

Org + Mar 2012 Multiple choice

- 1 C modulating effectiveness
- 2 d different values
- 3 C humidity + precipitation / will
- 4 B balanced migration
- 5 R direction
- 6 K
- 7 B
- 8 R
- 9 A
- 10 A.
- 11 A
- 12 B
- 13 B
- 14 Individually often layered
- 15 D ad P2
- 16 B
- 17 D
- 18 ?
- 19 C
- 20 D

Org + Man 202

Theatre 4

Q6. DANIEL GOLEMAN

There are five elements to emotional intelligence: Self awareness, self-regulation, motivation, empathy and social skill.

There are three self-management skills, the first one is SELF AWARENESS. Self awareness is having a deep understanding of one's emotions, strengths, weaknesses and drives. Leaders with strong self awareness are neither overly critical nor unrealistically hopeful. People with high self awareness are able to speak openly and accurately about their emotions and the impact they have on their work. Senior executives often give self awareness the credit it deserves when they look for potential leaders. Often called "whiffs" and "unable to lead", the opposite is true.

Self Regulation

Self regulation is like an ongoing inner conversation, is the component of emotional intelligence that frees us from being prisoners of our feelings. Such people feel everything anyone does but they find ways to control them and even channel them into useful ways. People in control of their feelings are able to create an environment of trust and fairness. Fewer bad mood at the top of an org mean less down below. Signs of self regulation are easy to see - a propensity for reflection and thoughtfulness, comfort with ambiguity and change and integrity. In Goleman's study extreme displays of negative emotion have never emerged as a driver of good leadership.

3

Q.06 Any time zone.

acquaintances. Such people have a network in place for when the time for action comes. People tend to be very effective at managing relationships when they can understand and control their own emotions and can empathize with the feelings of others. Socially skilled people may at times appear not to be working well at work. They soon to be idly chattering in the hallway with colleagues or joking with others. They will bond easily because they know that in such fluid times they may need help from people they are just getting to know. Overall, social skill is considered a key capability in leadership.

Emotional Intelligence comprises of these 5 unique elements which combine to create a true leader.

Motivation

One trait virtually all effective leaders have is motivation. They are driven to achieve beyond expectations. Key word here is achieve. There is an abundance of people motivated by external factors like money and status. By contrast those with leadership potential are motivated by a deeply embedded desire to achieve for the sake of achievement. People who are in it for achievement, soon out creative challenges, take to learn and take pride in a job well done. Executives trying to recognise high levels of achievement motivation in their people can look for one last piece of evidence: commitment to the organisation.

Empathy

This is the most easily recognised trait. Empathy means thoughtfully considering employee's feelings along with other factors in the process of making intelligent decisions with increased globalisation empathy is becoming increasingly important. Cross cultural diversity can easily lead to misunderstandings. Empathy is an antidote for this. Empathy plays a key role in the retention of talent. Leaders have always needed empathy to develop and keep good people, but today the stakes are high. When people leave, they take the company's knowledge with them.

Social Skill

Empathy and Social Skills concern a person's ability to manage relationships with others. It's not just a matter of friendliness. It is friendliness with a purpose. It's about moving people in the direction you care socially. Skilled people tend to have a wide circle of

Employed of a company are treated by the law and
the account as costs not assets. A good business
is a community with a purpose and a community is
not owned.

Unfortunately the majority of companies still see such an emphasis
of sustainability and social responsibility as pursuits that only
the rich can afford. In the knowledge economy
economy, sustainability must expand to the human and
well as the environmental level. People struggle to
balance work and rest. Europeans have created a model:
mandatory leave for father and mother together and
shorter working weeks. This model helps promote the
idea that long work is not a good idea.
Many French companies saw productivity increase when
working week was restricted to 35 hours on average.

More corporate democracy and better corporate behaviour
will go a long way to improve the current business
culture in the eyes of the public. We should aim
charitable and measurable success in terms of
outcomes for others as well as for ourselves. By
creating new products, spreading technology and
raising productivity, enhancing quality and improving
service, business has always been the active agent of
progress. Businesses cannot always afford to be so generous
to so many people but doing good does not necessarily
rule out making a reasonable profit. Profit often comes from
profit. Until and until they become the norm,
capitalism will continue to be seen as the rich man's
game. Money mainly rule and it's game.

Org + Mon. 2014

Q7. There 5. Stakeholder / Shareholder

Stakeholder theory

The idea that a company should have an expanded role and responsibilities to other stakeholders besides

Shareholder Theory

Shareholders are primarily interested in their share price and the dividend return they are receiving for it. The criterion of success is shareholder value, as expressed by a company's share price. There are many ways of influencing share price. To many, especially ~~hugely undervalued stock options seem like just another way of allowing executives to steal from their company and shareholders. Eurobank raised their eyebrows~~. Sometimes in jealousy but more often in outrage at the level of executive remuneration under stock market capitalism. The country's whole business system may have become distorted because of shareholder greed. This was the culture that entranced America for a generation, underpinned by a doctrine that prioritized the market, always gave priority to the shareholder and believed that business was the key engine of progress and thus should take precedence over ~~play~~ about

Stockholder

This is the idea that those who provide the finance as a company's rightful owners rather than just its financial duties to only days of business, when financials were generally the owner and chief exec. Second idea is that company is a piece of property subject to the laws of property and ownership. Nowadays the assets of a company is the intellectual property or workers which cannot be claimed as property. The

1105 MM + 10
The hierachical organization was set up along functional line; production and Marketing come first, then purchasing, R&D and finance. Later come smaller departments like engineering or legal. The head of the major functional departments, etc president and sometimes the chairman of the board was the senior decision making unit.

(Various)

Strategies resulted in a modification in adma structure; the multi divisional structure appeared. The corporate office let go of day-to-day operational responsibilities instead focusing on performance monitoring of the divisions, planning and implementation of long term corporate strategy, and specialist advice through corporate staff to the top and middle line managers of the divisions.

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Q1 Theme 1 - Three phased ~~inherent~~ Chandler

Chandler's three phased investment consisted of investment in production, distribution and management. Failing to invest in these three areas will lead to a missed exploitation of the economies of scope and scale.

Economies of Scale: When the increased size of single operating unit productivity or distribution a single product reduces the unit cost of production or distribution.

Economies of scope resulting from the use of processes within a single operating unit to produce or distribute more than one product.

In production, increased output in the old labour intensive industries, came mainly by an increase in size (more people). In the new capital intensive industries increase in output came as a dramatic reduction in capital/labour ratios due to new machines and process. Thus economies of scale were much more important in capital intensive industries whereas in the labour intensive of the large firm did not have significant advantage over the small one. Economies of scope were developed by increasing product range.

In distribution firms

Initially grew by integrating forward into distribution and backward into purchasing. One reason for this was the increasing product specificity as products became more complex. It was not cost effective to have a wholesaler handle the difficult transaction part. Another reason was competition. In the fierce battle for market share in an oligopsonistic marketplace intermediaries who made the profit from handling products of more than one manufacturer became redundant.

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Q2 There 3 Mintzberg - Machine bureaucracy

Machine bureaucracy is the offspring of industrialism, esp the emphasis of standardisation of work for rationality resulting in low skilled, highly specialised job. A good example of a machine bureaucracy is Toyota, as many people working there do not know how to build a car.

Machine bureaucracy elaborates its administration & requires many (rarely) to design and maintain its system. Toyota have a large admin staff to ensure the smooth running of operations. Dependence on analysis gives them a degree of informed power resulting in a certain amount of horizontal decentralisation.

A large hierarchy emerged in the middle layer to oversee specialised work of the operating unit. This is true in Toyota where work is constantly being checked to maintain standards. It is usually structured as a functional basis all the way up to the top where real power lies.

MB has a large amount of support structure of change throughout the small functioning of the system. This is especially true for Toyota, one small section of the production line breaks down or stops, the whole production line is shut down. This could major inefficiencies and cost money. To ensure the production line is constantly running smoothly and effectively the market are monitored and tested on a regular basis.

also like to integrate vertically to become their

has more + less
own buyers and customers. This results in a large firm but also has the result of reduced costs and greater autonomy. This is true for Toyota who integrated vertically to buy at some of their suppliers of individual parts.

Machine bureaucracy is most common among large mature multi product companies like cars or parts. External control encourage bureaucratization and centralization, the configuration often assigned by organization that are tightly controlled from the outside like government agency.

The main problem with this configuration is that the work is dull and repetitive and lead to alienated employees. The massive size of those firms leave them highly inflexibility. Thus the configuration that gets products out to the customer cheaply and efficiently.

Org + Man 2011
Question 5.

Theory 8 - Emotional intelligence

Defining the ideal leader may would emphasize intelligence, determination and vision. Often left out are softer more personal qualities, but they are essential. A certain degree of analytical and technical skill is a minimum requirement for success, what is called "emotional intelligence" may be the key attribute that distinguishes outstanding performance from those who are merely adequate. There are five components to emotional intelligence: self-awareness, self-regulation, motivation, empathy and social skill.

Self awareness means having a deep understanding of one's emotions, strengths, weaknesses, and drives. People with strong self-awareness are neither overly critical nor unreluctantly hopeful. A leader will work to counteract these tendencies and will explain to colleagues why he is doing so. Example: Mr X has weak time management skills. Thus he prepares well in advance and plans his time carefully and explains to co-workers why he does this to avoid misunderstandings/conflict. Senior executives don't often give self-awareness the credit it deserves when they search for potential leaders. People generally admire condit. Leaders are constantly required to make judgement calls that require a candid assessment of capabilities their own and those of others.

Self regulation, this sin from self awareness. It is the ability to curb and impulse and channel them to good purpose. Self-regulation is important for competitive reason. Example: Mr Y is angry when his team fail at a project. He is able to get irrational when angry so tells his team that

They will deliver the following day rather than straight away.
After reflecting on the reason for failure and the team members' contribution to the failure, he develops a reasonable solution. The next day he offers his team his feelings (dissatisfaction). He explains why he thinks it failed and his bluntness to the problem. Self-reg doesn't get the credit it deserves. In behavioral research, extreme displays of negative emotion have never emerged as a driver of good leadership.

Motivation - They are driven to achieve beyond expectations. Key words = achieve. Plenty of people are motivated by external factors like money and status. By contrast those with leadership potential are motivated by a deeply embedded desire to achieve for the sake of achievement. Example: Mr. X is dedicated to his job and achieving the targets set for him and his own targets. Regardless of the financial bonuses that result, he strives to achieve. Motivated individuals most often are the people who really enjoy their work.

Empathy →
Empathy is thoughtfully considering employees' feelings along with other factors in the process of making intelligent decisions. Example: Mr. Y must tell his staff that there will be several redundancies in his department. When talking to them he chose his words carefully, he lets them know that there will be redundancies and that everyone will be kept informed. He tries to reassure them rather than scare them. People respect someone more if they are more considerate of their feelings.

Lastly social skill. This is the culmination of the first four components. It is the ability to build relationships with others, create cooperation and a friendly work environment. Example: John has always

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Q6 Stakeholder / Stakeholder theory

The Stakeholder is the provider of capital, the owner and the profiters of a corporation. Their role is that of a financial investor, in that they lend their current capital with expectations of the return or greater capital in the future.

The stakeholder is anyone who has a vested interest in the performance of the company. This includes everyone involved in the successful running of the corporation, such as employees, customers and the community at large. Often the aims and objectives of the stakeholders are not the same as shareholders and they come into conflict.

The conflict often arises because while shareholders want short term profits, the other stakeholders often tend to cost money and reduce profit. The owners often have to balance their own wishes against those of the other stakeholders or risk losing their ability to generate future profits. (e.g. the worker may go on strike or the customers refuse to buy their products).

Both the shareholder and stakeholder theory are normative theories of corporate social responsibility dictating what a corporation's role ought to be. By extension, they can also be seen as normative theories of business ethics, since executives and managers of a corporation should have their decision making according to the right theory. Unfortunately the two stand as very much at odds regarding what is "right".

Org+Man 2011 Q5

been friendly to people in his office, knowing that he
may/mayn need their help at some stage in the future. He is
careful not to offend those who can help him.
He is motivated to build relationships and position
himself where he can be more popular.

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Q6 2011 Organisational

implied that there will be instantiations when managers
will be obliged to sacrifice the profit interests of
stockholders for those of other stakeholders. This theory
operates based on the implicit assumption that
businesses have responsibilities to all those affected by
the business.

This holistic approach to
business sharply contrasts with the traditional shareholder
based business model which operates on the
assumption that business' only responsibility is to
maximize wealth for its shareholders. The shareholder
theory is the basis for Neo-liberal economists'
claims that businesses are not bound by social
responsibility because a business' only legal
responsibility is to maximize corporate value for
their shareholders by generating a profit.

Shareholder theory asserts that shareholders advance capital to a company's managers, who are supposed to spend corporate funds only in ways that have been authorized by the shareholders. A Friedman wrote: "There is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profit so long as it engages in open and free competition, without deception or fraud."

On the other hand, Stakeholder theory asserts that managers have a duty to both the corporation's shareholders and "individual and constituencies that contribute either voluntarily or involuntarily to [a company's] wealth creating capacity and activities and who are therefore its potential beneficiaries and/or risk bearers." Although there is some debate regarding which Stakeholder deserve consideration, a widely accepted interpretation refers to shareholders as investors, employees, suppliers and the local community. According to the Stakeholder theory, managers are agents of all stakeholders and have 2 responsibilities: to ensure that the ethical rights of all stakeholders are respected and to balance the legitimate interests of the stakeholders when making management decisions.

"Socially responsible" when added to "business" indicates a sense of inequity present within the traditionally held concept of business. This is most definitely the role and one of the main practical tools of different ethical business from conventional ones is that forward thinking companies take their stakeholders into account and operate their business in consideration of all those affected by the operations. According to the Stakeholder theory, if stakeholder interests conflict, the business should be managed in such a way as to balance the conflicting claims of multiple stakeholders. This

SDS - NM + DIO

centralized by highly trained individual like master and slaves
enable those individuals to apply standardized skills and
so to work with a good deal of autonomy. The outcome
is what attracted me and many others to this type
of system.

The production system is not highly regulated
(complex nor automated). This requires human interaction
which attracted me. Having said this standardization
of skills is the strength and weakness of
the PB. The standardization results in problems
of adaptability. This is not a structure to move
but one to perfect what we already know. It is
because it very democratic for professional workers and
offers considerable autonomy.

• Naval Rukmini

ORG + MAI 2012

Q5. There 3 Mintzberg Org design, fashion or fit?

I believe would choose to serve as a trustee manager in a professional bureaucracy I will proceed to tell you what incentivized me from this type and why I would not work in the other make

Professional bureaucracy relies on exp standardization of skill. As a manager I can automatically assume that everyone is on the same skill level making it easier for coordination, communication and interaction. The organization surrendered a great deal of power to the associations and institutions that selected and trained the workers because it is important that these workers are highly skilled so they will be given a fair deal of power.

The result is a decentralized org with power flowing right down to the working core. As a manager I can rest assured that each professor can work independently of collaged with assurance that coordination will not be effected through standardization of skill. There is no technological needed and I would be one of a select few line managers that improves coordination between the managers especially with the rapid exchange of communication.

However a large support staff is needed to carry out the simpler routine jobs. These jobs require managers but I would prefer no more than operating units for the reasons stated above. PB are mainly found in organizations that find themselves in stable yet complex environments that complexity requires decision making power to be

Org + Management 2012

Q4 There 3 - 5 forces

I will discuss Ryan Air (air travel) Under Porter's five headings of Threat of entry, power of suppliers, power of buyers, threat of substitutes and Intensity of rivalry.

Threat of entry

New entrants bring new capacity, desire to gain market share and substantial rebound. Entry of new airline companies in Ireland depends on the barriers to entry if they are high, expect sharp retaliation. Ryanair have the advantage of economies of scale with the largest fleet in Ireland. New entrants will be at a severe cost disadvantage. Ryan Air's key differentiation is their low cost air travel. This brand identification creates a heavy barrier to entry as entrants will have to spend heavily to overcome customer loyalty. The capital requirement of an airline entering the industry is substantial to say the least. A large capital is required to develop the infrastructure and to attract passengers. By now Ryanair has a cost advantage over every other airline as they have access to raw materials at the lowest price and are located in favourable locations. Overall the threat to entry of this industry is low.

Supplier power:

Supplier power is weak. Ultimately they are still relied on the choice of the buyer. Ryan Air relies on its low price to attract customers. Other than low prices it's air fare is similar to everyone else. Airline operating out of Ireland their product is not unique. The

industry is competitive so supplier power is weak

Buyer Power

Buyer power is strong. They decide which airline they will use. Ryan Airs only competitor is its low cost travel. The buyer market is large and diversified. Not everyone wants the cheapest they can get. Therefore buyer power is strong.

Substitute Products?

The three main substitutes would be train, ferry or car travel. However air travel is quicker than all three and for longer journeys it is the quickest. The threat of substitute product is low as it cannot match the speed or value of airline travel.

Conclusion:

Ryan Air are profitable. They are in a competitive industry that has high buyer power and low seller power. Barriers to entry are high but existing firms pose the greatest threat. It's reckoned why Ryan Air are successful is because of their low cost products being sold at a high volume.

Empathy:

- The ability to understand the emotional makeup of others
- Skill in treating people according to their emotional reactions
- Considering other's emotions in decision making process
- Expertise in building and retaining talent, cross-cultural sensitivity, service to clients and customers.

EXAMPLE: Redundancies & reduced them rather than scare people reflect from more info or are considerate of their feelings

- Leaders have always needed empathy to develop and keep good people but today the state of higher when people leave they take company's knowledge with them

Social Skill:

- Proficiency in building and managing relationships and networks
- friendliness with a purpose
- Ability to find common ground and build rapport
- effective in leading change, persuasions, expertise in building and maintaining

Example: Mr X always been friendly to people in his office knowing he might need their help at some stage in future. careful not to offend them, motivated to build relationships and position himself where he can be more productive

Can emotional intelligence be learned?

- Are people born with skill or do they acquire it? answer is both
- EI increases with age: maturity
- Training can be done
Must help people to break through old behavioral habits and establish new ones
- Important to emphasize that building one's emotional intelligence will not happen without sincere desire and concerted effort.

Ch 4 - What makes a leader? Daniel Goleman

Goleman has found direct ties between emotional intelligence and measurable business results. Emotional Intelligence is composed of self-awareness, self-regulation, motivation, empathy and social skill. Analytical and technical skills are the minimum entry requirement for management but emotional intelligence is what separates the successful from the adequate.

Self awareness:

- The ability to recognize and understand your moods, emotions and drives as well as their effects on other people.
- Self-confidence, realistic self-assessment, self-deprecating sense of humor.

Example: Mr. X has weak time management skills, thus he prepares well in advance and plans his time carefully and explains to co-workers why he does this to avoid misunderstanding / friction.

- Not often given the credit it deserves

Self regulation:

- Stems from self-awareness. The ability to curb one's impulses and/or channel them into good purpose
- Also known as the propensity to suspend judgement - think before acting
- Trustworthiness, integrity, conform to ambiguity, open to change

EXAMPLE: Mr. X has bad temper. Team fails project. Debriefs next day to offer feelings, reasons it failed and solutions.

- Doesn't give deserved credit. In Goleman's research, extreme displays of negative emotion never emerged as a driver of good leadership

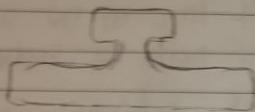
Motivation:

- Virtually all leaders have motivation. They are driven to achieve beyond expects. ACHIEVE
- A passion to work for reasons that go beyond money or status
- A propensity to pursue goals with energy and persistence
- Strong drive to achieve, optimism in face of failure, org commitment

Example: Mr. X dedicated to job regardless of money. Really enjoys work

- Ex) trying to recognise achievement motivation look out for: commitment to org

on external support. Below is a diagram of the simple organisation, its shape involving width is representative to the X-axis within the dynamic entrepreneurial company.



What characterises the Simple Structure?

- The Simple Structure is the most common structure, identified with the **classical entrepreneurial company**. What characterises is what this structure lacks. Little of the behaviour is standardised or formalised, and minimal use of planning is made, or training or liaison devices.
- Generally there are few or no middle line managers. Co-ordination is achieved from the Strategic Apex ~~to~~ by Direct Supervision. This simplistic control structure is very appealing. The organisation is quite ~~as~~ minimalist, therefore implying that it is highly flexible organisation which can respond rapidly to change. This is important as the org operates in a dynamic environment, it needs the ability to outmanoeuvre the bureaucracy.

2013, Q3, Theme 3.

any of mintzberg's configurations + either a stage of revolution/evolution by Greiner, which combination Would you choose and why?

Numerous problems arise in organisation design from the assumption that all organisations are alike, mere collections of component parts to which elements of structure can be added or deleted at will. Mintzberg's theory is that effective org's achieve a coherence among their component parts. Organisations cannot change one element without due consideration of the remaining elements. When the elements are mismatched, the organisation does not function effectively. *part*
5 clear configurations appear, according to Mintzberg. I will draw the 'Simple Structure' and its corresponding stage in Greiner's reading, the evolution of Creativity.

Firstly I will draw the characteristics of the simple structure, its layout and attributes. I will then describe the fitting stage in Greiner's model of evolution and selection, with clear and cohesive arguments of why I would pick this combination. Layout

The Simple Structure applies to an entrepreneurial company. Every organisation grows from the first seed of an idea + person with idea. In the 5 parts of each of mintzberg's configurations, The entrepreneurs forms the strategy layer. The operating core consists of the few people hired. As the organisation slowly grows, intermediate managers employed take positions in the middle line. Analysts that design The support staff is minimal, often such a small organisation relies

There 2 are you sue you have a strategy?

An abundance of strategic frameworks have been provided over the years, but what is strategy? Strategy is a combination of arenas, vehicles, differentiators, staging and economic logic. A strategy consists of an integrated set of choices, company mission and objectives guide the strategy. Strategy is a framework designed to specify the general aims of a company and specific means by which they will achieve them.

Arenas:

A company must ask itself: where and in what arenas will the company be active? The key to achieving the right is to be specific. The company needs to be as specific as possible about products (categories, market segments), geographic areas and core technologies as well as the value adding stages. Be highly specific with products and markets and even target them by more. In choosing arenas, the strategist must indicate not only where business will be active but also how much emphasis will be placed on each. Some markets might be identified as centrally important while others are deemed secondary. The key is to be specific.

Vehicles

Vehicles are the mediums by which a company reaches its arenas. Specifically, it is the means for obtaining the needed presence in a particular product category. This usually requires expansion, either internal organic growth, joint ventures or else acquisitions. There 3 methods of the vehicles. The means by which arenas are entered matter greatly, they must be chosen carefully, not just as an afterthought. Failure to explicitly consider and articulate the intended expansion vehicles can result in the hoped-for benefits being seriously delayed, uninterestingly costly or totally stalled. Companies that use various vehicles will be at a severe disadvantage compared with companies that have some coherence in vehicle selection.

Differentiators:

2.

Differentiation is the method by which a firm will win the market place - how it will get the desired customers. Winning this battle requires executing to make upfront decisions: which weapons will be assembled, honed and deployed to beat the competitors in the fight for customer's loyalty and profit. The most common differentiators are; aggressive branding image, superior products, unparalleled services or low prices. Achieving a market advantage doesn't mean that ~~competitive~~ companies have to be extreme on one differentiator dimension; often the best combinations of differentiators confer a better market place advantage. Brand image, customisation, price, product styling and after sales service are often important elements in making the right choice. Differentiators don't materialise, they must be created. Strategist should give explicit preference to those few forms of superiority that are mutually reinforcing, e.g. image and product styling. They must be consistent with the firm's resources and capabilities and must be highly visual. In the arena the company must pay no attention to negative factors + benefits of a product, that relate against from competitors.

Staging:

In) Up the speed and sequence of major moves to take in order to heighten the likelihood of success. Most strategies follow a logical sequence to be successful. For example: Expand product line before expanding geographically. Decision about implementing certain stages of strategy is driven by a number of factors: required urgency, the credibility or pursuit of early wins. This aspect of strategy is often given too little attention by strategists.

Stakeholder vs Stockholder

Milton Friedman "The purpose of business is to make money for its owner or stockholders"

The issue of corporate social responsibility first emerged in the early 20th century when corporations were criticized for being too large and powerful and for engaging in anti-social and anti-competitive practices. Some business leaders responded by using their private wealth for community and social projects. A shift from individual philanthropy to corporate philanthropy evolved when community needs seemingly outpaced the rebound of even the wealthiest individuals.

(Consequently), critics of business cited the stewardship principle by urging managers to view themselves as fiduciaries of public interest. Managers were encouraged to act in the interest of all those affected by a firm's actions - not just stockholders, but employees, creditors, customers, suppliers, communities, competitors, government and society in general. Some companies now not only accept, but promote this view as well.

Stakeholder theory as a management practice

As a management strategy, Stakeholder theory has merit. Stakeholder theory advocates that businesses owe their existence to a greater community. Effective corporate managers must pay attention to those individual and groups that are vital to the survival and success of the firm - stockholders, employees, suppliers, customers, local community and so on. In this context, stakeholder theory merely describes an approach for improving corporate profits; it suggests no other moral responsibility for companies.

Socially responsible That is, a manager should undertake actions when he anticipates effects that

2 In the long run will benefit his firm. Such an investment should have a direct business purpose and be expected to generate sufficient future net tangible benefits for the enterprise and its shareholders. The question is not whether an activity will be in the interest of a firm, but whether it is enough in its interest to justify the expenditure.

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Thus, socially responsible actions should be linked to business goals, particularly the company's need to attract loyal customers, productive employees and enthusiastic investors. In such a case, socially responsible activities simultaneously serve the interests of the business and be beneficial.

For example, corporate

advertising and philanthropy can be closely related. Linking charitable contributions to the firm's products or services may increase sales to customers who hold certain social values. In addition, donations for community improvement can be used to attract skilled workers. Company sponsored employee volunteer programs not only benefit others, but can help attract good employees, create a sense of teamwork and corporate mission and improve worker performance. Earning the trust of consumers and community leaders can lead to long term economic gains.

Stockholders are the only true shareholders

Stockholder theory assumes a fiduciary obligation by a corporation and its managers to its stockholders. Stakeholder theory implies a multi-fiduciary approach that is inconsistent with free market property rights and the special moral responsibility of management to stockholders since stockholders hire managers to serve their interest. Managers should be responsible to stockholders. It follows that managers have neither the obligation nor right to spend the stockholders' money in ways that

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Theme 2 - Are you sure you have a strategy? 3

Economic logic:

Economic logic is having a clear idea of how profit will be generated. Profit must be above the firm's cost of capital to be successful. Most strategies have a central economic logic that serves as the fulcrum for profit creation - could be obtaining premium price for difficult to match product. It is rooted in firm fundamental and relatively enduring capital.

Conclusion:

All 5 elements are essential and must align and support each other. All 5 need preparation and investment. You may think it's better to be proactive than reactive. You need to be aware of opportunities as they appear, however a good plan should take this into account. It should evolve and be adjusted regularly. Strategy is not all planning; it's about informed and integrated choices.

Idea:

-Sells relatively inexpensive design furniture
-Young primary white customer

ARENA:
-Geographic scope is worldwide.
-Design furniture, outsource manufacturing.

DIFFERENTIATOR:
-High quality, lower prices
-more fun and less threatening shopping experience
-Large inventory - take home same day or delivery

VEHICLES:
-Grows organically
-Few joint ventures
-No acquisitions.

STAGING:
-Set up stores one at time
-Footfall stores in selected countries to lay claim to retail concept
-Return again to fill in with new stores

ECONOMIC LOGIC:
-Economies of scale in design / production
-Low costs from long term supplier
-Local distribution / promotion / e-channel of sales
-Learning curve due to staging

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have not been sanctioned by the owners, no matter what social benefit may occur by doing so corporations are simply arrangements whereby shareholders delegate money to managers to use for specific ends. Managers are limited by their agency relationship to serve the objectives outlined by their stockholder principle. Expenditures for socially beneficial purposes are legitimate only when they have been specifically authorized by the stockholders or when managed reasonably believe they will increase the firm's long-run profitability.

In the end one must invest in a corporation to actually have a stake in it. Other so called stakeholders will be positive groups of employees, have no claim against a specific corporation as long as it is able to fulfill its freely contracted obligations with such groups. Stockholders are the only true stockholders.

We must remember that both stockholders and stakeholders (stakeholders) recognize the importance of the firm's financial success - they just advocate different approaches to that end. Both are theories of value creation, and both are predicated on the assumption that firms should create as much value as possible within the boundaries of the law. Shareholder theory is seemingly holistic toward others not directly impacting the firm's bottom line, whereas stakeholder theory around human decision making and their environment.

Brake products International:

- ARENAS:
- North American, Europeans and Asian passenger-car and light truck market
 - Brakes and Suspension System components
 - Suspension System integration
 - Brake Systems for off road vehicle

VEHICLES:

- International development of new, leading-edge braking products
- Strategic alliance with Suspension component manufacturer
- Joint venture with brake company in Asia

DIFFERENTIATORS:

- ABS design technology
- Electronic Brake technology
- System integration with supplier and customers
- E-business capability with suppliers and customers
- Global reach

STAGING:

- Stage 1: Asian JVs and alliances with Suspension component companies
- Stage 2: Aggressively design and market system integration offerings, commence off-road vehicle market

ECONOMIC LOGIC:

- Preferred supplier status and premium pricing, due to leading edge technology
- Preferred supplier status and premium pricing by providing customer with global solution.
- Premium pricing by offering custom integrated kits

Theme 2 - Are you sure you have a strategy? 3

Economic logic:

Economic logic is having a clear idea of how profit will be generated. Profit must be above the firm's cost of capital to be successful. Most strategies have a central economic logic that serves as the fulcrum for profit creation - could be obtaining premium price for difficult to match product. It is rooted in firm fundamental and relatively enduring capital.

Conclusion:

All 5 elements are essential and must align and support each other. All 5 need preparation and investment. You may think it's better to be proactive than reactive. You need to be aware of opportunities as they appear, however a good plan should take this into account. It should evolve and be adjusted regularly. Strategy is not all planning; it's about informed and integrated choices.

Idea:

-Sells relatively inexpensive design furniture
ARENA: -young primary white customer
-Geographic scope is worldwide.
-Design furniture, outsource manufacturing.

DIFFERENTIATOR: -High quality, lower prices
-more fun and less threatening shopping experience
-Large inventory - take home same day or delivery

VEHICLES: -Grows organically
-Few joint ventures
-No acquisitions.

STAGING: -Set up stores one at time
-Footfall stores in selected countries to lay claim to retail concept
-Return again to fill in with new stores

ECONOMIC LOGIC: -Economies of scale in design / production
-Low costs from long term supplier
-Local distribution / promotion / e-channel of sales
-Learning curve due to staging

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begin with top managers seem to regain control over company as a whole. Phase composed that map out and find a new solution in the use of spatial coordinates between

Phase 4: Coordination: Characterized by use of formal systems for achieving greater coordination and by top level exec taking responsibility for the initiation and administration of new systems. Decentralized units are merged into product groups. Formal planning, procedures are established and monthly review. Numerous staff hired and located at HQ to initiate company wide programs of control and review for the merger. Capital expenditure are carefully weighed and parceled out across the org. Each product group decide (a) an incentive plan where return on invested capital is an important criterion used in allocating funds. Staff option and compensation just money used as incentive. New coord system prove useful for achieving growth through more efficient allocation of company's limited resources. Red tape and lack of confidence build up between the old staff and between HQ and field. System and program introduced begin to exceed their intended Both groups critique bureaucratic system that has evolved. Procedures take precedence over problem solving and introduce dim'l org. HQ become less large and complex to be managed through normal program and rigid rules.

Phase 5: Collaboration. Last observable phase emphasizes strong integrated collaboration in an attempt to overcome red tape and. Emphasis Spontaneously in management can through team and co skilled confrontation of interpersonal differences. Social difference and sex dispute replace formal control. Evolution builds around a more flexible and behavioural approach to management. Focus on solving problems quickly by team own. Team combined and function to handle specific (a) staff

3 Green Evolution and Revolution

Phase 2: Direct Companies which ~~survive~~ ^{exist} by employing a suitable manager ^{undergoes} a period of sustained growth. Central org. units introduced to separate manufacturing from marketing, job assignment became more specialized. Accounting system (or inventory and purchasing), inventories, budgets and were standardised. Introduced communication and more informal and hierarchical (titles) and position. New managers and key specialists because of functional specialists. New diverse technologies channel employee ~~spare~~ energy into growth by gradually becoming inappropriate for carrying out more diverse and complex ~~units~~ of activities. Low level employees restricted by centralized hierarchy. Due to poor management of knowledge about markets and marketing that there was less focus but more between selling products and having mutual sales. It is more based direct delegation.

Phase 3: Delegating. Next era of growth evolved from survival application of a decentralized org. structure. Much greater responsibility is given to managers of plants and market territories. Profit centers and bonus used to motivate employees. Top executives at HQ restrain themselves to managing by exception based on periodic reports from local managers (operatives) on acquiring existing enterprises that can be lined up beside other decentralized units. Communication from top is integrated and occurs by phone or brief visits. Delegating phase allows company to expand by means of regional positions of managers at lower levels. Managers in decentralized org. units have greater autonomy and initiatives are able to generate local masters, respond fast to new cultures and develop new products! (inst.) of control: Top level exec feel hard control ~~over~~ over highly diversified field. Freedom but a paradox attached. Phase 3

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Stage(s) of evolution: As org grows and ages, the prolonged growth is known as the evolutionary period. Most growing orgs don't expand for 2 years and then contract for 1, like that. Some orgs enjoy 4-8 years of continuous growth. Evolution describes quiet periods where only modest adjustments needed to maintain growth under some overall pattern or growth Stages of revolution: Cannot assume evolution growth is linear. Normally periods of turmoil followed by calm periods. Periods of turmoil - periods of revolution typically exhibit period of upward of many. practical old man practical of small running no large effects, need to do one initial find new set of org practical and we become - new bus.

Phase of growth: Speed at which an org experiences phase of evolution and revolution closely related to market & more environment of industry. Evolution can also be prolonged and revolution delayed when profit core ends.

Important to note that each phase is born on effect of the previous phase and a cause for the next phase.

Phase 1: Gentry. Birth stage of an organization. Gentry birth a product and a market. Founders usually technically or empirically oriented, often management oriented, focus on making and selling a new product. Communication among employees frequent and informal. Long hours, low pay, ownership benefits. Control of actual come from immediate marketplace feedback; the management acts as the customer. Real crisis of leadership! As company grows, larger products and require knowledge. Cannot communicate internally, new employees untrained. Companies founders burdened with increased managerial responsibilities. Conflicts between hired leaders grow more intense. A strong manager needed to lead company and pull org together.

Theme 3 Evolution and revolution at organisational growth Greiner

In many companies they end up going bankrupt, small companies being consumed by larger companies, companies decline when they fail to advance into new markets. The problems of these companies are rooted in past decision rather than in present events or called market dynamics. Yet management in its haste to grow often overlooks such critical development questions such as "where has our org been" and "where is it now". The inability of management to understand its organisation development problem can result in the company becoming "frozen" in its present stage of evolution or failure.

Greiner model consists of a series of developmental phases, each phase begins with a period of evolution with steady growth and ends with a revolutionary period of org. turmoil and change. The nature of management's solution to each revolutionary period determines whether a company will move forward into its next stage of evolutionary growth.

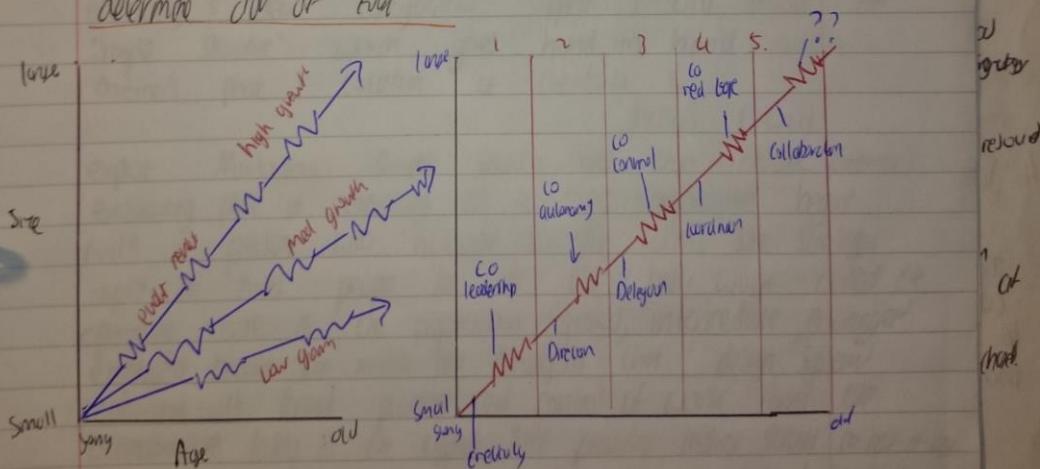
Five key dimensions often emerge: age and size, stages of evolution and revolution and growth rate or industry slows in figure. Age of an org. most essential dimension for any model. All managerial problems are rooted in time passage of the org. compared to the institutionalization of managerial activities. Size of org: Depicted by vertical axis. A company's problems and solutions tend to change as one number of employees and its org. volume make problems of coordination and communication magnify and new functions emerge, levels in management hierarchy multiply and job tasks more integrated.

⑤ Greater Model

explore or has reduced, reassigned, combined into interdisciplinary team
 that consult with field units Formal control system simplified
 and combined into multi purpose system Conferences etc.
 Key managers held frequently to focus on major picture Economic
 reward geared towards team work. Experimenting with new
 products encouraged through dry R&D program which
 allows employees to periodically test, review and evaluate
 Change from reflection to work etc., notation is key

Implications of history:

- Know where you are in development sequence long aware of change needed
- Do not skip phase or jump immature because of learning curve.
- Recognize initial range of solution - do not go beyond
- Realise that solution breed new problems Action in part determines our own future



② Q3 Org+Nm 2013

U1

If you were offered the opportunity to intern in an org with any of Mintzberg's configurations, and in either a stage of evolution or evolution as described by Greiner, which combination of configurations would you chose and why?

Numerous problems arise from in organizational design from the assumption that all organizations are alike, mere collections of component parts to which elements of structure can be added or deleted at will. Mintzberg's theory is that effective organizations achieve a coherence among their component parts. That is to say that organizations cannot change one element of structure without due consideration of the remaining elements. When the elements are mismatched, the organization does not function effectively. 5 clear configurations appear. I will discuss the "Simple Structure" which goes hand in hand with Greiner's phase 1 evolution of creativity.

Firstly I will

explore Mintzberg's Simple structure and then relate Greiner's evolutionary phase of creativity to it. Every organization begins with a person who has an idea. She forms the strategic apex. He hires people to do the basic work called the operating core. As the organization grows, intermediate managers employed become the middle line. Analysis, that design systems concerned with formal planning and control of work form the technostucture. Lastly is the support staff providing indirect services to rest of day. These are the five basic elements of mintzberg's organizational structure. Not all organization need every element, some use few, some are complex. The central purpose of structure is to coordinate the work divided into several areas.

The Simple Structure is the most common structure and is the classical entrepreneurial company what characterise this configuration is what's missing. I like this

3.

It is a matter of what suits the organisation best that decides the structure

In Grinter's models there are five factors which contribute to the phase of evolution and revolution in an organization:
Age of organization, size of organization, stages of evolution, stage of revolution and the growth rate of industry. Phase 1, the evolutionary phase of creativity is most relevant to the Simple Structure. I chose the evolutionary period as opposed to the revolutionary phase as I would prefer to examine an organization operating effectively and profitably within its configuration.

Each evolutionary period will have a dominant management style which will lead to a particular management and a following revolutionary period. Creativity begins by creating both a product and a market for that product. Founder of the company technically or entrepreneurially oriented with a healthy disdain for management activities with a focus on making and selling a new product. This is in line with our earlier discussion of the Simple Structure where the owner/manager has a more hands on approach. Communication among employees is frequent and informal. I like this element of the manager I viewed a) a worker as well b) a leader, bonding better with the ground workers.

Management decisions and motivation are highly sensitive to managerial feedback. Management and a) customers need All of these elements are crucial for the organization to grow up of the ground but a) the company grows back before the problem. Further discussion concerns the revolution of the organization.

From the insights and discussion as detailed above I chose this structure and stage of evolution for a number of reasons. Every org starts off with the

Structure as the manager/owner has direct control of the organisation. Little of the structure's behaviour is standardised or formalised and minimal use of planning and/or training or liaison is used. There are few or no middle line managers as direct coordination is achieved through the strategic apex by direct supervision. As you can see this organisation is quite minimalist meaning it is a highly flexible organisation which can respond rapidly to change. This is important as the organisation operates in a dynamic environment, it needs the ability to outmanoeuvre the bureaucracies. This creates an appealing organisation to work at as it can stay one step ahead of the game.

The system of production employed is highly simplified so the chief executive can retain highly controlled control. Centralised control makes the simple structure ideal for rapid flexible innovation. As the chief executive, I would maintain full control over the organisation and would be readily available to rapidly change the organisation depending on competition.

However, where complex forms of innovation are required, the simple structure failed because of centralisation. Innovation requires highly trained specialists which give them considerable power. This is one of the hindrances in the simple structure. I do believe that it is possible to consult or employ highly skilled specialists and keep them under a tight leash.

The simple structure is often young and small in nature because aging and growth encourages them to be bureaucratic but also because vulnerability creates may of them to fail. Some simple structures have managed to grow large under tight control of clever autocratic leaders like Ford Motor Company. Although the simple structure may have its own faults and weaknesses, no structure comes as perfect and

E
Simple Structure and therefore I believe it to be the most important. One can not simply skip a It One can not simply skip this structure. By laying strong foundations the organisation can grow to become a towering fear of engineering so to speak. I want to be there while these foundations are paved and set. This structure will be the base for any further future development; it needs to be effective.

F
I chose phase one of evolution, the creative phase for a variety of reasons. As per above I want to witness the organisation growing from nothing into the simple structure I want to see the structure operating effectively. Although the stage of revolution would be interesting to pursue, I see the evolution period as a safe choice of study as opposed to the potentially tumultuous of the revolution part

O.
There are several other configurations to pursue but as per above my rationale is simple; I want to witness the growth from zero to hero. I want to be there thus where the organisation begins, thus what manager's decision mould the organisation, thus the start of something special!

There 2: How Competitive Forces Shape Strategy - Five Forces

Intro:

Every industry has an underlying economic and technical structure which gives rise to certain competitive forces which shape the industry. Strategies must position their firm where they are best protected from these forces, or can best influence them in their favor. The stronger forces are the ones which determine profitability. To analyse this we analyse the five forces shaping strategy: Threat of new entrants, Supplier power, Buyer power, Threat of substitution and Internal rivalry.

1. Threat of new entrants:

New entrants bring new capacity, desire to gain market share and substitute resources which can shake up the industry. The degree of new entrants is determined by barriers to entry. There are 6 barriers to entry:

1. ECONOMIES OF SCALE: large scale therefore low prices, entrant will be at a cost disadvantage. Also all initial hurdles of distribution, financing and other factors.

2. PRODUCT DIFFERENTIATION: Brand identification creates a barrier as entrant must spend heavily to overcome this. Advertising, customer loyalty, service, being first all important.

3. CAPITAL REQUIREMENTS: need to invest large financial resources required to overcome barrier, needed for infrastructure and absorbing losses.

4. COST DISADVANTAGE INDEPENDENT OF SIZE - may have advantage from effects of learning curve, access to cheap raw material, assets at low price, favourable location or government subsidies.

5. ACCESS TO DISTRIBUTION NETWORKS: need access to efficient distribution channel. May have to create own channel.

6. GOVERNMENT POLICY: Government can limit or even forbade entry & include with license requirements etc.

New entrants unlikely to enter if industry growth slow or Incumbents have excessive resources and have lobbied against new entrants

1 - ? - Marshall ARG firm or fit ①

How competitor forces shape strategy - Porter 5 forces

C. Internal rivalry:

Factors of internal rivalry: price competition

- advertising

- new product development

In-bank rivalry occurs when: - many competitors - equally matched

- industry growth is slow, firms break out for gain of market share

- products lacking differentiation or switching costs lacking in buyers

- High fixed costs or perishable goods

- exit barriers are high - large companies operating even if profits are low

- diverse rival strategies exist.

Conclusion

Key to survival is to situate in a safe position and anticipate the

changes in forces to take appropriate action. Knowing the

company's capabilities and the nature of forces highlights where company

should compete and where they shouldn't. Changing the course of

existing forces offers the environment in the firm's favour and

moves it harder on other firms. Anticipating changes in the industry

will allow the firm to adapt to a new rule system before

competitors and allow them to gain market share

2.

2 Supplier Power:

- Powerful if
- few supplier - concentrated industry
 - Unique / differentiated products; buyer would incur switching cost.
 - No competition with related products sold in the industry
 - can integrate downstream
 - Industry is not important to them

3 Buyer Power:

- Powerful if
- few buyers
 - Bulk buy
 - earns low profit, incentive to save
 - high fixed cost
 - Homogenous product
 - Price sensitivity

CHOOSING BUYERS AND SELLERS

- choosing a buyer with limited power ~~so you retain more power. It is still~~
possible to supply your product to powerful buyers only if they are
not price sensitive or it is unique
- Choosing a supplier with limited power is much more difficult.

4. Substitute products:

Substitute goods put a price ceiling on the good in the industry.
To gain comparative market share industry must differentiate its product. The
value for money will also determine the price if it is possible.
Substitute products will come into play if competition increased.

Ryan Air:

1. Threat of New Entrants:

- Some barriers to entry
- high capital investment
- Restricted slot overlocking make it more difficult to find suitable airport
- Immediate price war
- need for low cost base
- flight outmoded

economies of scale ✓
Prod diff - moderate
Capital ✓

Dist networks ✓

Gov ✓
Getting Hangar, air space, license ✓

2. Power of Suppliers

- Only two suppliers Boeing and Airbus
- Switching cost high - retain pilot
- Price of fuel reliant on price of oil
- Regional airports little power
- Bigger airports more power - Ryanair crowd

3. Power of Customers:

- customers price sensitive
- switching costs low and simple
- customers know cost of supplying status
- no loyalty

too many buyers
not expensive to change

4. Threat of Substitutes:

- No brand loyalty of customers
- No close customer relationship
- No switching cost
- other modes of transport

No direct substitute in travel - tendencies different,
not low cost

5. Competitive Rivalry

- low cost airline market highly competitive
- Most cost advantages can be copied quickly
- low level of existing rivalry as two existing companies have not went head to head
- if any one competes with RA price goes down
- Not much difference in price

The 3 - Ministry ORG form or fit

Intro:

Incidents occurring from organisational design stem from the assumption that all organisations are alike, mere collections of component parts to which elements of structure can be added or deleted at will. A component cannot simply be added/subtracted without consideration of other components. Spans of control, degree of job enlargement should be selected according to normally compatible grouping. When these characteristics are mismatched org does not function effectively.

There are 5 components to any business structure:

- Strategic Apec - top management.
- Operating core - basic workers
- Middle - line - Intermediate managers
- Technical staff - Analysts who design structure
- Support Staff - Non business related services - cafeteria, mail

Simple Structure

Coordination:

Key part of org:

Specialisation:

Training:

Formalisation of behaviour:

Grouping:

Unit size:

Planning and control system:

Liaison devices

Decentralisation

Age / size

Technical system

Environment

Power

Complex Structure

Coordination: Direct supervision

Strategic: Specialised

Little functional

Little functional

Little functional

Functional

Wide functional

Functional

Centralised

Few centralised

Machine Bureaucy	2	Automatic	Managerial
Coordination of org:		Standardization of work.	
Formalism of behavior:		Technique - Market	
Training:		very formalized / Bureaucratic	
Specialization:		little	
Grouping:		Much horizontal and vertical	
Unit Size:		Functional	
Planning and Control System:		wide at bottom / narrow at top	
Liaison devices:		Action Planning	
Decentralization:		Few	
age / size:		limited horizontal decentralization	
Technical system:		old / Large	
Environment:		Regulatory / not very complex	
Power:		simple / static	
		Technical / external	
Professional Bureaucracy	- hospital, universities,		
Coordination of Structure:		Standardization of skill	
Key part of Structure:		Operating core	
Specialization:		Much horiz.	
Training:		much	
Formalism of behavior:		little formalized	
Grouping:		functional / market	
Unit Size:		wide at bottom narrow at top	
Liaison devices:		devices in administration	
Decentralization:		horizontal and vertical dezentralization	
Planning and Control:		little planning and control	
age / size:		varied	
Technical system:		not complex	
Environment:		complex and dynamic	
Power:		professional / operating core	

Re	Dividend form:	School division
Fol	Coordination:	Standardization of outputs
rea.	key part:	Middle line
IF	Specialisation:	Some horizontal
an	Training:	Some
M	formulation of behavior:	very formalized
ges	Unit size:	wide at top
I	Grouping:	Market
ff	Divisional Devision:	Few
UM	Decentralised:	vertical decentral
re	Planning and control:	much performance control
efu	age / size:	old / very large
E	Environment:	Divisible / MB
A	tech source:	Simple and Stable
2	power:	Middle line
en	Advisory	Constituency
ti	Coordination:	Mutual
for	Key part:	Support
inf	Specialisation	Much horizontal
E	Training	Much
Set	formulation of behavior	little formalism / org unit
apl	Grouping	functional and market
go	Unit size	grow through lat.
	Planning and control	little or no planning
	Divisional Devision	many though
	Decentralised	Select
	age / size	Selective young
	ENVIRONMENT	giant very complex
	Rew.	complex and dynamic
		expert control

Conclusion

Every org experienced the 5 pulls that underline, etcle configs; to centralize by top management, formalize by the technostive, professional by operators, bottleneck by the manager at the middle line, and pull w collaboration by the support staff.

Where 1 pull dominate, org will tend to organize itself according one of the config.

Point is that managers can improve their org design by considering the different pull their org experiences and the configuration toward which they are drawn

The point is not really which configurations you have, it is that you achieve configuration

Having a deep understanding of our animal's strengths, weaknesses and drives
will help us know what we must do prevent them from exhibiting
negative traits. A leader will work to counteract their weaknesses
and ensure to always be positive.

EXAMPLE: We told you the management skills that he possessed well in advance and gave us some context and options to re-worked why he does this to avoid misinterpretation /conflict.

Self Regulation
is said from self control it is the ability to curb one's
impulsive and /or emotional lean for good purpose. Signs of
emotional self regulation are easy to see → a propensity
for reflection and straightforward, comfort with and change and
intensity.

EXAMPLE: There is much about Stomper. Team fails at project. Reasons: poor day (no officer leading), reason it failed and solution.

Self regulation about credit. In Goldman's research example
of major cities that emerged is a center of
and lending

Motivation

Virtually all effective leaders have motivation. They are driven to achieve beyond expectations. Key word is achieve. Plenty of people are motivated by external factors like money and status. By contrast those with leadership are motivated by a deeply embedded desire to achieve for the sake of achievement. Passion for work itself.

EXAMPLE: Mr X dedicated to job regardless of money. Really enjoys his work.

Executive trying to recognise high levels of achievement motivation in other people can look for one last piece of evidence: commitment to the org.

Empathy

The ability to consider the feelings of others when making decisions. Being considerate and respectful, not a tough esp but not a dormant esp. Thoughtfully considering employee's feelings along with other factors in the process of making intelligent decisions.

EXAMPLE: Redundancies. Mr X realises them rather than sack them. People respect someone more if they are considerate of their feelings.

Leaders have always needed empathy to develop and keep good people but today the stakes are higher. When people leave they take the company's knowledge with them.

Social Skill

whole model leader.

(culmination of first 4 components). It is the ability to build relationship with others, create cooperation and a friendly work environment. It is friendliness with a purpose. They are expert persuaders, a manifestation of self aware, self regulation and empathy combined.

EXAMPLE: Mr X has already been friendly to people in his office knowing that he might need their help at some stage in the future. Careful not to offend, motivated to build relationship, position himself where he can be more productive.

Social skill is considered a key capability in leadership

The ideal leader is composed of the 5 core elements