

---

***An essay on comparative analysis of business organizations***

---

## CONTENTS

### Table of Contents

<b><u>CONTENTS .....</u></b>	<b><u>2</u></b>
<b><u>INTRODUCTION .....</u></b>	<b><u>5</u></b>
<b><u>CHAPTER ONE: COMPARATIVE ORGANIZATIONAL MODELS .....</u></b>	<b><u>6</u></b>
COMPARISON OF ORGANIZATIONAL STRUCTURES AND STRATEGIES OF SIEMENS AG AND SAP SE.....	6
EVALUATION OF EACH MODEL SUPPORTS AND ITS RESPECTIVE BUSINESS GOALS.....	7
<b><u>CHAPTER TWO: ETHICS IN ORGANIZATION .....</u></b>	<b><u>8</u></b>
IDENTIFICATION AND COMPARISON OF ETHICAL BEHAVIORS IN BOTH ORGANIZATIONS .....	8
IDENTIFICATION AND COMPARISON OF UNETHICAL BEHAVIORS IN BOTH SIEMENS AG AND SAP SE ORGANIZATIONS.....	9
EVALUATION OF CONSEQUENCES OF BEHAVIORS ON OPERATIONS AND STAKEHOLDER RELATIONSHIPS .....	9
<b><u>CHAPTER THREE: DECISION MAKING IN DIFFERENT CONTEXTS.....</u></b>	<b><u>10</u></b>
COMPARISON OF MANAGERIAL DECISION-MAKING PROCESSES IN SIEMENS AG AND SAP SE ORGANIZATIONS .....	10
ANALYSIS OF VARIABLES AND COMPLEXITIES UNIQUE TO SIEMENS AG AND SAP SE.....	10
JUSTIFICATION OF EFFECTIVENESS OF SIGNIFICANT DECISION MAKING MADE BY MANAGEMENT .....	11
<b><u>CHAPTER FOUR: MANAGEMENT FUNCTIONS AND EMPLOYEE MOTIVATION</u></b>	<b><u>12</u></b>

EXAMINATION OF MANAGEMENT FUNCTIONS IN SIEMENS AG AND SAP SE ORGANIZATIONS.	12
THE SKILLS REQUIRED TO MANAGE, LEAD, AND MOTIVATE EMPLOYEES .....	12
MANAGEMENT PRACTICES FROM SAP SE AND SIEMENS AG ORGANIZATIONS .....	13
<b><u>CHAPTER FIVE: GLOBAL BUSINESS STRATEGIES .....</u></b>	<b><u>14</u></b>
THE INTERNATIONAL BUSINESS STRATEGIES OF SAP SE AND SIEMENS AG ORGANIZATIONS.	14
THE SKILLS NEEDED FOR GLOBAL BUSINESS OPERATIONS .....	15
INTERNATIONAL CHALLENGES AND OPPORTUNITIES SIEMENS AG AND SAP SE ORGANIZATIONS ADDRESSES.....	16
<b><u>CONCLUDING REMARKS .....</u></b>	<b><u>17</u></b>
<b><u>BIBLIOGRAPHY .....</u></b>	<b><u>18</u></b>
<b><u>APPENDIX (IF NECESSARY).....</u></b>	<b><u>21</u></b>

### **Statement of compliance with academic ethics and the avoidance of plagiarism**

I honestly declare that this dissertation is entirely my own work and none of its part has been copied from printed or electronic sources, translated from foreign sources and reproduced from essays of other researchers or students. Wherever I have been based on ideas or other people texts I clearly declare it through the good use of references following academic ethics.

(In the case that is proved that part of the essay does not constitute an original work, but a copy of an already published essay or from another source, the student will be expelled permanently from the postgraduate program).

Name and Surname (Capital letters):

.....

Date: ...../...../.....

## INTRODUCTION

Business enterprises are the most basic unit of a company functions to grow its businesses in global markets (Babel, 2022). Development is not the only way to measure success in your project their design, strategy and subsequently management are key to ensuring their continue generating profits in the long term. A firm can execute not only internal processes but also interact with its surrounding elements, and the structure is linked to both aspects (Boukamcha, 2022). Organizational management is a complex endeavor that includes planning, leading, controlling and decision-making to maneuver the operations of the company to its aims. The goal of this study is to determine the comparative analysis between two distinct organizations in terms of: organizational models, ethics, decision-making and management functions, and global business strategies. The practices and results of these organizations to learn diverse structures and strategies functionally enable achieving business objectives are examined. The purpose of this analysis is to illustrate successful organizational management and strategic thought increased productivity as well as sustainability driven ethics in the unilateral environment (Dominicus Priyarsono et al., 2023).

## CHAPTER ONE: Comparative organizational models

### Comparison of organizational structures and strategies of Siemens AG and SAP SE



Figure1. Comparative review of organization

Source: (Farooq et al., 2019)

The way a company is structured and operates makes up its organizational models. Hierarchical and flat structures are the 2 main organizational models (Farooq et al., 2019). Siemens AG Company is a global manufacturing conglomerate, following a hierarchical or silo model which depends on clearly defined chain-of-command personnel levels, centralized decision-making and operations in a highly structured way. Each person is down the line of command from another until top out at some high-level extinct. Power comes from the top down with a pyramid structure and defined roles and responsibilities at every level of that triangle (Foxall, Sigurdsson and Gallogly, 2020). The Siemens AG organizational structure has been characterized by a chain-of-command order consisting of multiple systems that can facilitate centralization in decision-making. It supports massive operations in multiple business sectors such as energy, healthcare and industrial automation With Siemens each division is set up to report upwards providing a simple straight path of communication and control. The old model follows a centralized approach where there is standardization across the globe and ensures that strategies are implemented in the same way. Siemens benefits from the structured model to control these complex projects, especially in regulated and risk critical sectors (Herrera and de las Heras-Rosas, 2020).

## **Evaluation of each model supports and its respective business goals**

The hierarchical method of reporting raises a host of issues as it can result in delaying decisions or lack of flexibility in adapting for sudden market shifts (Jambrino-Maldonado et al., 2022). SAP SE follows a much flatter organization model, giving more voice up and down the organization allowing very quick decision making and overwhelming emphasis on collaboration and innovation alike. With a layered management structure having been replaced by an environment which encourages employees to take ownership and work on tasks directly, SAP is run like a startup (Kumar et al., 2022). This structure accommodates the main business of a software company where things need to change quickly due to rapid innovation. SAPs model also enables companies to quickly adapt to new technologies and respond rapidly when market poses change in industry. The flat structure can make it difficult to keep multiple development teams aligned as you scale because there are no strict layers between them, causing some doubt on teamwork definitions. Siemens more business oriented in operational efficiency and risk control, while SAP is about agility and innovation, two sides of the same coin. These structures of the organizations serve to the varying requirements and challenges of their industries (Lau , 2020).

## CHAPTER TWO: Ethics in organization

### Identification and comparison of ethical behaviors in both organizations

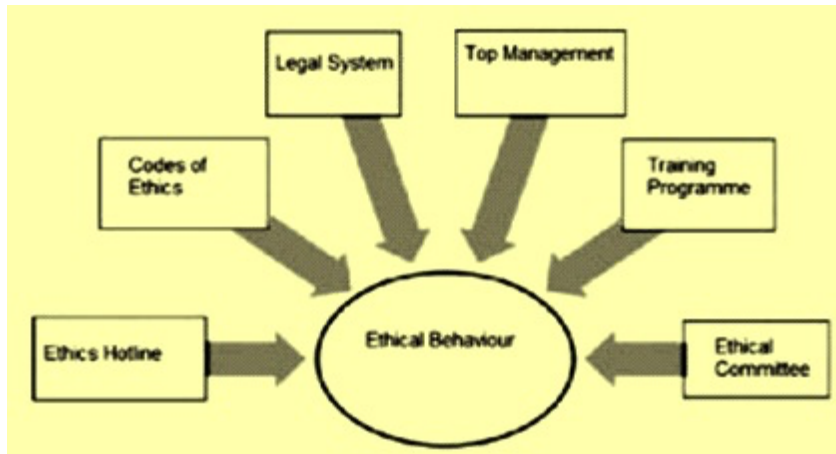


Figure2. Ethical Behaviour

Source: (Oksana Savchina et al., 2022)

Ethics are define that a company functions and ultimately achieve its success in its long run. By engaging in ethical behaviors, it can inspire trust, create positive reputation, and meet legal as well as societal standards (Oksana Savchina et al., 2022). Carrying out business unethically can only result in public scandals, legal repercussions and stakeholder mistrust. Ethical standards are an essential part of managing business organizations and they can affect relationships with stakeholders in addition to the company's overall reputation, ultimately affecting the success of them (Pohlisch, 2020). Actions whether ethical or unethical that have a direct impact that extends somewhere, thus it is crucial for organizations to develop a degree of strategies in the directions those personalities move. Furthermore, a comprehensive grasp of managerial decision-making, employee motivation and global business strategies are an essential part to strive in the competitive and diversified market. A strong element of Siemens AG inside its ethical obligation is the Corporate Social Responsibility (CSR). In Siemens AG firm sustainability is an ethical practice (Sarferaz, 2020).



## **Identification and comparison of unethical behaviors in both Siemens AG and SAP SE organizations**

The company has made considerable investment in terms of making supply chain green and implementing technologies that can generate less carbon footprints. Company Siemens AG has faced unethical changes related critics before, particularly on transparency in financial reporting (Siems, 2024). A few years ago, a company was fined for hiding key financial performance data from its shareholders, and upon revelation of the deceit the share price plummeted and trust among investors evaporated. This particular event brought the issue of financial transparency to light as one of the major unethical grounds in a business. SAP SE is a technological company and as such, takes very data privacy focused stance to its unethical code (Stamoulis, 2022). The company is dedicated to securing customer data through security protocols and unethical data usage. Siemens AG is a company that has done well in the area of employee welfare, from an unethical standpoint. Offering flexible work hours, extensive medical insurance, and an employee-first approach towards a balanced life has resulted in extremely low turnover and high morale. Company SAP SE has grappled with unethical issues of its own and concerning intellectual property (IP) at that (Varol and Zureck, 2020).

## **Evaluation of consequences of behaviors on operations and stakeholder relationships**

Being part of such a highly competitive industry as technology has meant that SAP SE has found itself in the past facing consequences of the behaviors and legal disputes when it was accused from its competitors and towards the stakeholders of reverse-engineering or infringing their patents (von der Gracht, 2020). The unproven allegations have tarnished its reputation and stoked doubts about the firm's dedication to honest competition that also affect stakeholder reputation. The complex corporate ethics exposed by the ethical behavior in both companies. Siemens' AG has best in class environmental ethics but poor financial transparency; SAP SE is one of the leaders in employee civil liberty and data privacy, however they may get caught up IP disputes. Clearly, the repercussions are unethical. The end result is disgruntled relationships with stakeholders, legal charges & decorative loss of faith. Depending on the practices, unethical ones can have dire consequences while ethical ones can enhance company culture, build loyal customers and contribute to long-term success (Xie, 2020).

## CHAPTER THREE: Decision making in different contexts

### Comparison of managerial decision-making processes in Siemens AG and SAP SE organizations

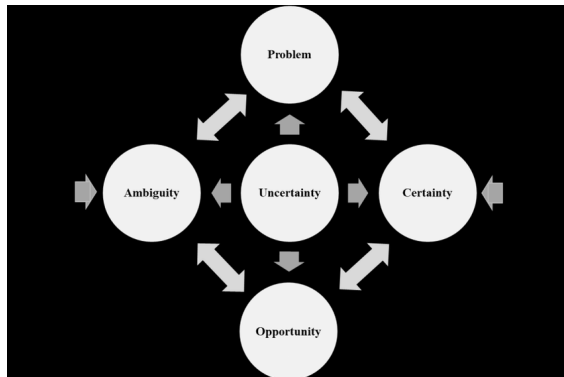


Figure3. Decision making process

Source: (Babel, 2022)

Decisions on large-scale projects or investments, or new strategic directions are made at the top of the organization in this model (Babel, 2022). When Siemens decides to increase its presence in new markets or to engage in major acquisitions, the process goes through an elaborate market search, legal expertise and risk valuation. A decision of this magnitude is reviewed by the leadership team who assess all variables to ensure it meets their long-term strategic objectives and regulatory compliance (Boukamcha, 2022). Siemens is correct to be as thorough and carefully concerned their operations in the complex highly regulated industries. This approach does lead to better, more rule-compliant decisions; it is also slow and bureaucratic and can cause the company to lose out on opportunity in a timely manner. Siemens AG, a company with great hierarchical organization structure is using this system by making constant decisions for the top of the tower (Dominicus Priyarsono et al., 2023).

#### Analysis of variables and complexities unique to Siemens AG and SAP SE

One fundamental task that affects an organization's ability to address problems, capitalize on opportunities and keep itself running smoothly is the decision-making tasks of its managers (Farooq et al., 2019). There are a few things that can affect the decision-making processes such

as organization structure, the external market climate or your internal team. Siemens AG takes decisions in a typical top-down manner, as per its hierarchical structure. Significant decisions, like growth and expansion, mergers or large investments are made through the collaboration of the top team and risk analysis, market investigations closing with those legal & financial advisors consultation (Foxall, Sigurdsson and Gallogly, 2020). Before the company could enter a new overseas market months of data analysis, legal advice and risk assessments were conducted beforehand. The specific details of their decision-making processes differ, as they should, give the overall organizational context. Company Siemens AG is methodical making them compliant and mitigating risk but limiting their agility. The decentralized model in SAP SE gives the flexibility to innovate and move fast, but has more risk of incoherent strategy. Both these practices are doing well in their own ways due to being right fit which means effectiveness of decision-making is context-dependent (Herrera and de las Heras-Rosas, 2020).

### **Justification of effectiveness of significant decision making made by management**

Company SAP SE, has a decentralized decision-making process the high velocity, speedy and flexibility of working in the fast-moving technology industry (Jambrino-Maldonado et al., 2022). SAP SE makes decisions within department or team levels, The Company, can react to market shifts or new technology quickly. For example, when the company identified a new AI technology trend, the development division was able to rapidly suggest and start a new line of products without the need to go through senior management for approval. It allowed the company to take advantage of a trend much earlier than its competition (Kumar et al., 2022). But the asymmetry between decisions on different teams can also lead to misalignment with the broader corporate strategies due to less consistency in how those decisions are made across enterprise. The greatest single variable in building a decision-making firm at Siemens AG is the risk-averse culture. This is a heavily regulated industry and so decisions need to be considered and deliberate. SAP SE is in a wider and colorful self-exploratory and risk-friendly corporate culture, which feeds decisions to market faster but also takes nearly more unpredictable turns (Lau , 2020).

## CHAPTER FOUR: Management functions and employee motivation

### Examination of management functions in Siemens AG and SAP SE organizations

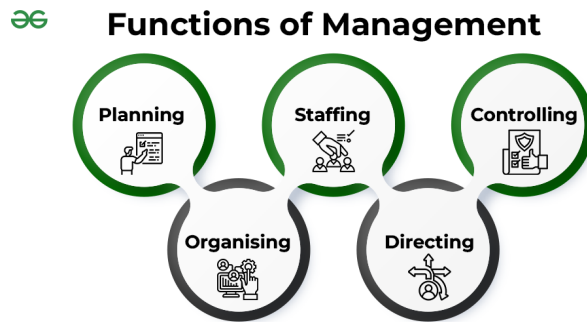


Figure4. Management of functions

Source: (Oksana Savchina et al., 2022)

The management of SAP SE is done according to flexible and trusted practice which ensures that it has delegation of autonomy while planning is highly centralized (Oksana Savchina et al., 2022). This approach is to give its team leaders, organizational heads a lot of decision making powers so that they can co-ordinate, decide their targets/ missions and lay down plans for the resources. It also shows that executives differ from leaders in that they are not specifically monitors, but rather more of advocates and guides. It also promotes innovation and also promotes exercise of authority in ways that will make it seem like employees are playing with their responsibilities and duties (Pohlisch, 2020).

### **The skills required to manage, lead, and motivate employees**

In these organizations, middle managers are responsible for coordinating resources and achieving operational goals (Stamoulis, 2022). They also rely heavily on the use of control functions, using performance appraisals and audits to make certain that every department is reaching their intended objectives. In Company Siemens AG employee motivation is mainly based on financial incentives and prospects of career growth. As the work is repetitive and monotonous in nature, employees find motivation in the stability and structure that the hierarchical model offers, where they can hope for a slow but upwardly promotions based on performance (Varol and Zureck, 2020). Siemens AG is an old traditional corporation, their management strategy goes naturally

with the security driven culture they naturally evolve within them by nature of design as a structured risk averse organization, while SAP SE more akin to new style modern organizations and maintaining shades of that bottleneck of more leadership league organizations promoting innovation agility (Pohlisch, 2020).

### **Management practices from SAP SE and Siemens AG organizations**

Siemens AG and SAP SE have different management styles that affect employee motivation within each organization, with the former placing a greater emphasis on extrinsic rewards (desirable outcomes) and the latter on intrinsic motivators (von der Gracht, 2020). In SAP SE, many employees use the flextime system and minimum supervision from the top means that motivation stems from internal variables such as independence, innovation and opportunities to work on innovative technologies. Managing knowledge and working professionally implies the culture of self-employment, which allows the employees to generate the concepts and projects. it also tells that the top management of Siemens AG has the power to decide both the kind of projects to be taken up and the kind of resources have to be employed in the execution of these projects (Sarferaz, 2020).

## CHAPTER FIVE: Global business strategies

### The international business strategies of SAP SE and Siemens AG organizations

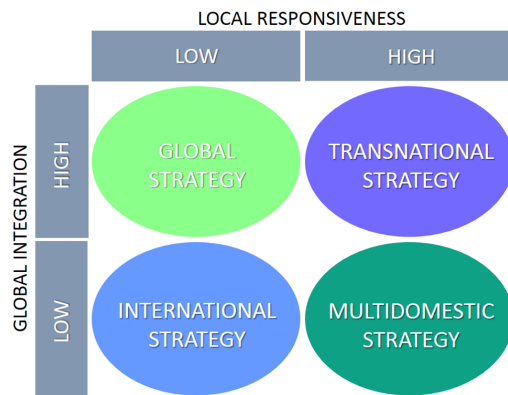


Figure5. Global business strategies

Source: (Babel, 2022)

Siemens AG follows a standardized global strategy, with companies producing the same type of products and service regardless of which country they are from (Babel, 2022). One-Size-Fits-All Products: The Company believes in making the same product with the same level of quality in every country and uses its brand reputation and operational efficiency as leverage. The company has been able to leverage this strategy for economies of scale, lowering costs and increasing wider margins (Boukamcha, 2022). At the same time, the organization from making its products suitable and commoditized to local market needs Company Siemens AG has been able to enter a number of international markets with little problem in the last few years but failed by miles when it wanted to compete in regions with widely diverging consumer tastes from those. SAP SE is a lot more global to local in its global design catering its products and services accordingly country specific demands (Dominicus Priyarsono et al., 2023).

SAP has a technology segment, and these are one of those segments where customer tastes differ from region to region (Farooq et al., 2019). This regionalized approach enables SAP to provide localized solutions that cater to the individual struggles of businesses across different countries. SAP has vertical extensions of its family of enterprise resource planning (ERP) systems with local tax laws, regulation and specific customer implementations. This flexibility has played a

huge part in SAP's international domination, most notably so in emerging markets (Foxall, Sigurdsson and Gallogly, 2020). As all countries have their own regulations and software needs to be compliant with local standards. SAP Localization Strategy SAP localization requires significant investment in market research, product development and resources. SAP collaborates with local partners to ascertain what the market requires and shape solutions accordingly for cultural and economic fit. The issue with that is that this sort of approach can actually be more costly and resource-heavy than a uniform strategy (Herrera and de las Heras-Rosas, 2020).

### **The skills needed for global business operations**

Multiple development teams, marketing strategies or sales efforts may be needed to support each market, creating operational cost. That said, the flexibility to provide specific solutions is a boon for SAP in variable global markets, enabling it more easily meet demand and foster lasting relationships with customers (Jambrino-Maldonado et al., 2022). The skills that are needed for executing these global strategies also change from one company to the next. Siemens depends greatly on centralized management to consistency of its system and maximizes it throughout various areas. Global alignment is essential, so that each of the business units operate in a same way and thus produces similar output. When it comes to Siemens, the leadership is required to carefully weigh up the importance of global standardization against local market needs (Kumar et al., 2022).

This needs strong communication with headquarters and regions as well as global regulatory environments (Jambrino-Maldonado et al., 2022). The environment of business strategies globally every company should be created modern development for adapting various diversifications, cultures, and marketing environment by considering this Company Siemens AG and Company SAP SE business level strategies becomes developed as global standardization strategy whereas SAP SE business level strategy develop transnational global strategy (Lau , 2020). SAP SE adapts by adopting a localization strategy. The company optimizes its goods and services according to the needs of local markets. This gives Company SAP SE the edge in different markets as it allows them to be more flexible and responsive to local conditions (Sarferaz, 2020).

## **International challenges and opportunities Siemens AG and SAP SE organizations addresses**

The company had, adapted its marketing campaigns and product offering in markets to fit local tastes (Siems, 2024). But a downside to this strategy is that it can also be more costly and difficult to execute, given the increased resources necessary to configure products and operate in new areas. There are various skills which differ depending on the strategies applied. Siemens AG, a German corporation, maintains consistency with strong central leadership and global coordination (Stamoulis, 2022). It is imperative that communication channels must be intact between the parent offices to its international subsidiaries. SAP SE, another company, has claimed that it can only successfully execute its localization strategy by employing managers who can effectively understand other cultures and markets. The company must adapt its business and product model seamlessly, based on diverse culture or regulatory environments for achieving the success globally in the market (Varol and Zureck, 2020).



## CONCLUDING REMARKS

In this study balanced comparison of Company Siemens AG and Company SAP SE shows the wide range in organizational models, ethics practices, decision making mechanisms, managerial roles and responsibilities and international business strategies. Each of these companies utilizes strategies and structures that fit within their respective industry as well as the nature of their business objectives. Study show about the hierarchical structure with its corporate management control style and industrial mindset on global strategic initiatives can totally fit a company like Siemens AG, but they could also be quickly overwhelmed due to their lack of creativity.

Siemens AG is vice-versa for SAP SE, promoting innovation (localization base) that would tend by default that shares an open office ready for disruption. The case of both organizations either positive or negative in terms of ethical behavior is a clear indicator as to the impact it may have on stakeholder relationships and long-term success. Without giving names, one employee described Siemens AG as being more focused on mitigating risk while SAP SE is concerned with becoming more nimble. Managing functions and motivating employees would make the employees feel more engaged as ever consistent in their productivity while being in line with what company aims to achieve. In the end, it comes down to integrating the right mix of structure, ethics, decision-making power and flexibility into your body corporate management style. Organizations that are effective in doing so are likely to thrive in a competitive and fast-paced business world.

## BIBLIOGRAPHY

Babel, W. (2022). Automation Pyramid and Solutions Business. Automation Pyramid and Solutions Business, pp.75–147. doi: [https://doi.org/10.1007/978-3-658-37852-3\\_4](https://doi.org/10.1007/978-3-658-37852-3_4).

Boukamcha, F. (2022). A comparative study of organizational commitment process in the private and public sectors. International Journal of Organizational Analysis, ahead-of-print(ahead-of-print). doi: <https://doi.org/10.1108/ijoa-07-2021-2866>.

Dominicus Priyarsono, Raden Racmadi Gustrian, Vorst, C.R., Heri Supriyadi, A. Yulian and Munawar, Y. (2023). Risk Management in Private Companies and Public Sector Organizations: A Preliminary Comparative Study. Jurnal Organisasi dan Manajemen, 19(1), pp.256–272. doi: <https://doi.org/10.33830/jom.v19i1.4126.2023>.

Farooq, Q., Liu, X., Ahmad, S., Fu, P., Awan, H.M. and Janet (2019). Comparative Analysis of Entrepreneurship and Franchising: CSR and Voluntarism Perspective. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations. doi: <https://doi.org/10.1007/s11266-019-00152-1>.

Foxall, G.R., Sigurdsson, V. and Gallogly, J.K. (2020). The Marketing Firm and the Consumer Organization: A Comparative Analysis With Special Reference to Charitable Organizations. Frontiers in Psychology, 11. doi: <https://doi.org/10.3389/fpsyg.2020.535793>.

Herrera, J. and de las Heras-Rosas, C. (2020). Corporate Social Responsibility and Human Resource Management: Towards Sustainable Business Organizations. Sustainability, [online] 12(3), p.841. Available at: <https://www.mdpi.com/2071-1050/12/3/841>.

Jambrino-Maldonado, C., Rando-Cueto, D., Núñez-Sánchez, J.M., Iglesias-Sanchez, P.P. and De las Heras-Pedrosa, C. (2022). Bibliometric Analysis of International Scientific Production on the Management of Happiness and Well-Being in Organizations. Social Sciences, 11(7), p.272. doi: <https://doi.org/10.3390/socsci11070272>.

Kumar, S., Sahoo, S., Lim, W.M., Kraus, S. and Bamel, U. (2022). Fuzzy-set qualitative comparative analysis (fsQCA) in business and management research: A contemporary overview. *Technological Forecasting and Social Change*, 178, p.121599. doi: <https://doi.org/10.1016/j.techfore.2022.121599>.

Lau , L. (2020). *Managing Business with SAP*. [online] Google Books. Available at: <https://books.google.com/books?hl=en&lr=&id=JurxJBjuTc0C&oi=fnd&pg=PR6&dq=Comparative+analysis+of+business+organizations+Seimens+AG+ans+SAP+SE+Germanu+article+since+2020&ots=fUkm-SMjXF&sig=pzQIa4z09xbIIMmIAcq8ttYklrc> .

Oksana Savchina, Pavlinov, D.A., Aleksandr Bobkov and N. Konovalova (2022). Comparative Analysis of the Financial Stability of Renewable-based Electricity Companies: The Case for Hydroelectric Organizations. *International Journal of Energy Economics and Policy*, 12(5), pp.392–408. doi: <https://doi.org/10.32479/ijeep.13575>.

Pohlisch, J. (2020). *General Management MBA Analysis of Business and Finance Models in the Context of Industry 4.0*. [online] Available at: <https://scholar.archive.org/work/je7y54niwbeezpki4la6yw7dtq/access/wayback/https://repositum.tuwien.at/bitstream/20.500.12708/17503/1/Sipica%20Alexandru%20-%202021%20-%20Analysis%20of%20Business%20and%20Finance%20Models%20in%20the%20Context...pdf>

Sarferaz, S. (2020). *Compendium on Enterprise Resource Planning*. [online] Google Books. Available at: [https://books.google.com/books?hl=en&lr=&id=A3JnEAAQBAJ&oi=fnd&pg=PP5&dq=Comparative+analysis+of+business+organizations+Seimens+AG+ans+SAP+SE+article+since+2020&ots=sz52\\_8GV3x&sig=1-zWfwkw-8cFK6ESkyb8urtJ9n8](https://books.google.com/books?hl=en&lr=&id=A3JnEAAQBAJ&oi=fnd&pg=PP5&dq=Comparative+analysis+of+business+organizations+Seimens+AG+ans+SAP+SE+article+since+2020&ots=sz52_8GV3x&sig=1-zWfwkw-8cFK6ESkyb8urtJ9n8)

Siems, M. (2024). Letting companies choose between board models: An empirical analysis of country variations. [online] Heinonline.org. Available at: [https://heinonline.org/hol-cgi-bin/get\\_pdf.cgi?handle=hein.journals/upj143&ion=7](https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/upj143&ion=7).

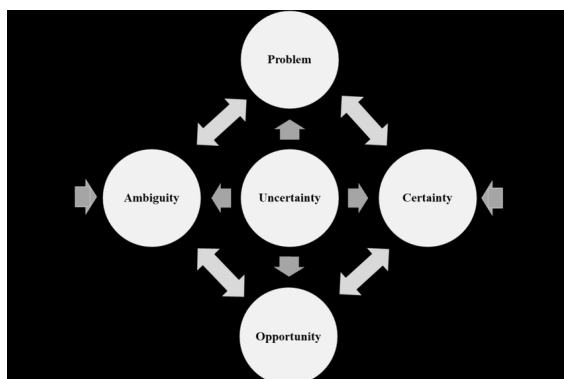
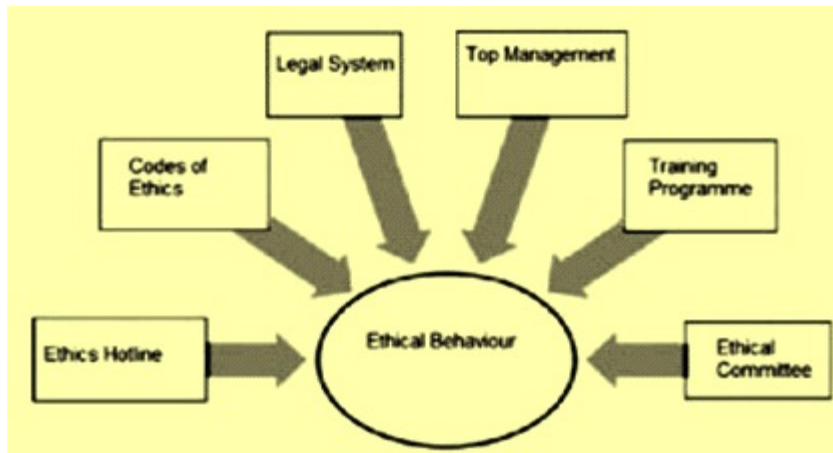
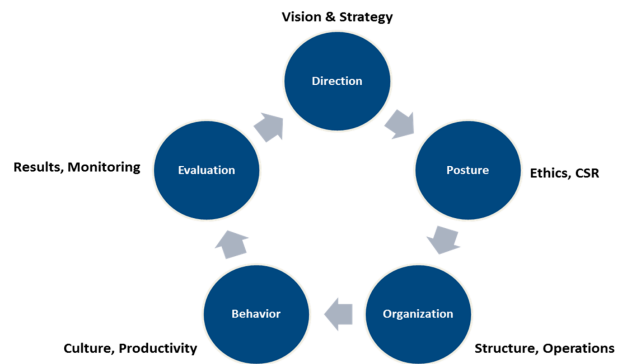
Stamoulis, D.S. (2022). Management and Technical IT Priorities for Digital Organizations in 2022. *European Journal of Business and Management Research*, 7(1), pp.128–133. doi: <https://doi.org/10.24018/ejbmr.2022.7.1.1225>.

Varol, O. and Zureck, A. (2020). Assessment of the Digital Competence of Germany: Global Competitive Analysis Towards Global Industries. *SSRN Electronic Journal*. doi: <https://doi.org/10.2139/ssrn.3626521>.

von der Gracht, H. (2020). How Organizations Prepare for the Future: A Comparative Study of Firm Size and Industry | *IEEE Journals & Magazine | IEEE Xplore*. [online] [ieeexplore.ieee.org](https://ieeexplore.ieee.org). Available at: <https://ieeexplore.ieee.org/abstract/document/9104664/>.

Xie, L. (2020). The impact of servant leadership and transformational leadership on learning organization: a comparative analysis. *Leadership & Organization Development Journal*, 41(2), pp.220–236. doi: <https://doi.org/10.1108/lodj-04-2019-0148>.

## APPENDIX (if necessary)





## Functions of Management

