



LCDB7008 Visions for the Future : Theoretical Perspectives on Management

- Week 3
- Leaders, Job Satisfaction & Attitude
- Dr. Helen Lee

LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Agenda

Leader and organisation

Leadership and three-tier hierarchy

Attitudes and Job Satisfaction

Agenda

- Job satisfaction
- Leadership and management

Leader and organisation



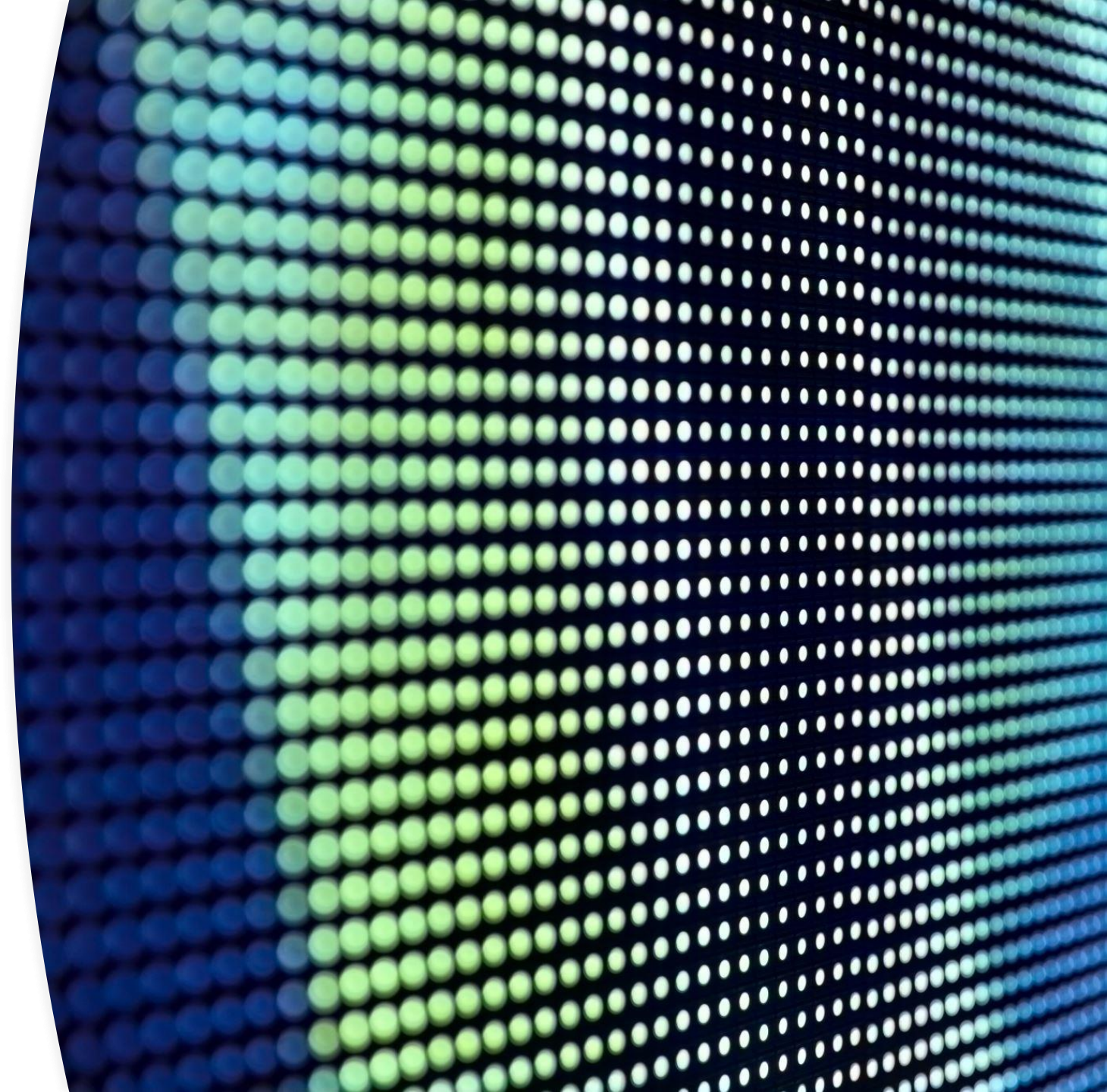
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Fortune Global 500 list (2024)

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What do those “top
10” 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

The Business World is
changing

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



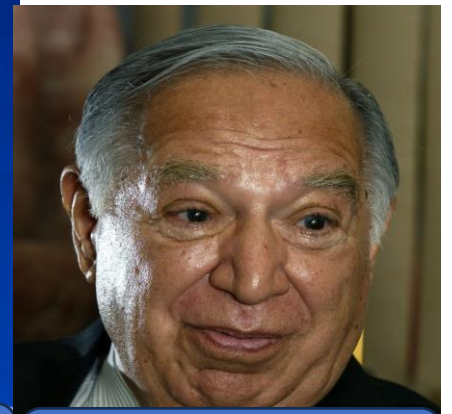
Larry Page & Surgery Brin



Jack Cohen



Mark Elliot
Zuckerberg



Hari Naroomal
Harilela

Forbes
World's
Best
Employers
2025 - Top
Companies To Work
For

SEARCH BY INDUSTRY				
Search by Name or Location			Select	
1	Microsoft	IT Software & Services	United States	228,000
2	Delta Air Lines	Transportation and Logistics	United States	100,000
3	Alphabet	IT Software & Services	United States	183,323
4	Adobe	IT Software & Services	United States	20,709
5	BMW Group	Automotive (Automotive and Suppliers)	Germany	159,000
6	NVIDIA	Semiconductors, Electronics, Electrical Engineering	United States	29,600
7	Sony	Conglomerate	Japan	113,000
8	IBM	Semiconductors, Electronics, Electrical Engineering	United States	300,000
9	Apple	Semiconductors, Electronics, Electrical Engineering	United States	164,000
10	Lego Group	Packaged Goods	Denmark	31,000

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World's Best Employers 2025

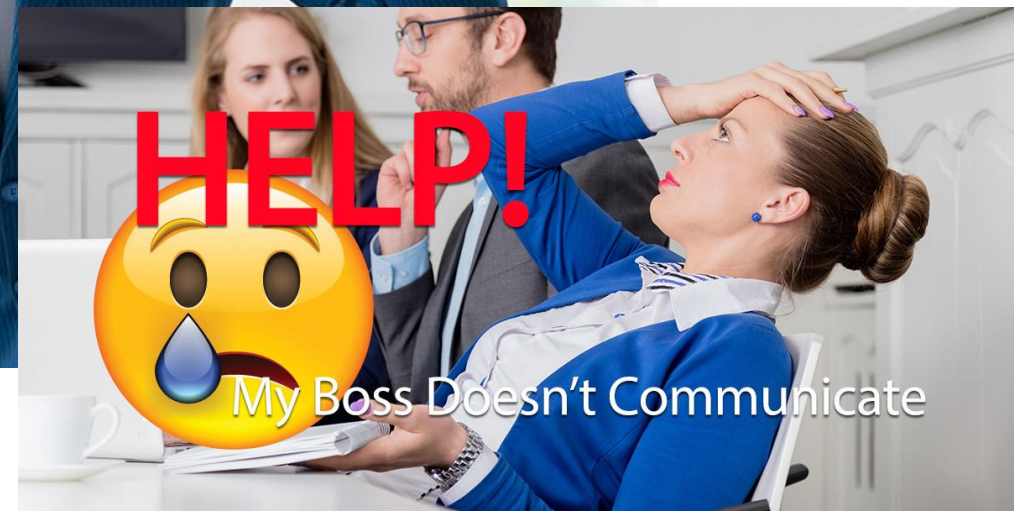
[Forbes World's Best Employers 2025 - Top Companies To Work For](#)



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

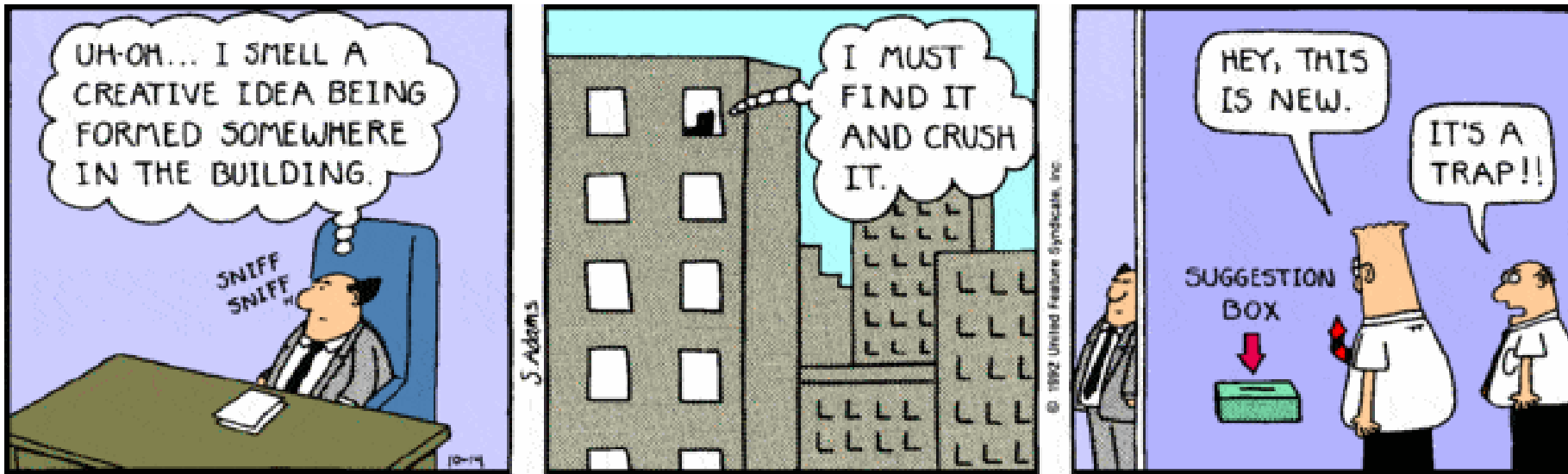
Good leader ? Bad leader ? Why bother ?

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



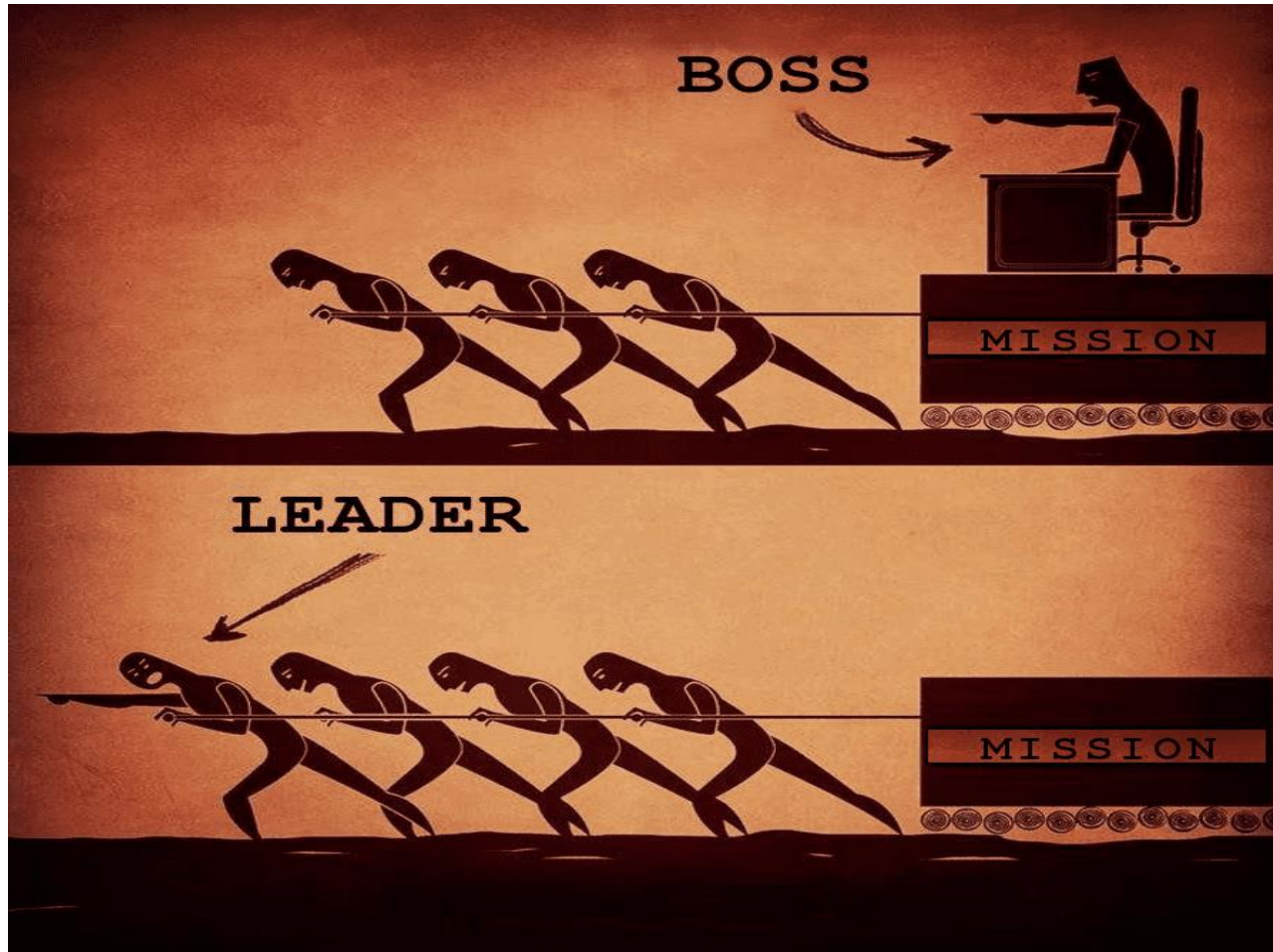
A bad leader...

<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>

Leadership and organisation



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. 3 per group

Activity (1)

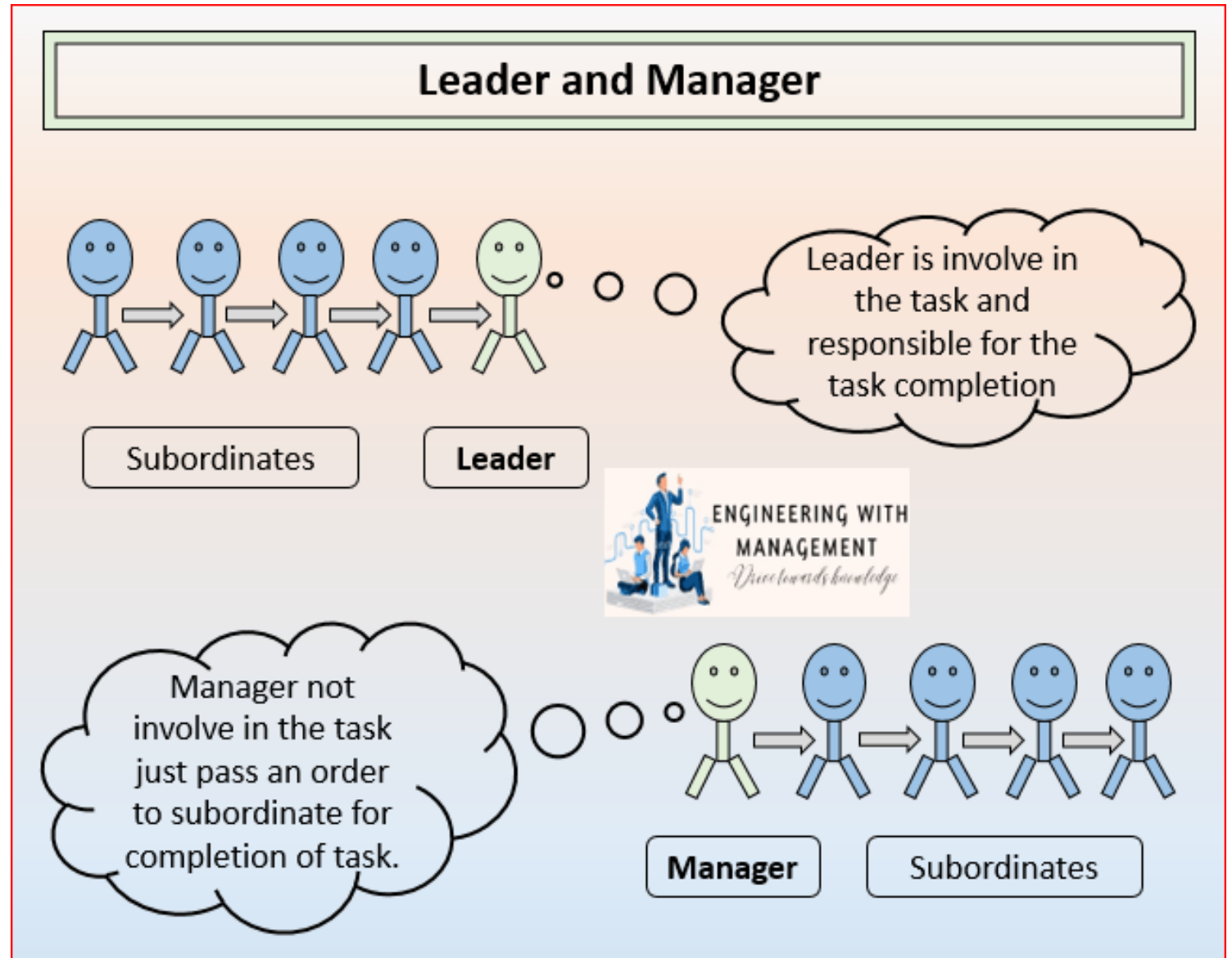
2-3 students per group

Discussion : 20 mins

Sharing : max. 3 per group

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

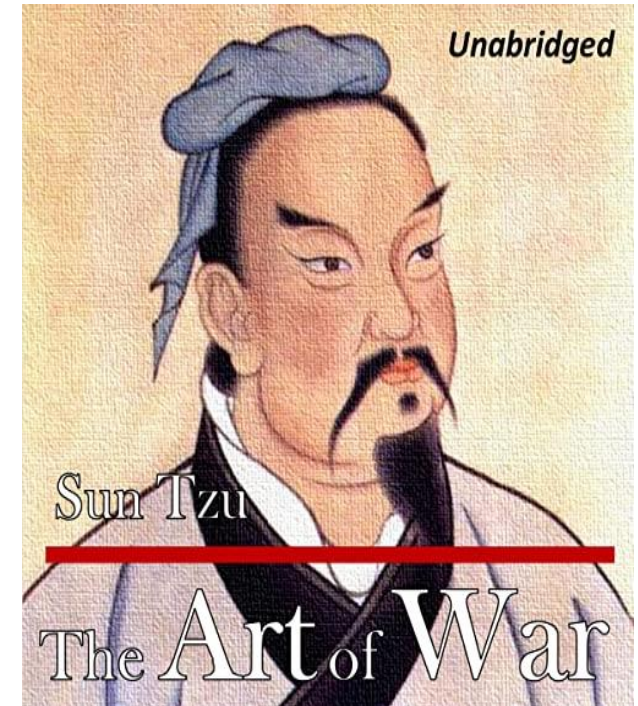
Bill Gates

Richard Branson

Muhammad Ali Jinnah

Jeff Bezos

Steve Jobs



Bad leaders: Class response

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 Fargo. 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



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

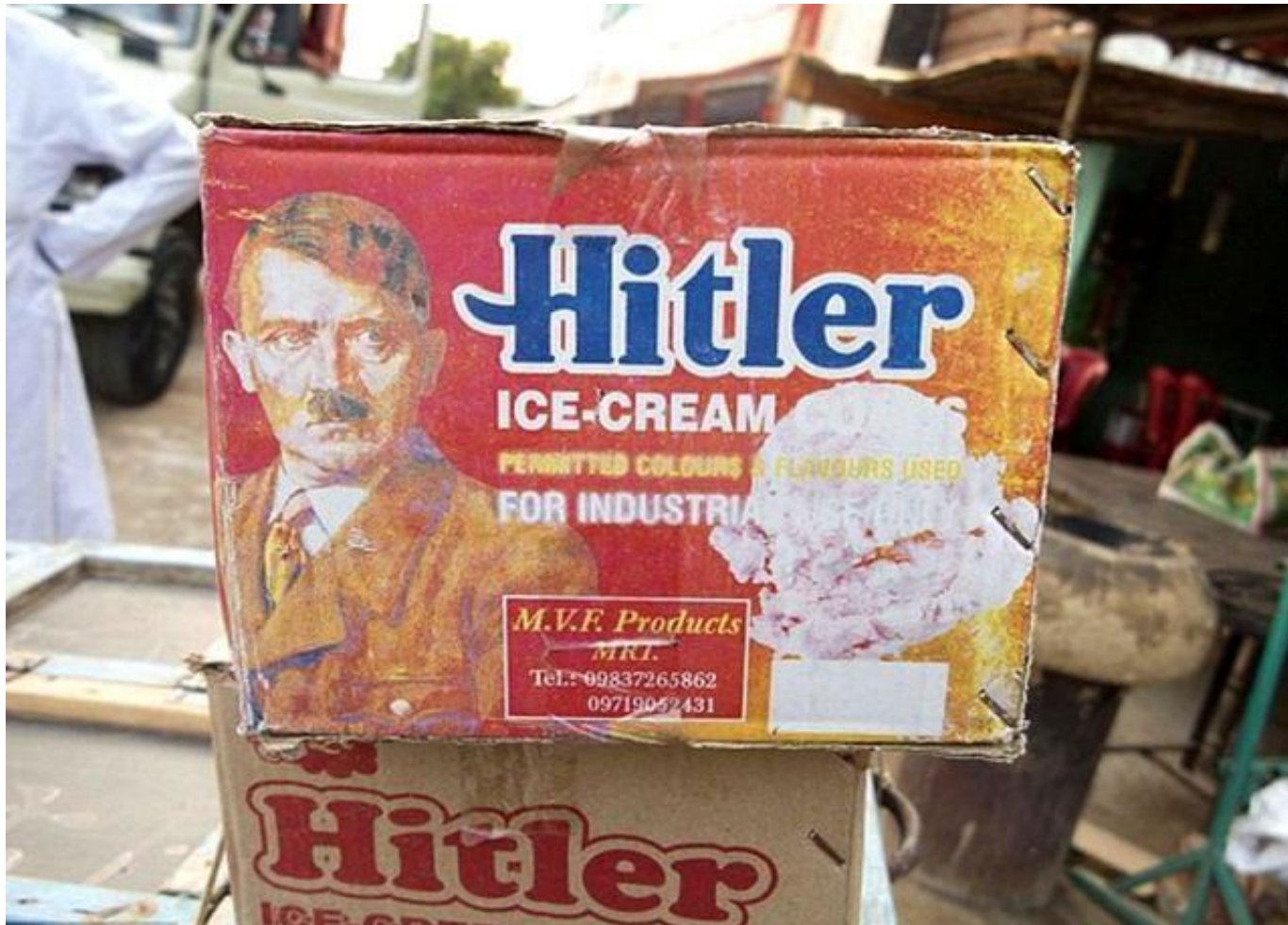
"I know what this job takes, and I know that I no longer have enough in the tank to do it justice. It is that simple," Ms Ardern said on announcing her resignation 19 January 2023.

<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>

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.

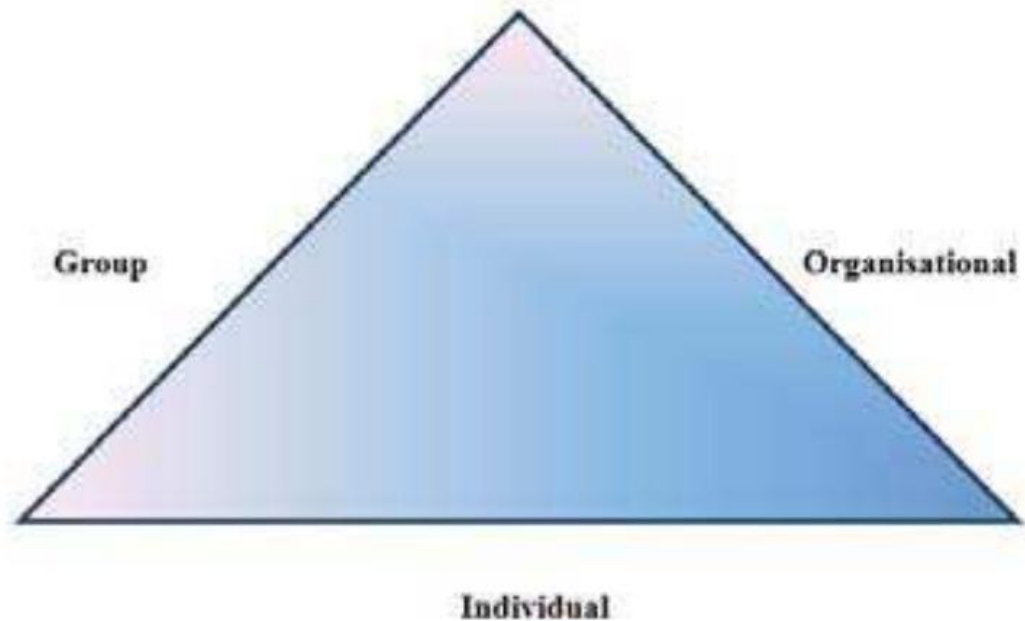
- Workers
- Co-workers
- 360degree leaders- Middle managers look up as well as down. <https://www.summary.com/book-summary/the-360-degree-leader/>
- Other leaders
- Stakeholders
- Society
- Influential groups (Davos Conference?)
- Generations
- Professions
- Governments

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

Leadership, management and organisation

Figure 1.1: Interrelationships among the levels of leadership analysis



Source: Lussier 2010:401

Case 1 – Managing different generation(s)

- **The Gen Z Interview (3:24 mins)**
• <https://www.youtube.com/watch?v=iY4MOacVPw4>
- **Every Generation At Work (4:46 mins)**
<https://www.youtube.com/watch?v=NsWn16SvhVQ>

Case 2 – Poor customer service

**CORPORATE VIDEO- Poor Customer Service Scenario "What not to do"
(2:46 mins)**

<https://www.youtube.com/watch?v=ImH05RjcoTQ>

Cleveland, Ohio Training Video - Poor Customer Service Satire(2:59 mins)

<https://www.youtube.com/watch?v=W6yXonvwRVs>

Case 3 – Team Management

The Cart - The 4 Types of Team Members You Can Hire

- [The Cart - The 4 Types of Team Members You Can Hire](#)

Activity 1 – What is your choice ?

- Choose a role : Employee, Team Leader, Co-worker
 - From the perspective of your selected role, select a theory to present job satisfaction and employee performance.
-
- 1. Please read five journal articles per student related to your selected role.
 - 2. Then summarise what theories adopted
 - 3. What are their discussion?
 - 4. What are your interpretations on 2-3. (Just list 2-3 points)
-
- **Ouput Max. 5 ppt slides.**

Activity (2) 12:00-12:40

Same Company

Same incentive / bonus scheme
Same fringe benefits
Same rule and regulation
Same Organisational structure

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

Autocratic leader
Democratic leader
Transformational leadership

Your team members

Performers

Doers

Less effective doers

Potential Trouble sources

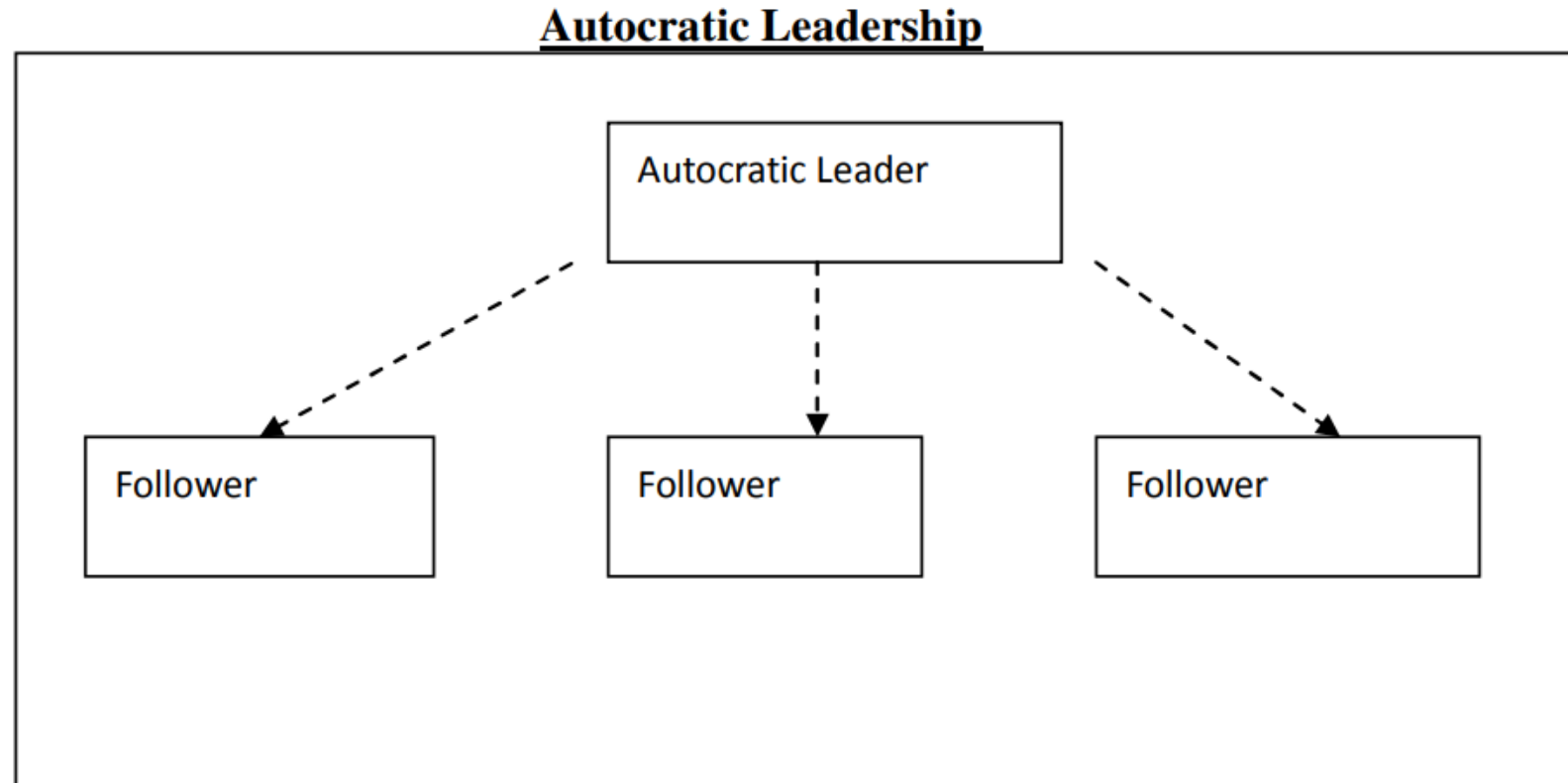
Suppressive person

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 his 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 be carried out. Fig 1.1

Figure 1.1:



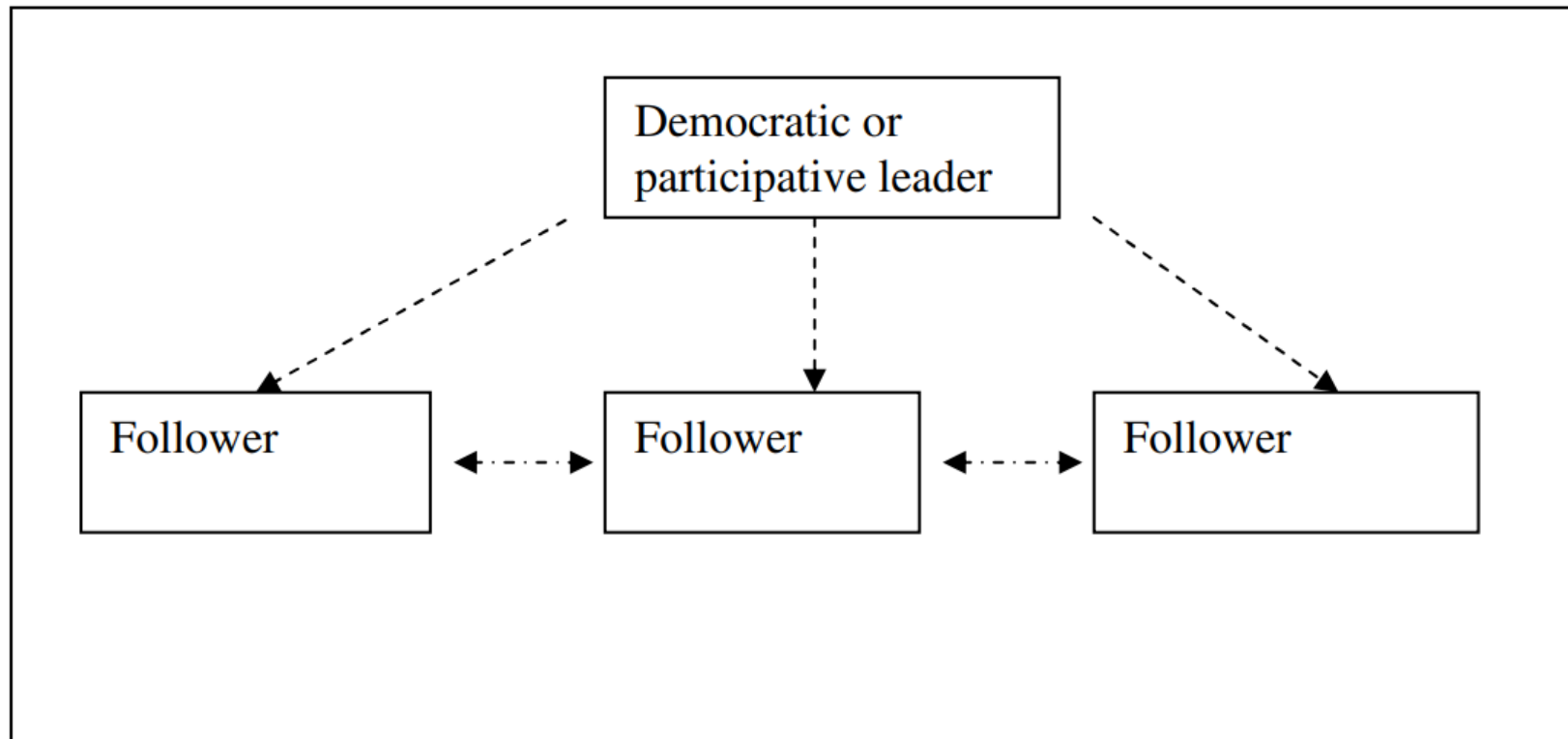
Source: Management: 9th Edition by Koontz, et, al (1982)

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**



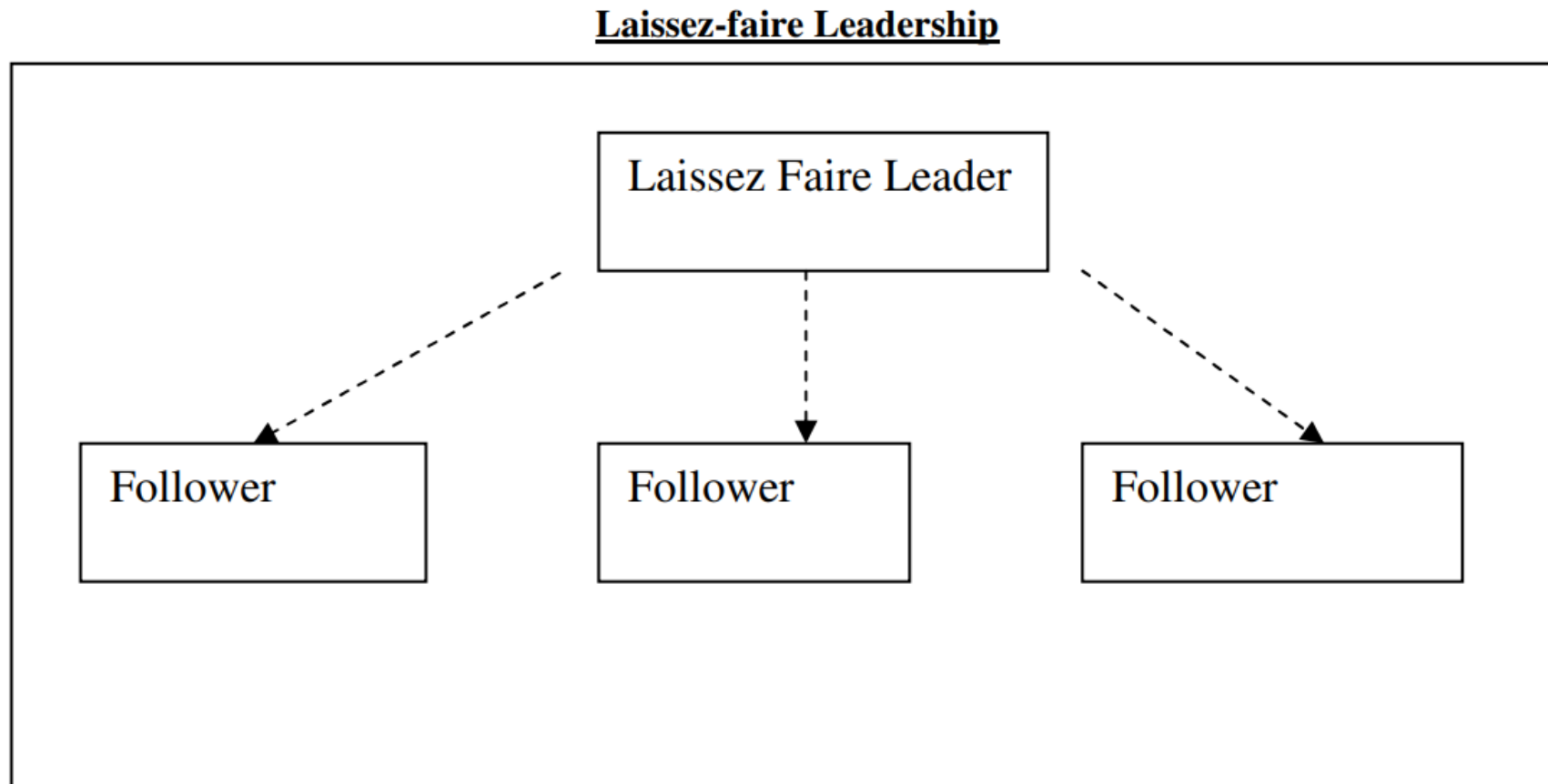
The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on.

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

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.**".

Output : Max. 2 ppt slides to state your view

Keep your work. Next week, you will adopt the relevant theory to discuss the issue to see if it is aligned or against your view stated in this session.

Activity (3)

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

Way forward

- Topic of next week : Attitudes and Job Satisfaction

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Literature Reading



Q&A !



Thank You!



References

- 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)
- KOTTERMAN, J., (2006) . Leadership Versus Management: What's the Difference? *The Journal for Quality and Participation*, **29**(2), pp. 13-17.
- 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>