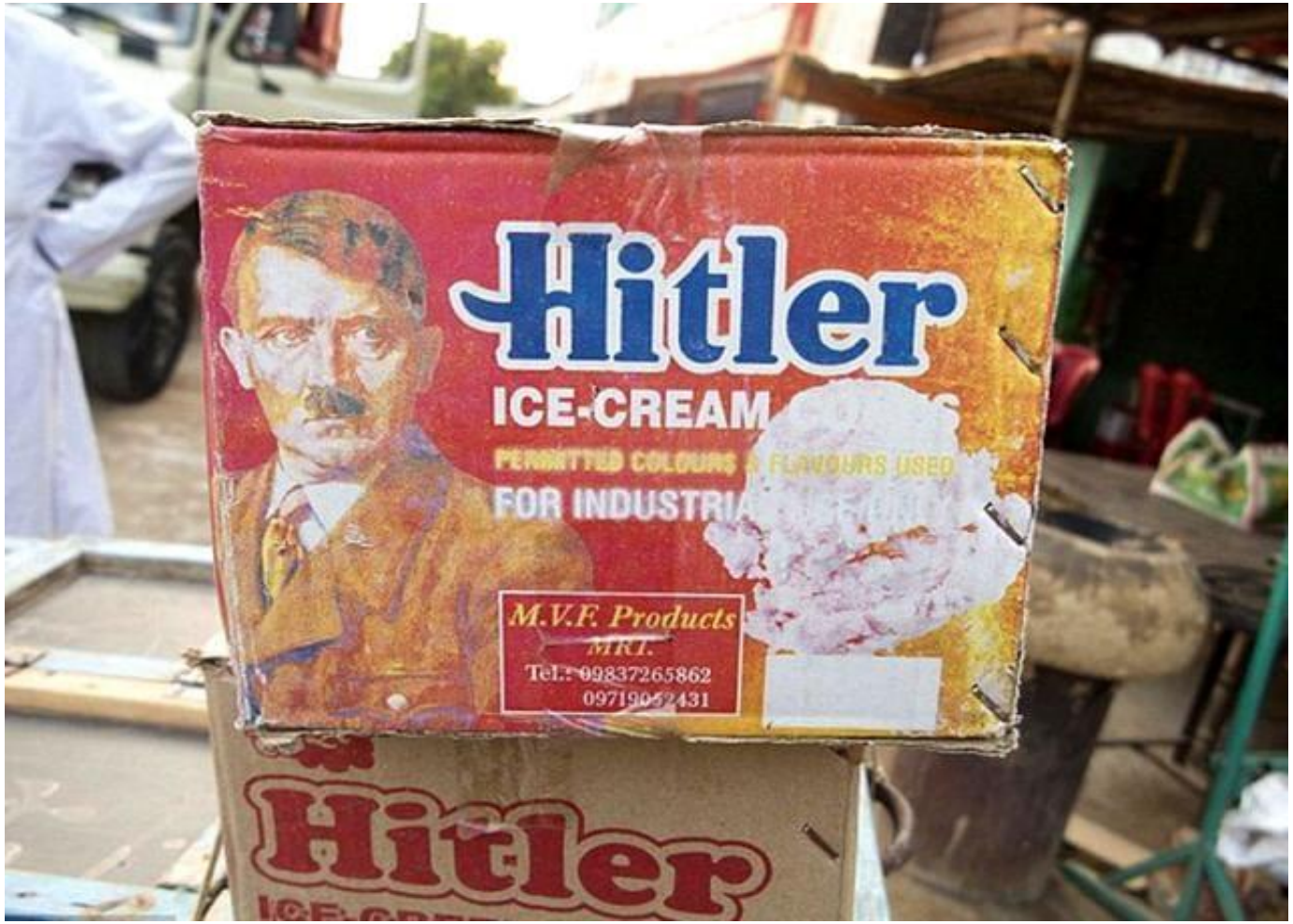
Jacinda Ardern and Sanna Marin dismiss suggestion their age and gender was reason for meeting

"I know what this job takes, and I know that I no longer have enough in the tank to do it justice. It is that simple," Ms Ardern said on announcing her resignation 19 January 2023.
https://www.euronews.com/2023/01/19/new-zealand-pm-jacinda-ardern-to-quit-before-election

https://www.theguardian.com/world/2022/nov/30/jacinda-ardern-and-sanna-marin-dismiss-suggestion-their-age-and-gender-was-reason-for-meeting

Does this suggest issues for women and younger people in leadership roles?

Hitler, a good guy?????



Hitler ice cream!: https://www.hindustantimes.com/india/tasteless-but-true-made-in-india-hitler-ice-cream-cafe/story-C6usCqTUqv4zAeU30b0GVM.html

Who are we leading? “It depends….” factors.

- Workers
- Co-workers
- 360degree leaders- Middle managers look up as well as down. https://www.summary.com/book-summary/the-360-degree-leader/
- Other leaders
- Stakeholders
- Society
- Influential groups (Davos Conference?)
- Generations
- Professions
- Governments

Managers VS Leaders

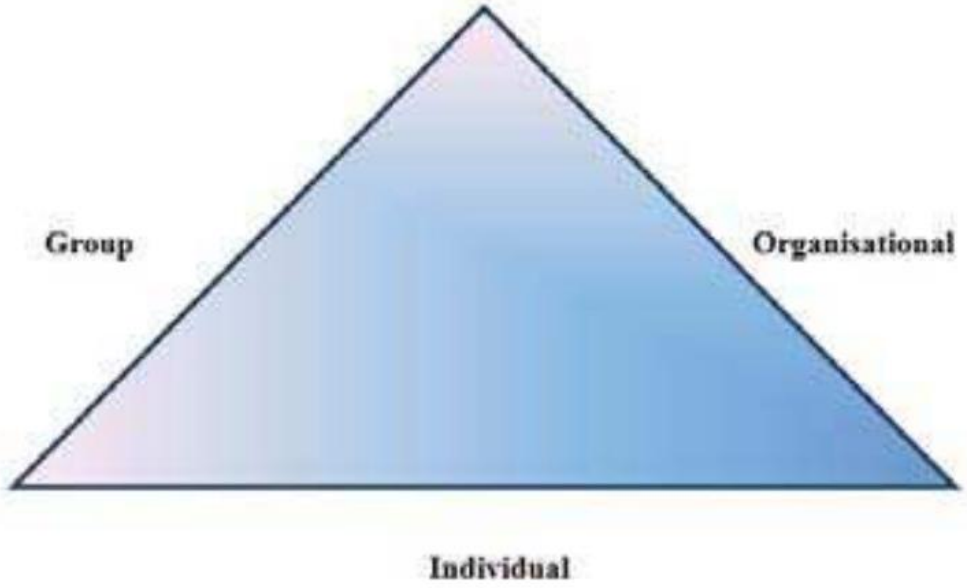
Process	Management	Leadership
Vision Establishment	• Plans and budgets • Develops process steps and sets timelines • Displays impersonal attitude about the vision and goals	• Sets the direction and develops the vision • Develops strategic plans to achieve the vision • Displays very passionate attitude about the vision and goals
Human Development and Networking	• Organizes and staffs • Maintains structure • Delegates responsibility • Delegates authority • Implements the vision • Establishes policy and procedures to implement vision • Displays low emotion • Limits employee choices	• Aligns organization • Communicates the vision, mission, and direction • Influences creation of coalitions, teams, and partnerships that understand and accept the vision • Displays driven, high emotion • Increases choices
Vision Execution	• Controls processes • Identifies problems • Solves problems • Monitors results • Takes low-risk approach to problem solving	• Motivates and inspires • Energizes employees to overcome barriers to change • Satisfies basic human needs • Takes high-risk approach to problem solving
Vision Outcome	• Manages vision order and predictability • Provides expected results consistently to leadership and other stakeholders	• Promotes useful and dramatic changes, such as new products or approaches to improving labor relations

KOTTERMAN, （2006）

https://www.proquest.com/docview/219091679?fromopenview=true&pq-origsite=gscholar&sourcetype=Scholarly%20Journals

Leadership, management and organisation

Figure 1.1: Interrelationships among the levels of leadership analysis



Source: Lussier 2010:401

Activity (2)

Do you think different types of leadership affect employees’ motivation? Team performance ? Or organisation management?

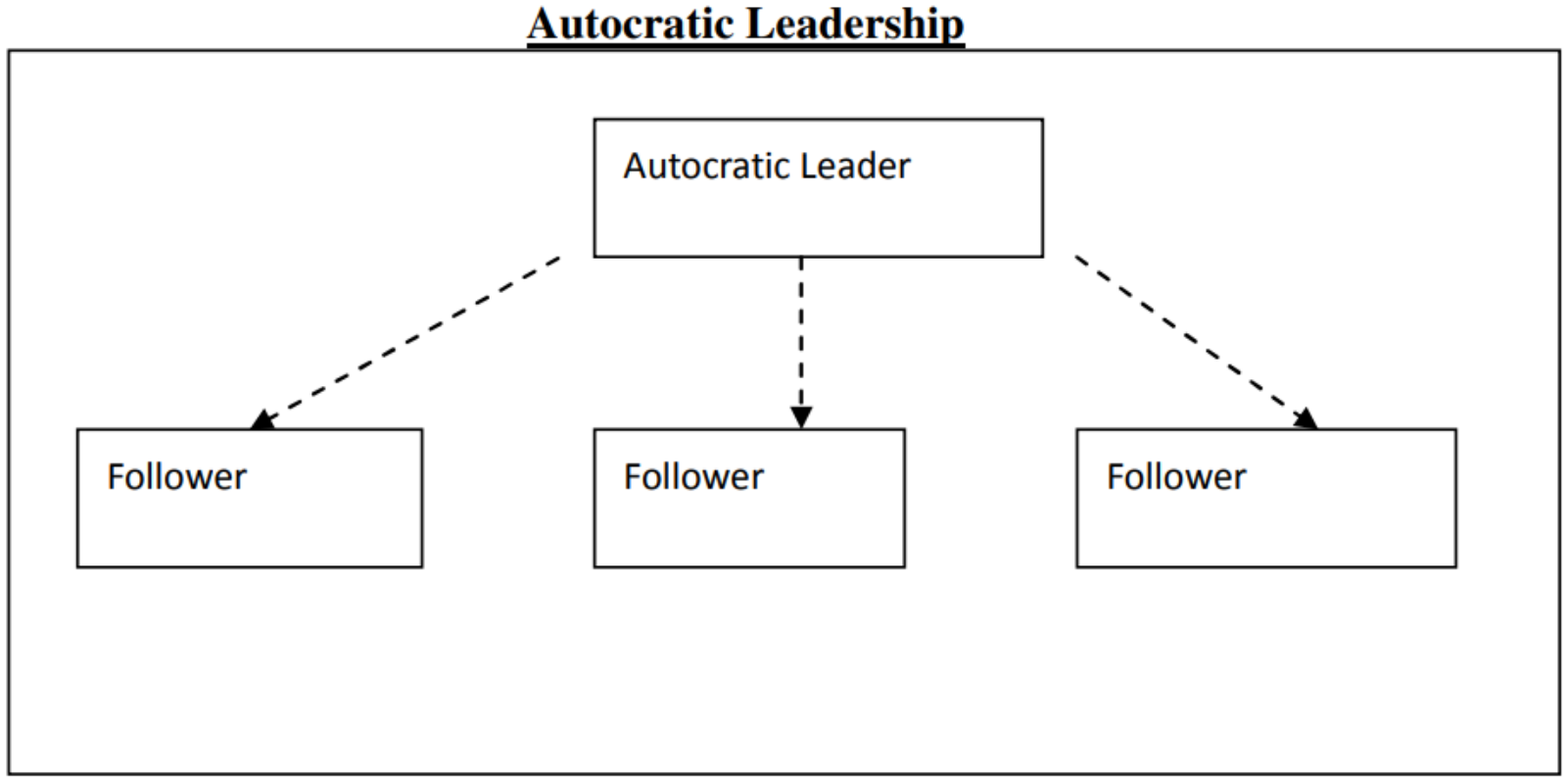
Autocratic leader

Democratic leader

Activity (2)

Adebakin and Gbadamosi (1996) described an autocratic leader as one who is very conscious of his position and has little trust or faith in he subordinates, he feels that pay is a just reward for work and it is only the reward that can motivate
The leader gives order and insists they must he carried out. Fig 1.1

Figure 1.1:



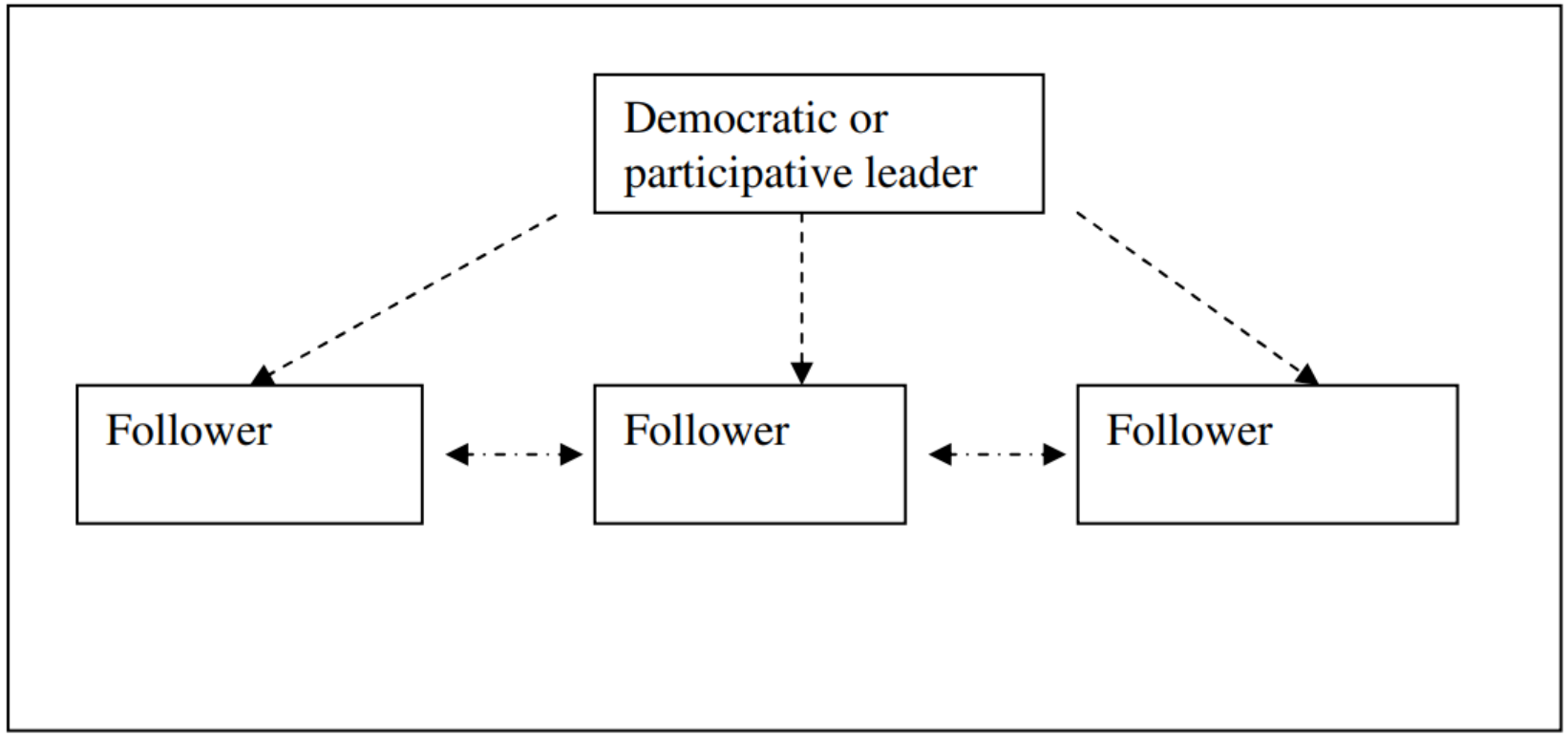
Source: Management: 9th Edition by Koontz,et,al (1982)

Activity (2)

Igbaekemen (2014) The democratic leader allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group

Fig 1.2 Illustrates the flow of' influence in Democratic leadership situation.

Figure 1.2:**Democratic Leadership**



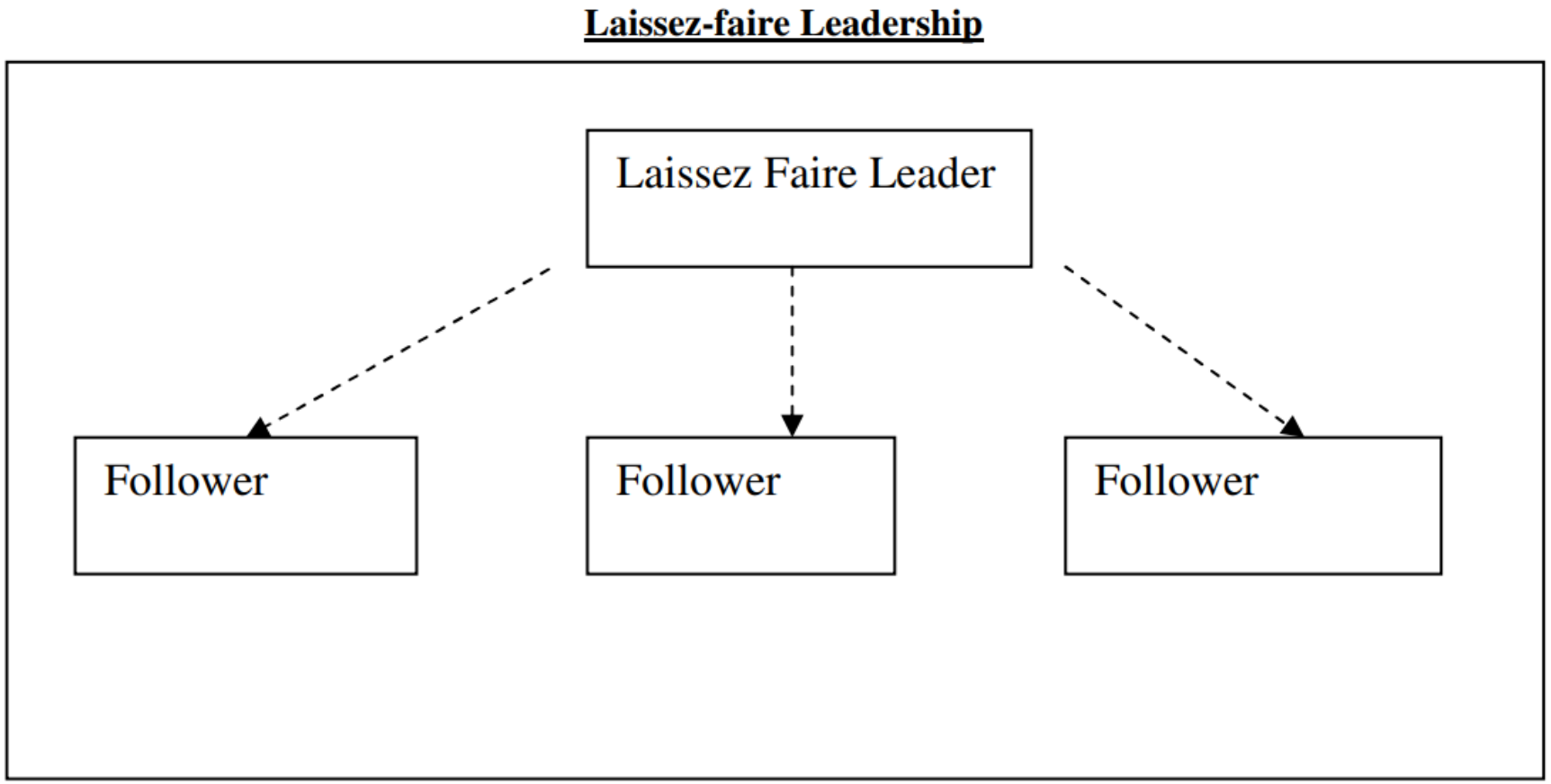
Source: Management: 8th Edition by Koontz and Welhrlch (1998 P441)

The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on.

Activity (2)

Igbaekemen (2014) Laissez— faire type of leadership is at the other end of' the continuum from the autocratic style. With this type, leaders attempt to pass the responsibility of decision making process to the group. The group is loosely structured, as the leader has no confidence in his leadership ability.

Fig 1.3 Illustrates the flow of influence in I assez—fiire leadership situation.



Decision making under this leadership is performed by whoever that is willing to accept it.".

Source : Igbaekemen (2014)

Activity (2)

Do you think good leader or bad leader affect employees’ motivation ?

Literature Reading

Q&A !

Thank You!

Reference

- Belias, D., Rossidis, I., Papademetriou, C., & Mantas, C. (2021). Job Satisfaction as Affected by Types of Leadership: A Case Study of Greek Tourism Sector. *Journal of Quality Assurance in Hospitality & Tourism*, *23*(2), 299–317. https://doi.org/10.1080/1528008X.2020.1867695

- Collins Jim, Level 5 Leadership: The Triumph of Humility and Fierce Resolve, Harvard Business Review, pp 65-76, January 2001)

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- Ilies, R., Judge, T., & Wagner, D. (2006). Making Sense of Motivational Leadership: The Trail from Transformational Leaders to Motivated Followers. *Journal of Leadership & Organizational Studies*, *13*(1), 1-22. https://doi.org/10.1177/10717919070130010301