

MASTER'S DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

Module: Management of People and Organisations (MBA61)

Academic Year: 2021-22

1st Written Assignment (WA1)

CASE 1

06 August 2021

Steve Jobs and the Rise of the Celebrity CEO

URL Link: <https://hbswk.hbs.edu/item/steve-jobs-and-the-rise-of-the-celebrity-ceo>

Please read the above article published in Harvard Business School's *Working Knowledge* website - along with the additional material proposed at the bottom of the article - and answer Questions 1.1 and 1.2.

Question 1.1 (25%)

Having in mind the commonly known leadership models and theories available in the academic literature you are asked to identify the one that best represents Steve Jobs.

Question 1.2 (25%)

Influenced by case information and the relevant management theory, what type of skills would you identify as most important to a manager like Steve Jobs?

CASE 2

03 December 2020

TMC Announces Changes to Executive Structure, Senior Professional/Senior Management Employees, and Organizational Structure

URL Link: <https://global.toyota/en/newsroom/corporate/34423815.html>

Please read the News Release of Toyota Motor Corporation (TMC) and answer Questions 2.1 and 2.2.

MASTER'S DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

Question 2.1 (25%)

What are the different departmentation approaches that TMC implemented from April 2011 to July 2020? Which are the main characteristics of each approach?

Question 2.2 (25%)

Many of the changes that TMC implemented seem to be related to its aim to optimize the span of control. Identify two examples of changes in TMC that aimed at optimizing the span of control and explain the reasons for your selection.

MASTER'S DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

Assignment guidelines

- It is important that the coursework reflects your **knowledge** rather than it being simply an accumulation of information.
- The assignment should be **well structured** and **easy to read**.
- The assignment should clearly present all aspects and perspectives of the subject area, i.e.:
 - efficiently develop all necessary elements
 - refer to actual case studies or statistics if that is required
 - present reasonable arguments
 - leave out irrelevant material
- All questions are compulsory. The assignment, including possible diagrams, tables, references etc., should not exceed 2,500 words. For every additional 500 words there will be a penalty of 0.5 points.
- Each question accounts for a percentage of the total mark. This is clearly marked at the beginning of each question.
- **The assignment is due on Tuesday 16/11/2021. Please note that no assignment will be acceptable after this date as the electronic submission system automatically locks at 23:59 on the last day of submission. You should submit your assignment via <http://study.eap.gr> using your username and password.**
- You may use any of the following file formats:
 - Rich Text Format (*.rtf).
 - Microsoft Word 97-2003 (*.doc).
 - Microsoft Word Open XML (*.docx)Other document formats or read only file formats such as Portable Document Format (*.pdf) are not acceptable file formats for submission of your assignment.
- Please pay attention to the proper naming of your assignment. The file should be named as follows: **Surname-Initial-WA number-YourClass**. For example, if your name is **Peter Drucker**, you are sending in your 3rd assignment, and you are in ELE1 Class, then you should name your file as follows: **Drucker-P-WA3-ELE1**. Assignments that fail to comply with this requirement will receive a lower mark in the presentation grade.
- Copying is considered cheating and is not acceptable in any form. **Copying large parts or whole paragraphs of text found in any of the sources used for an assignment (printed books, academic articles, or electronic media of any kind) is totally unacceptable. It is considered plagiarism and leads to a severe penalty for the student(s) involved.** Students should cite all sources from which they take data, ideas or words, whether quoted directly or paraphrased.

Good luck!!