**MANAGEMENT AND LEADERSHIP – CHALLENGES AND PRACTICES**

**INDIVIDUAL REPORT**

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# Case study 1-Ethical Practice in Leadership

## Introduction

Leadership practices of a leader must have ethics and principles as the major conduct with concepts of honesty, trust, integrity, and fairness. Ethical leaders need to practice ethics and values in their leadership practices along with consideration regarding the dignity and rights of others. This assignment will portray the case study of Arthur Lawrence as a leader who considered the job and economy of the population in Blackley. Questions regarding the case study where Lawrence faced issues challenging his ethics and principles as a leader will be answered in this individual report with appropriate referencing.

## Main Body

### Greatest strengths and weaknesses of the person as a leader

**Strengths of Lawrence as a leader**

1. The major strength of Lawrence as a leader was that he was an ethical leader who portrayed ethical behavior (Kim and Thapa, 2018)
2. Lawrence paid his employees well that improved the engagement and productivity from employees (Banks *et al.* 2021)
3. Lawrence think about the issues in Blackley and makes strategies about them
4. Lawrence helps the people in Blackley with enough wages (Kuenzi, Mayer, and Greenbaum, 2018)
5. Great financial stability leads the company in a good direction (Lumpkin and Achen, 2018)
6. Maintenance of ethical culture, values, and positive emotions resulting in employees being treated respectfully (Engelbrecht, Heine, and Mahembe,2017)
7. A well-educated stockbroker who knows about laws, regulations, and codes of conduct in business management and leadership (Engelbrecht, Mahembe and Wolmarans, 2017)
8. Transparency and focus on team building was present in the characteristics of Lawrence
9. Value-driven decisions and awareness towards values were present in him as a person improves the reputation of Lawrence as a leader (Babalola, Stouten, Camps, and Euwema, 2019)
10. Following laws and improved work, culture can be seen under Lawrence (Ng *et al.* 2021)

**Weaknesses of Lawrence as a leader**

1. Lawrence demonstrated a costly leadership style (Potipiroon and Ford, 2017)
2. Confusion is there in the mind of Lawrence to choose either the ethical way to protect himself from going to prison and getting his career wrecked as a director or to follow unethical way for protecting the economy of Blackley (Kuenzi, Mayer, and Greenbaum, 2020)
3. Clarity regarding the fact is still not clear in his mind and support of other directors are required for clever decisions as an ethical leader (Ahmad, Donia, Khan, and Waris, 2019)

### What would you do and why?

Arthur Lawrence faced several issues in the past as well in his career of directorship and leadership, but this is a more complex decision or issue for Lawrence. He has to choose either the ethical way or the unethical way for the continuation of his leadership practice in Blackley shipyard (Duan, Liu, and Che, 2018). He invested his fortune for the economic stability of the population of Blackley and was trying to revive their economic stability that failed and was lost due to the great depression and Wall street cash period (Gao and He, 2017). However, he will have to break laws, pay bribes to the Minister of Marine, and will have to violate ethical practices and principles as a leader (Ahmad, 2018).

If I had to take a choice between the ethical and the unethical path, I would have applied the theories and concepts of ethical leadership in the decision making process.

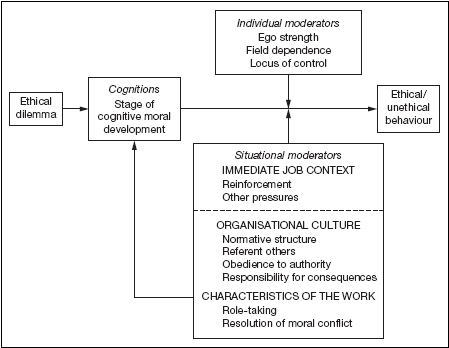
### Application of leadership theories and models

Effective application of the ethical practices and models in the leadership practices of leaders in the decision-making process must be promoted (Qing, Asif, Hussain, and Jameel, 2020). I would have applied the leadership theory and model in the case of Blackley. I will apply the interactionist model of ethical decision-making, integrated ethics model and 7-step model for ethical decision-making. In addition, I need to avoid Machiavellianism in order to be an ethical leader with ethical practices (Peng and Kim, 2020). I shall apply these concepts of ethical leadership and will deny paying the bribe to the Ministry of Marine. This will however result in the shipyard of Blackley that has been invested by Arthur Lawrence with his own finances to close down (Tu, Lu Choi and Guo, 2019). This will also result in the unemployment of the community as well as its disappearance due to no economic support and finances for their wages (Feng *et al.* 2019). The shipyard, as well as the town, will be sacrificed due to the ethical behavior shown by me as their leader, but unethical behavior will result in the loss of honor and imprisonment by me as well (Neves, Almeida, and Velez, 2018). As an ethical leader, this is unacceptable for me. The loss of honor, imprisonment as well as being banned from holding a company directorship will also result in the closing down of the shipyard, but a small delay will be observed (Ko *et al.* 2019). However, I will lead the contribution of reinforcing the culture of corruption and example of unethical leadership if I followed the unethical practice of bribing (Pasricha, Singh and Verma, 2018).

**Application of interactionist model of ethical decision-making**

The ethical decision that will be taken by me as a leader with a person-situation interactionist model includes the stages of:

1. An ethical dilemma that will result in a Stage of cognitive development with morals (Garba, Babalola, and Guo, 2018)
2. Different situational moderators and basis of thinking will take place (De Roeck and Farooq, 2018)
3. The end-stage will be Ethical or unethical behavior by me as the leader (Ahmed *et al.* 2020)

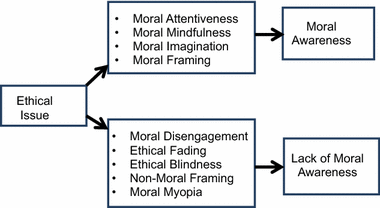


**Figure 1: Figure portraying the model of ethical decision-making**

(Source: <https://www.researchgate.net/figure/Trevinos-Interactionist-Theory-of-Ethical-Decision-making-Reprinted-from-Trevino-L-K_fig1_335890403>)

**Integrated ethics model**

I will also apply this model in my thinking process for taking the right decision. This model is effective for leaders like Arthur Lawrence in case of decisions towards ethical or unethical behavior (Shareef and Atan, 2019). This is effective as this model highlights the integration between the decision-making process and ethical considerations. The systematic analytical tool of ethics will be the positive aspects towards positive decision making (Charoensap *et al.* 2019). The three major elements of this model are- the ethical component, the decision-making components, and the contextual component (Lumpkin and Achen, 2018).



**Figure 2: Integrated approach of the ethical decision-making theory**

(Source: https://media.springernature.com/lw685/springer-static/image/art%3A10.1007%2Fs10551-015-2886-8/MediaObjects/10551\_2015\_2886\_Fig4\_HTML.gif)

**Seven step model for ethical decision-making**

Another major way of determining the right decision based on ethics and morals of Arthur Lawrence includes the 7-step model for ethical decision. I may also involve this seven-step model in my decision making process:

1. Identification of the issue and ethical dilemma (Dust *et al.* 2018)
2. Identification of potential issues involved (Wang, Xing, Xu and Hannah, 2019)
3. Reviewing of the relevant ethical codes (Haar, Roche and Brougham, 2019)
4. Know the laws and regulations that are applicable (Saha *et al.* 2020)
5. Determining the facts and development of the options involved (Yang and Wei, 2018)
6. Consideration of the possible as well as the probable course of actions (Yang and Wei, 2017)
7. Enumerating the consequences of the various decisions (Tourigny *et al.* 2019)

**Avoiding Machiavellianism**

Avoiding Machiavellianism is an important step for me. Machiavellianism can be avoided or reduced by the following steps:

1. Making lists of all the things that need to be done
2. Setting boundaries for good and bad and sticking to the appropriate ones (Asif *et al.* 2019)
3. Being aware of the own vulnerabilities (Dion 2017)
4. Trying to establish situations that can be less manipulative and deceitful (Byun *et al.* 2018)
5. Not following dark traits and sides of a situation (Shafique, Kalyar, and Ahmad, 2018)

### Importance of codes of ethical practice

Codes of ethics and conduct are important and beneficial for a leader as the leader can lay out the rules and regulations that will be followed by him with positive behavior towards his followers (Kim and Thapa, 2018). The codes of conduct are effective as it is the central guide as well as a reference for the leaders in their decision-making processes (Javed *et al.* 2018). The leaders for effective leadership practices maintain standards of professional conduct. The importance and benefits of ethical practices and codes of conduct by a leader will lead to:

1. Setting the right team and leadership culture (Benevene *et al.* 2018)
2. Building of good reputation of the leader as well as the followers as team members (Brooks and Dunn, 2020)
3. Help remain in compliance with the business laws and policies as well as other rules and regulations (Lin and Liu, 2017)
4. Avoiding scandals (AlShehhi *et al*. 2020)
5. Improving employee engagement (Kaptein, 2019)
6. Promoting social change
7. Leading with being an example of an ethical leader (Shakeel *et al.* 2019)

**CMI Codes of conduct for managers**

This is for the professional managers and leaders personifying the vision of CMI (Okpozo *et al.* 2017). The code refers to professionalism, competence, integrity, and honesty. Along with all these, the managers are also responsible for the duty of keeping up-to-date with the current good practices of leaders (Islam, Ahmed, and Ali, 2017).

## Conclusion

From the above report, it can be observed that Arthur Lawrence is an ethical leader who practiced ethics throughout his career of directorship. However, he faced a major issue and challenge to his ethical leadership where he will have to choose between the ethical path and non-ethical path for the reviving of the business and economy in Blackley. The concepts and models of ethical leadership have been provided along with the effective application of them in the decision-making process of Arthur Lawrence. In addition, the importance of ethical practices has been provided as well that must be applied in the thinking process by Arthur Lawrence during the decision making regarding the bribe case.

# Case study 2-Organisational Cultures and Change

## Introduction

Organizational culture defines the proper way and behavior that must be maintained by the leader and the employees to act in the organizations they are working in. Shared beliefs and values are observed in the organizational employees as established by the organizational leader. However, in the case of mergers and acquisitions, the organizational culture, beliefs values, and communication between two organizations face some major issues due to the differences. This may result in different and non-aligning behavior of the employees and the culture of the two organizations. This is a report that will discuss the issues, organizational culture, leadership styles, and change management of the two organizations after merging.

## Main Body

### Type of organizational culture of Daimler-Benz and Chrysler

**The organizational culture of Daimler-Benz**

1. Respect for authority
2. Bureaucratic precision
3. Centralized decision-making (Panuwatwanich and Nguyen, 2017)
4. Hierarchal in their management philosophy

The organizational culture of Daimler-Benz is the Hierarchical organizational culture. Their primary focus is structure and stability (Martínez-Caro, Cegarra-Navarro and Alfonso-Ruiz, 2020). The organization and its employees have stability, control, integration, and internal focus as practiced by the leader of the corporation (Mansouri, Singh, and Khan, 2018). The companies that maintain the hierarchical organizational culture have the motto of getting it all completed in the right manner and adhere to the traditional structure of corporation (Mannion and Davies, 2018). Dirisu *et al* (2018) suggested that the internal organization of the company is focused on Daimler-Benz and its employees in the workplace practices and maintenance of organizational culture (Weerts, Vermeulen and Witjes, 2018). A clear chain of commands is observed along with multiple tiers of management that separates the employees from the organizational leader (Roscoe *et al.* 2019). In addition, it can be observed that the orders and decisions from the leaders are the last words of business practice and the employees do not have any contribution in the decision-making process (Triguero-Sánchez, Peña-Vinces, and Guillen, 2018). The leaders that need to be followed by the employees as followers (Curry et al. 2018) pass rigid structures and orders. The company leaders and employees are hyper-focussed on the daily operations and tasks of the company that needs to be carried out for accomplishing the goals and objectives (Obeidat *et al.* 2018). The chain of command and division of labor by the hierarchical process is delivered to employees for completing a project (Reino, Rõigas, and Müürsepp, 2020).

**The organizational culture of Chrysler**

1. Encouraged creativity
2. Egalitarian relations among staff (Odor, 2018)
3. Rewarded handsomely
4. Performed little paperwork
5. Keep their meetings short
6. Operated a flat management structure

The Organizational culture of Chrysler includes two types of culture mixed for better. The organizational culture includes the mixing of Clan culture and adhocracy culture (Kraśnicka and Wronka-Pośpiech, 2018). Chrysler mixes these two for better organizational culture (Tortorella *et al.* 2020). It can be seen that creativity is encouraged in this organization (Carvalho *et al.* 2019). This implies that Chrysler maintains Adhocracy culture in the organization. In addition, it can also be seen that Egalitarian relations among staff are found (Prasanna and Haavisto, 2018). This implies that the clan culture is maintained as well which promotes a highly collaborative work environment (Oh and Han, 2020). Happy families like teamwork, equal treatment, and breaking of barriers between employee statuses have been seen as well in this organizational culture (Ogbeibu, Senadjki, and Gaskin, 2018).

### Types of leadership styles could be best suited to achieving both these organizations objectives

**Leadership styles for achieving organizational objectives of Daimler-Benz**

Autocratic or Authoritarian leadership is best suited for achieving the organizational objectives in the organization of Daimler-Benz. These leaders centralize the organizational power as well as the power of decision-making in them only (Al Khajeh, 2018). The leader gives the order, assigns responsibilities, duties, and tasks without consulting the organizational employees. The leader takes full authority, as well as full responsibility, and only he decides the full steps as well as other facts in a project (Gandolfi and Stone, 2018). The leader at the top of the pyramid in a hierarchical organizational structure maintains quick decisions, unity of direction, and prompts actions as well (Asghar and Oino, 2017). The leader does not support the influence or contribution of others (the followers) in the decision-making process (Fiaz, Su, and Saqib, 2017). This is the best leadership style as chosen by the leader in completing the objectives with authority improves team performance in many cases.

**Leadership styles for achieving organizational objectives of Chrysler**

The organizational leader of Chrysler maintains paternalistic leadership style. The employees are motivated as they are rewarded handsomely (Ardi *et al.* 2020). Creativity from the employees is encouraged by the leader and the leader also enhances the productivity as well as the cooperation of the employees as a team (Veliu *et al.* 2017). The leadership style is effective for the organizational objectives as the employees will contribute to the organizational tasks as per their own creative ideas (Rezaei, Allameh, and Ansari, 2018). In addition, the leader will do consideration of every employee and his or her ideas (Cropley and Cropley, 2017). This is effective as the completely organizational team will work together and no conflicts will be occurring between them. The leader of this organization will act as the father of the whole organization and will improve their motivation by treating them equally and rewarding them as well (Rahbi, Khalid, and Khan, 2017).

### What can leaders do to ensure effective team engagement within their organizations in case of Change management?

Change is consistent in all organizations; moreover it is a crucial element of growth (Whysall et al. 2019). Generally, when organizations take initiatives for changes, leaders manage to concentrate on putting out specific procedural actions within the organizations, although they frequently overlook the human element of innovation: directing their team moving towards a distinct perception, remodeling culture among the organization, promoting training and growth, including various skills which are required for the various job roles (Dirani et al. 2020).

Whether the company is starting on consolidation or redemption, improving its services, or marketing unique services, the program transformation will expect workers to imagine, develop and function separately to adjust to the distinct path (Alayoubi et al. 2020). It’s essential to recognize that workers or company staffs are human; furthermore they cannot automatically adjust the changes over distinct processes (Yue et al. 2019). As a result, it is only common for the employees to undergo frustration including expressing unusual levels of endurance (Stouten et al. 2018). But a great leader can adequately approach the concerns of the employees by providing them a level of command for the change.

To guide the team, leaders do effective team engagement by adaptingsuccessful change management, considering these given actions:

**Begin with a clear vision-** A leader needs a general vision on which the team will operate their task unitedly including each stakeholder to obtain the transformation initiative to become actuality (Warrick, 2017). With a clear vision, leaders reduce any trouble for the employees or among all stakeholders on wherewith the company will adopt the change. Prioritizing the perspective of the clear vision always leads to every distinct job (Neves et al. 2018). Including that team members need to continue to concentrate on and follow the vision which has been shown by the leader, so it is necessary to avoid facing actions at the identical time (Rubens et al. 2018). Adding numerous different elements at once produces a barrier for all purposes.

**Developing a unique strategy-** After presenting a clear vision, it is necessary to engage all the employees about how to reach and provide potential outputs (Bakari et al. 2017). Everyone should be required to know their respective roles in accomplishing a target by applying a strategy that will help in fulfilling the vision.

**Communicating quickly, early, and frequently-** It has been seen that leaders play an important role as the main communicators to employees (Schoemaker et al. 2018). As a result, any type of important information that needs to be informed to all other employees should be done persistently and steadily (Anderson, 2017). It is most commonly observed that employees got affected by the change in the organization, in this case, they need to inform through emails or any conference meetings what it includes, why it is happening including the outcome of the change among the employees (Heath et al. 2020). Including that, it is important to ask the employees about their point of view, what they are thinking, and about their feelings (Ansell and Boin, 2017). A leader needs to communicate with the employee, they will discuss if the leader listens to them.

## Conclusion

From the above discussion, it can be concluded that organizational culture and leadership play an important base in the continuation of organizational culture. It has been seen that different organizations and their leaders maintain different organizational cultures, as well as leadership styles. Different organizational objectives of the two organizations have been achieved by different leadership styles. Therefore, mergers and acquisitions require change management procedures for the mixing of cultures of two organizations as discussed.

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