Declaration of Academic Integrity

**Please mark the square box to indicate that you have read and accepted the following statements and type your name and date of submission below the box.**

**Then copy and paste the form to the front of your Tutorial Answers (in word format)**

**Your Tutorial Answers will not be accepted without this declaration.**

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| I confirm that:   1. I have read and understood the University’s Shared Values & Honour Code, including the information on practices concerning the academic integrity (given in <http://academicintegrity.ntu.edu.sg/a-guide-to-academic-integrity/>) and that in the attached coursework submission I have worked within its expectations (<http://academicintegrity.ntu.edu.sg/shared-values-honour-code/>). 2. I am aware that failure to act in accordance with the University’s Shared Values & Honour Code may lead to the imposition of penalties which may include the requirement to revise and resubmit an assignment, receiving a lower grade, or receiving an F grade for the assignment; suspension from the University or termination of my candidature. 3. I consent to the University copying and distributing any or all of my work in any form and using third parties to verify whether my work contains plagiarised material, and for quality assurance purposes. |

**I have read, and I accept, the above.**



Chai Wen Xuan 10/3/2022

Name Date

If you require any further guidance about academic integrity, please talk to your professor or use the resources at <http://academicintegrity.ntu.edu.sg/>.

Q1.

1. Bureaucratic control

SEL can implement a few rules and regulations to have a better performance. For example, SEL can have a hierarchical structure in the organisation so that everyone knows whose order to follow.

1. Market control

SEL can have Profit control. For example, Jonathan can set a target on the production of the crops from the farm. Besides, he can also track the number of new joiners in the smart village.

1. Clan control

To make every employee have the same vision and mission, SEL needs to have a better incentive system for their employees. For example, Jonathan can give his employee some financial incentive whenever a target is achieved.

Q2.

1. SEL can envision turning every smart village into a green community. Green community, including using sustainable energy, environmentally friendly, good quality of education, safety ensured in a public area etc. For example, every household in the smart village is installed with solar energy to save more energy. They can also have an electric car to reduce the emissions of carbon dioxide. In the end, the smart village is sustainable itself and less effort and expense is needed to maintain the whole community.
2. SEL can also make the smart village become a tourist destination. For example, some hotels and homestay can be built. Besides, a complete traffic system is also needed so the tourist and travel within the whole smart village easily. Employees in the smart village can also set up a stall to sell their own products to tourists. The outcome is that the economy inside the smart village will be boosted.

Q3

1. To become a social enterprise, the resistance will be a lack of funding support. As employees in social enterprise are mainly the people that needs helps, the company is not making much money as most of the profits are returned back to employees themselves.
2. Besides, it is also hard to scale up the whole enterprise. This is because the salary earned by employees in the company is usually not high. Hence, It will be hard to attract more people to join the company.

Q4.

The servant leadership model best describes Jonathan. Jonathan has the characteristic of empathy, as the initial thoughts of starting SEL is purely from his compassion for the people-in-need when he was in Cambodia. He wanted to help them to build a community where they can live well. Besides, Jonathan is also a Listening leader. When Jonathan is considering transforming SEL into a social enterprise, he encountered resistance from some employees. What Jonathan did is to conduct several meetings to understand their fear and concerns. Lastly, Jonathan is also prudent. He foresees the financial benefits of the transition and plans to provide better education for the children in the smart village.

Q5.

Tim Cook is one of my favourite leaders in tech companies. He has a democratic style of leadership. He encourages his employees to speak out loud without fear. He fits the Authentic Leadership model, where he respects diverse viewpoints. Besides, he also encourages ethical corporate cultures where people know how to stay within clear boundaries.