UKS31317

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INDIVIDUAL REPORT

(BAE SYSTEMS)

Table of Contents

Introduction

Operations and projects are an essential part of a business. This report discusses the operations of the Bae System in detail and highlights the issues faced by the organisation. It establishes a discussion of the cross-cultural styles of communication and the decision-making process of the company in terms of its projects. It discusses the leadership styles the organisation fosters and puts forward a discussion of the main issues faced in the aforementioned areas. At last, the report provides suggestions to deal with them.

1) Overview of Bae Systems and its operations

Bae Systems is an aerospace, difference and security company that operates across multiple nations. The company is headquartered in London, UK. The primary operation of the company includes designing, manufacturing and developing advanced technologies and systems which are incorporated in defence machinery, aerospace and security machines and systems. The company operates in different segments which include electronic systems, marine, air and others (About Us, 2023). The company offers technology-based solutions to defence organisations and organisations that deal in aerospace systems. The company operates in around 40 countries with an aim to deliver military capabilities, protect national security as well as provide security to critical information and infrastructure.

The electronic systems offered by the company to its customers are responsibly produced and are further incorporated into electronic warfare systems, sensors, avionics and communication systems. The electronics systems provide support services for its products as well. This has the company develop trust with its customers and continue with its business activities. The electronic operations segment also includes cybersecurity, surveillance solutions and intelligence solutions. The electronic solutions manufactured by the company primarily serve the US defence system, and the intelligence community of the US as well as the international customers in defence of the US (Baesystems, 2023).

The platforms and services section designs and develops a wide range of products for land, air and sea platforms for the defence system and international customers of the US. This particular segment is also responsible for providing sustainable support services in order to ensure that the company can continue to perform. The product offered by Bae Systems also includes combat vehicles, ships, weapons systems and aircraft.

The company also resigned to develop and produce products for the air segment which include fighter aircraft, advanced unmanned systems and precision munitions. These products serve the defence system of the US along with the International customers in defence of the

country. The products in this segment include Eurofighter Typhoon, F-35 Lightning II Joint Strike Fighter and others (Baesystems, 2023).

Marine services and solutions offered by the company include modernisation and ship repair as well as through-life support. The company designs and develops and produces naval ship vessels, submarines and support vessels for the security and defence system of the US (Baesystems, 2023).

The company also has a cyber and intelligence division that provides solutions for cyber security and intelligence to the government as well as other commercial customs across the globe. The products and services offered in this category basically involve cyber security solutions, mission support services as well as intelligence analysis.

Bae System is basically a multinational security, aerospace and defence company that specialises in designing and manufacturing technologies that are capable of dealing with advanced technologies problems and security issues.

2) Establishing the necessary cross-cultural communication styles and decision-making in projects

As a country that operates across multiple nations, Bae Systems need to be able to interact with individuals belonging to different cultural diagrams. Therefore, effective cultural communication is necessary for the organisation in order to achieve organisational success.

Cross-cultural communication basically refers to the Interaction between individuals in order to exchange information on a variety of grounds. It enables individuals and business organisations to understand and adapt to different cultures in order to facilitate smooth operations of the business.

Some of the most important cross-cultural communication styles required for the facilitation of projects by Bae Systems are necessary for promoting effective communication among its employees as well as with its customers as well.

Active listening: This allows the speakers to provide undivided attention to the messages and information given out by the speaker. In this case, while engaging with an international client, the company can engage in active listening practices. This will allow the company to pick up on nonverbal cues as well as recognize the different tones of the speakers which will enable them to understand the varying moods of clients (Tapia et al., 2019). This particular

style will enable the company to understand the intentions of the client much better in order for the organisation to be able to provide products that are able to achieve customer satisfaction.

Respect: One of the most important aspects of establishing healthy communication between different cultures is the maintenance of respect for one another. The employees of the organisation showing respect for the culture of a client or a potential customer will allow them to operate business activities effectively. It will also allow the employees to avoid any possible stereotypes and engage inappropriate language and behaviour.

Adaptivity: Encouraging employees in the organisation to adopt flexible ways of communication as well as become more free-minded will allow them to slip into the different cultural systems more easily. Based on this, the employees of the organisation can make necessary adjustments in the language, tone as well as body language to suit the culture of the client.

Patience: Communication styles and nonverbal cues vary across different cultures. Therefore, it is very important to develop patience while communicating with customers and clients. This will enable the individual belonging to the company to understand and differentiate the differences in communication as well as promote a healthy business culture (Jain & Pareek, 2019).

Decision-making is an essential factor for cross-cultural communication. Decision-making styles differ from one culture to another. Several factors that impact the decision-making ability of an organisation include:

Understanding the culture: With the varied backgrounds of customers of Bae Systems, the company needs to establish a clear understanding of the cultural contacts of the client. The company can encourage its colleagues to invest time in understanding the cultural background of a client. This will enable the employees as well as the organisation as a whole to understand the necessary decisions they need to make regarding the services offered by them to the clients. It will facilitate the decision-making process of the company.

Participation: Actively participating in the activities associated with the business enables a clear understanding of cross-cultural differences which impact decision-making abilities. Therefore, encouraging the participation of employees in cross-cultural interactions and activities will promote a sense of commitment to decisions as well as develop a sense of ownership in the employees which are important for making decisions and taking account of their responsibilities. For instance, while engaging in business activity, employees need to

understand the culture of the client to deliver better solutions and make effective decisions regarding the business.

Setting clear objectives: One of the most important factors for making effective decisions is to have a clear understanding of the ultimate objectives of the decision-making process. Therefore, before getting into a decision-making process, the employees in the organisation, as well as other important individuals in the focus company, need to emphasise the importance of understanding the goals of the decision-making process (Mangla, 2021). Understanding the objectives will enable these individuals to develop a plan and make necessary decisions that are able to provide solutions to an issue.

Participated decision-making is one of the best cross-cultural decision-making processes that are highly promoted at Bae Systems which enables individuals to make collaborative decisions that are able to satisfy the needs of all the stakeholders in the process. It enables individuals to gather feedback from one another and find a satisfactory solution that is agreed upon by all involved in the process of making decisions.

3) Techniques of leadership that contribute towards the project's success.

Leadership is an essential technique required to execute a project successfully in an organisation. Leaders are basically creative individuals who focus on innovation and are looking forward to improving the ongoing techniques to improve the productivity of the team (Cortellazzo, Bruni & Zampieri 2019). Successful leaders not only impact the organisation but also impact the people outside that. Leaders have effective communication skills which help to build a strong bond among the team members which is very effective to make a successful project. In this point, the various techniques of leadership that contribute to the success of a project will be discussed.

1. To have a clear vision and communicate the same to the team members: Leaders should have a clear vision and objectives to attain the goals of the organisation. It is important to share the vision with the team members through effective communication techniques. Communication skills are essential to make a project successful as it helps to connect with the people at different levels in the organisation. Leaders in the Bae system have the vision to supply and protect those who serve the nation and they have a long-term vision to produce the world's most advanced technology-lead defence system in aerospace, land, and water for security purposes, this visionary helps to inspire the employees in the Bae system.

2. Integrity and cooperation: One of the effective qualities of leaders is they should be genuine with their team members, being authentic will help to connect with the team members and to help to create an environment of support, so to participate and share tasks effectively. Leaders in the Bae system encourage cooperation among the team members and convince them to do the job in a friendly approach.

3. Creative and competent learner: A leader should be creative and always find ways to create new approaches to motivate employees, Bae system encourages their employees to become leaders, and thus the company is able to keep the footprint of excellence in building combat vehicles, aerospace security methods and in the field of intelligence and cyber security (Bae systems,2023). A good leader is a good learner who constantly keeps learning new things which help to expand their knowledge and upgrade their skills according to the need of the situation.

4. Collaboration and building trust: Leaders always work in collaboration with the team and motivate the team to reach the organisation's goals. Leadership inspires trust among employees through their competency, capability, and experience. Leaders at Bae System have visionary capabilities and outstanding experience and knowledge in the field of technology which helps to build trust among the employees because of the repeated success of the company which was achieved through proper supervision and expertise of the leaders.

To achieve sustainable growth in an organisation they followed different leadership Theories the commonly used leadership Theory that is followed in a large organisation are discussed here:

Situational Leadership Theory: Organisation that follows the situational leadership Theory are flexible in nature and they adapt according to the demand of the situation. The advantage of the application of this theory is that it helps the organisation to build a flexible environment of work in which the employees get enough liberty to execute their work which in turn increases the efficiency in the workplace and also helps to increase the productivity of the organisation (Wuryani, et al.,2021). Bae system manufacturers design various combat vehicles and other aircraft used for the defence purpose and various other electronic devices used for Intelligence and cyber security, for that purpose they have to keep updated on the technology in their organisation so this type of leadership Theory will help the best system to increase their productivity.

4) Identification of issues

Identification of cross-cultural communication issues

Cross-culture communication is a complex process that requires navigating differences in customs, languages, beliefs and behaviour among others. However, there are several challenges related to the cross-communication style which include language barriers, cultural differences, nonverbal communication and gestures and stereotypes associated with it.

The difference in languages can create a huge gap in communication and can act as a barrier to establishing healthy relationships between the employees in the organisation as well as with the customers. Language barriers are one of the most prominent issues that come up again and again during cross-cultural interactions. It can create misunderstanding, lead to misinterpretations of messages and information as well as can even lead to communication breakdown which has negative outcomes in a business setting (Shamne, Milovanova & Malushko, 2019). Communication is an essential part of both social and business interactions. Therefore, it is very important for organisations to understand the culture of the client and colleagues and engage in effective methods of communication in order to avoid unpleasant circumstances.

According to the communication accommodation theory (CAT), individuals adjust their communication style in order to fit into the communication style of those in front of them. Therefore, when engaging in an interaction with an individual belonging to a different culture, individuals need to adapt to their style of communication (Elhami, 2020). This will enable both individuals to overcome the barrier associated with languages and communicate effectively. This adaptation also involves simplification of language by using idioms, changing body language as well as using visual aids in order to facilitate information gathering.

As per the study Wang, Clegg, Gajewska-De Mattos & Buckley, (2020), language barriers can have a possible negative impact on the effectiveness of communication. It contributes to satisfaction and establishes an understanding between individuals. For example, intercultural communication between the UK and China is more susceptible to misinterpretation than an interaction between two English-speaking individuals. It not only impacts the ability of individuals to provide responses in a situation but also the ability of individuals to ask questions related to the topic of discussion.

Identification of decision-making issues

While making decisions at Bae Systems, cultural differences and stereotypes are major issues that can cause disruptions to the smooth flow of business operations. Differences in the culture of individuals involved in a business interaction that is aligned with the business operations of the focus organisation can have serious implications for the company. For instance, in some cultures, individual decision-making is expected and appreciated. Individual Research and understanding of a business decision are prioritised over group consensus. This can lead the individuals involved in the interaction to have misunderstandings which may give rise to conflicts as well. In addition to that, stereotypes are basically assumptions made by people based on the cultural background of others. It can lead to prejudices, discrimination and the development of negative attitudes towards others belonging to different cultures. This hinders the decision-making process on participation. According to the statement Sobering, (2019), participating in decision-making has a wide range of benefits which include accountability and increased transparency in terms of stakeholders participating in the process of making effective decisions. Due to the increased transparency, this process of decision-making facilitates building strong relationships of the company with its customers. It develops trust and credibility Which is reflected in the sense of ownership of the stakeholders. On the other hand, this form of making decisions can lead to unequal participation between the decision-makers. In case, some stakeholders may hold more power, unethical and influential methods of making decisions may get involved.
As for the statement of Valdivia et al., (2021) , cultural differences can arise situations of misinterpretation among the decision-makers. As a result of this, the decisions made can be biased and ineffective for the operations of the company. This will lead the company to face Issues such as conflicts between decision-makers and dissatisfactory decisions that are not agreed upon by all the stakeholders and others. This may lead the company to incur financial losses as well as have a negative impact on the value of the company in the market.

Identification of leadership style issues

One of the main issues of situational leadership theory (SLT) is the oversimplification of the concept of leadership styles. According to the leadership style, there are 4 basic factors which include delegation, participation, telling and selling. These are the factors which contribute to the simplification of SLT in order to facilitate the transfer of information and guidance from the leaders in the organisation to the Employees. Effective guidance leads to

the performance of the internal stakeholders of the organisation. However, oversimplification can cause leaders to become rigid in their guidance which leads to little room for experimentation and flexibility. This in turn can cause the employees to find it difficult to obey the leader and follow the guidance provided by them which can ultimately lead the organisation to face negative implications. Lack of consideration regarding situations is another issue that can come up in this particular leadership style (Guzmán et al., 2020). In order to build a strong organisational culture that is committed to delivering quality results requires effective leadership and even consideration based on certain situations that may come up in the organisation. This particular leadership style does not consider that the leadership can be affected by team dynamics and external factors among others. As a result of these factors, the effectiveness of the leadership style becomes limited and even inappropriate in certain situations.

As opined by Wuryani, Rodlib, Sutarsib, Dewib & Arifb, 2021), SLT has been widely accepted in order to suit the individual needs of team members. Effective leadership is capable of developing a culture of motivation and innovation at Bae System. In a company that deals with advanced technologies for security purposes, it is important for the employees of the organisation to be motivated to take risks and experiment with ideas in terms of designing and developing defence products and services. Therefore, SLT is capable of providing personalised guidance to the employees which ultimately benefits the organisation to have an innovative approach to its project and operations. It is capable of providing necessary guidance which helps the workers avoid poor performance and also enables them to overcome issues that arise due to Interactions in a diverse culture.

5) Suggestions

- *Recommendation to improve communications*
- *Development of a cross-cultural strategy*: In order to overcome issues with press cultural communication, Bae Systems should develop a strategy that is capable of making considerations based on different cultures. It should develop and outline the communication channels that will be used during interactions, develop a strategy to disengage with stereotypes as well as provide training to employees in the context of cultural sensitivity. This will enable the organisation to remain open and flexible to different forms of communication as well as allow the organisation to experiment with communication styles based on the understanding of limitations and boundaries.

- *Training programs*: Bae Systems can provide language training to its employees. It can also organise training programs to develop the necessary communication skills in the individuals working with the organisation. This is just not limited to the individuals working in the sales and marketing departments of the company but also to the researchers. This will enable the organisation to get the information from a broader perspective of the customers and fulfil their demands based on successful and effective episodes of interactions between the customers and those involved within the organisation.

- *Investing in technology:* The company can make investments in translation technologies as well as other technologies that facilitate communications. This will enable the company to overcome issues related to language barriers and provide better satisfaction in terms of interaction with the stakeholders.

- ***Recommendation to improve decision-making***

- *Developing outlines:* Bae Systems can develop an outline of the role and responsibilities of each individual in the organisation. Developing a defined structure of the necessary roles of the employees as well as others involved in the organisation will help in making the decision-making process more organised. This will allow the organisation to find solutions to issues that require prioritisation and have immediate deadlines. As a result of this, the company will be able to facilitate its decision-making process and overcome issues that come up. It will also help in overcoming cultural differences by means of having a proper plan to move forward in its operations.

- *Regular audits:* Conducting regular audits and evaluating the decisions made by the organisation will allow the company to find loopholes and areas that require further improvement (Abiodun, 2020). It will also help in identifying areas that require collaborative efforts of individuals belonging to varied cultural backgrounds. This will help the organisation to gather ideas and input from the internal stakeholders on a wide range of perspectives which will further enhance the decision-making process of the organisation. While engaging in stakeholder interaction, the individual can put forward their opinions based on their personal experience which will further have the Bae Systems to make better decisions.

- ***Recommendations to improve leadership***

- *Training leaders:* Leaders in the organisation can be provided with training to work with a diverse group of individuals fostering different beliefs, speaking different

languages, having a variety of cultural considerations and others. This will help the leaders to establish a broader perspective and enable them to work with individuals having different backgrounds in terms of culture than the leaders. The training program should also include conflict resolution skills and also motivate them to establish good relationships with their subordinate (Bhaduri, 2019). This will not only help in developing a positive organizational culture but also help the leader to fulfil their job responsibilities with ease.

- *Cultural inclusion:* the target organisation should make efforts in developing an inclusive culture in the organisation. It should encourage everyone involved in the organisation to respect the feelings and cultural beliefs of one another. The organisation itself can give some space to those working with the organisation to practice their cultural beliefs without discouraging or disrespecting them. One of the most important things that the organisation can do is to provide cultural consideration to the stakeholders. For instance, in the case an individual belonging to a particular culture has some kind of occasion, the organisation can encourage them to talk about it openly with their colleagues. This will ensure that everybody feels included in the organisation and feel respected by the organisation as well.

Conclusion

Based on the above discussion, it can be concluded that since Bae Systems conducts its projects across different nations with people having dissimilar beliefs and speaking different languages altogether, the company faces a number of issues in terms of its decision-making processes. It also faces issues with leadership styles and communication which have been discussed in detail. The report after critically analysing the issues provides suggestions to overcome them.

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UKS31317