

## Topic 13 - Leadership

### Activity 13.1

#### Build the Tallest Tower

##### Objective:

To help participants understand the importance of **leadership, teamwork, communication, and decision-making** in a business environment by working together under time and resource constraints.

##### Instructions:

1. Divide participants into groups of **3–5 members**.
2. Provide each group with the same set of materials.
3. Explain that the task is to build the **tallest free-standing tower** using only the given materials.
4. The tower must stand on its own without any external support.
5. Allow **5 minutes** for planning and construction.
6. When time is up, stop all building activity.
7. Measure the height of each tower and identify the tallest one.

##### Key Takeaway:

Effective business leadership involves **guiding a team, encouraging ideas, making quick decisions, and solving problems with limited resources**. Successful teams are those that communicate well and adapt quickly—just like in real business situations.

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"تو امير المؤمنين پہلي چيز سون فرماوے چھے کہ "طلبت الرياسة فوجدتها في طلب العلم والتقوى"، میں یہ ریاست نے leadership - نے۔ طلب کیدی تو منے ریاست کہاں ملی؟ کہ علم نے طلب کروا ما انے تقویٰ را کھو ما، یعنی علم طلب کر سوانے تقویٰ را کھسو تو ریاست خود بخود ملی جاسے، ایوے چیز موکی نے ریاست حاصل نہیں تھائی، اچ دنیا ما کوئی country نا president ہوئی چھے اھنے رئیس کہوئی چھے، کیم کہ یہ country نا ما تھانا محل ما چھے، رأس نا محل ما چھے، انے تمام country نی ذمہ داری اھنی چھے، یہ مثل کوئی company نا رئیس چھے، انے جہ head of the family ہوئی یہ اھنا گھر نا رئیس چھے، تو جہ بھی رئیس ما leadership نی qualities ہوئی چھے یہ اھنا country نے، انے یہ country نا باشندہ وئے، اھنی company نے، اھنا گھر نے، اھنا جان انے جسم نے، اھنی ہر چیز نے برابر درست کری سکے چھے، انے اھنے افضل حالت پر باقی را کھی سکے چھے، دنیا ما لوگو leadership qualities نی گھنی جستجو کرے چھے، اھنا واسطے courses بھی تیار کرے چھے، ہوے امیر المؤمنین مولانا علی بن ابی طالب ص ع جہ رسول اللہ صلے نی نص سی قائم تھیا چھے، جہ مولیٰ سید الاوصیاء چھے، قائد الغر المحجلین چھے، جہ مولیٰ الہی قانون مطابق سگلا عملو کرے چھے، اپ یہ leadership نی تمام qualities نے فقط بے جملہ ما واضح کری دیدی، فقط بے جملہ۔ یہ سون؟ کہ تمنے تمارا field ما اچھا ما اچھا leader بنو ہوئی تو ہمیشہ علم طلب کرتا رہجو انے تقویٰ را کھجو، مؤمنین نی جماعت! جہ شخص اھنا گھرنا،

اهنا مجتمع نا ، يا اهني company نا ، يا اهني country نا leader هوي اهنه اهناسا تر نا لوگو پر بہتر ما بہتر شاکلہ سي ریاستہ کروي هوي تو ا بے چیز نو خیال اهنه را کھو جوئی ، ایک تو یر کر یر ہمیشہ فائدہ مند علم طلب کرتا رہے ، knowledge حاصل کرتا رہے ، انے یر علم جہاں بھی هوي وہاں سي طلب کرے ، انے طلب کروا ما شرمائی نہیں ، یر ۛ مثل اہنا ساتھ جہ لوگو چھے اهنه بھی مفید علم طلب کراؤتا رہے ، یر سگلا بھی الگ الگ field ما اگے بڑھے ایم ہمیشہ کوشش کرتا رہے ،"

الداعي الاجل سيدنا عالي قدر مفضل سيف الدين طعنا ايان مبارك ما leadership نو تمام علم جامع چھے ، اپ یر مولانا علي عانا کلام مبارك ني ذکر سي ایم واضح کري دیدو کر مؤمن نے ہر شعبہ ما ریاستہ حاصل کروي هوي تو سونہ عمل کرو جوئی ، یر سونہ کر علم طلب کروو انے تقوی را کھوو ،

اقامولی طعنا ايان مبارك سي برکة لئي نے ، ریاستہ۔ leadership نا موضوع پر ذکر و تھا سے ، انشاء اللہ تعالیٰ ،

الفقه الفاطمي ما "رياسة انے رئيس" ني سون معنی؟

"الفقه الفاطمي نواصل انے منبع سون چھے کر القرآن الکریم انے رسول الله صلح ، اپنا فرزند و ائمة طاهرين ع<sup>۱</sup> انے اے نازمان مادعاة مطلقين رض<sup>۲</sup> جر فرماوے ير "فقه" چھے ،"<sup>۳</sup>  
تورياسة ني معنی ني ذکر کرتا هوا خدا تعالیٰ کينک ایتوما فرماوے چھے۔

۱. "يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ"<sup>۳</sup>

فحوی۔ جر سگلا ایمان لاوے چھے انے جر نے علم طلب کرے چھے ، ير سگلا نادرجات نے خدا تعالیٰ رفع کرے چھے ،

۲. "إِنَّمَا يَخْشَى اللَّهَ مِنْ عِبَادِهِ الْعُلَمَاءُ"<sup>۴</sup>

فحوی۔ تحقيق خدا ناعباد ما خدا سي زيادة خشية راکھنا رعلماء چھے ،

۳. "إِنَّ خَيْرَ مَنْ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ"<sup>۵</sup>

فحوی۔ تحقيق جر ناسي اجرة طلب کرواها خيروه مرد چھے کر جر قوي هوئي انے امين هوئي ،

۴. "إِنَّ أَكْرَمَكُمْ عِنْدَ اللَّهِ أَتْقَاكُمْ"<sup>۶</sup>

<sup>۱</sup> المجلس الاول ۱۴۳۹ھ

<sup>۲</sup> سورة المجادلة: ۱۱

<sup>۳</sup> سورة قاطر: ۲۸

<sup>۴</sup> سورة القصص: ۱۶

<sup>۵</sup> سورة الحجرات: ۱۳

فحوى - تحقيق تماراسگلا ما زيادة كرامة والا خدا نا نزديك وه چھے كہ جر زيادة تقوى راكھنار  
هوئي ،

اليتوسي ايم واضح تھائي چھے كہ اسلام ما رياسته ني سونر معنى چھے كہ تقوى راكھنار هوئي ، امانه  
داري هوئي ، علم طلب كرنا رھوئي ، اھنا سا تھے ايم بهي معنى واضح تھائي چھے كہ جر علم زيادة  
طلب كرے چھے ير خدا تعالى ني تقوى بهي زيادة واكھے چھے انے اھنا سبب ير شخص ني خدا  
تعال نا نزديك كرامة بهي زيادة چھے ، ا معنى مولانا علي ءنا كلام مبارك ما پڑھو وكپيٹا رياسته  
طلب كيدي تو علم طلب كر واما انے تقوى راكھو اما پراي ،

الايات شريفة انے اقامولى طع نا بيان مبارك سي رياسته - leadership ني حقيقة معنى انے ايك  
رئيس نا اخلاق ، qualities and skills ني معنى مفهوم تھائي چھے ،

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## Meaning and Purpose of Leadership in Business



Figure 1: Leadership Skills

“In business, **leadership** refers to the ability of an individual to **influence, motivate, and guide employees** towards achieving **organisational objectives**. Unlike management, which focuses on planning and control, leadership emphasizes **vision, inspiration, and behavioural influence**.”<sup>8</sup>

According to the Cambridge International Business Coursebook, leadership is concerned with:

- Setting direction
- Influencing people’s behaviour
- Motivating employees to work towards shared goals

### Purpose of Leadership

- To **provide clear direction and vision**
- To **motivate and inspire employees**
- To **improve organisational performance**
- To **manage change and uncertainty**

<sup>7</sup> John Clements Consultants. (2023, August 25). *How can I improve my leadership skills to better manage and inspire my team* (Accessed: 20 Dec. 25)

<sup>8</sup> Business for Cambridge As & A Level Coursebook (fourth edition).

- To **build effective teams**

Strong leadership is especially important during periods of **business change**, such as restructuring, expansion, or crisis situations.”<sup>9</sup>

Did you know?

**Satya Nadella at Microsoft** turned around company culture by emphasizing empathy and collaboration, showing leadership isn't just about strategy but also mindset.

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<sup>9</sup> Humanelement. (2023, December 8). *10 reasons leadership is important in the workplace*. Siena Heights University. <https://www.sienaheights.edu/10-reasons-leadership-is-important-in-the-workplace/> (Accessed: 20 Dec. 25)

## Key Qualities of Effective Business Leaders

الداعي الاجل سيدنا عالي قدر مفضل سيف الدين طع اپنا بيان مبارك ما leadership qualities  
ني ذكر كرتا هو فرماوے چھے۔

### Kalemaat Nooraniyah 13.2

"(كلکم امیر وکلکم مسؤول عن رعیتہ" ا حدیث شریف نی ذکر ما فرمایو) اے برادرو!  
رسول اللہ اپ نی ا حدیث نا اخیر ما هر جواب دار نے تقویٰ را کھوانو امر فرماوے چھے، انے  
اهنی رعیتہ نے معاف کروانو ارشاد فرماوے چھے، تواج تمنے کہون چھون کر تمیں جر نا  
مسؤول چھو، جواب دار چھو، اہنی بھول نے درگزر کروانی خوبی اپناوی لیجو! کوئی استاذ  
هوئی طالب علم نی بھول نے درگزر کرے، کوئی وپاری هوئی تو اہنا نزدیک نوکری کرنا  
سی بھول تھائی تو معاف کری دے، کوئی جماعت نا رئیس هوئی، تو اہنا ساھیو نے درگزر  
کرے، جر گھر ما مھوٹا هوئی یہ گھر نا چھوٹا لوگو نے معاف کرتا ہوئی، اہنی بھول پر پکرتا  
نر هوئی، ایک ایک چیز پر پکرتے! تمیں ام کیدو، ام کیدو، نر! معاف کری دو، سعة الصدر  
مھوٹو دل را کھو، خدا سگلا نے توفیق اے،"

### Kalemaat Nooraniyah 13.3

سیدنا طاہر سيف الدين اقا عجب نادر فرماوے چھے:

"واعمر بلاد الله اجل عبادہ \* بالرفق ان ترأس ولا تستعمر

اپ فرماوے چھے کہ جو تمیں رئیس بنو، دولہ مند بنو تو تمیں خدا نا شہرو نے اباد کر جو،  
سونہ کام کر جو؟ کہ اجل عبادہ، خدا نا عباد اباد تھائی یہ واسطے شہرو نے اباد کر جو، انے اباد  
کیوی طرح کر جو؟ کہ رفق سی۔ اورن سی تمام لوگو نے فائدہ پہنچاوانی غرض سی، بلاد  
نے اباد کر جو،..... تمارا ماسی کوئی شخص اگر company نا مالک ہوئی اہنے بھی یہ چیز نو  
خیال را کھو جوئی انے company ما کام کرنا راؤ نو فائدہ دیکھو جوئی، جو اگر یہ خود  
نوج فائدہ دیکھے گرچہ کہ بیجا نے نقصان بھی تھائی تو استعمارنی شاکلہ تھئی جائی چھے، خدا  
مؤمنین نے امثل نا استعمارنی بلاء سی بچاوے،"

ایمان مبارک سی "رئیس" نی سونہ خویو ہوئی یہ معلوم تھائی چھے، کہ اہنی غرض سونہ  
ہوئی کہ خود نا فائدہ نا ساتھ، company نو انے اہما کام کرنا راؤ نو بھی فائدہ دیکھے، سختائی  
نا ساتھ نرمائی سی پیش اوے، عدل کرتا ہوئی انے معاف کرنا ہوئی،

**Effective business leaders demonstrate the following qualities:**

**(a) "Communication Skills"**

Leaders must communicate goals, expectations, and feedback clearly to ensure alignment across the organisation.

## **(b) Confidence and Integrity**

Employees are more likely to trust and follow leaders who show confidence and ethical behaviour.

## **(c) Emotional Intelligence (EI)**

Emotional intelligence refers to a leader's ability to:

- Understand their own emotions
- Recognise emotions in others
- Manage relationships effectively

Daniel Goleman identifies emotional intelligence as a **core component of effective leadership**, particularly in managing teams and resolving conflict.

## **(d) Decision-making Ability**

Leaders must make informed decisions, often under pressure and with limited information.

## **(e) Ability to Inspire and Motivate**

Inspirational leaders create commitment rather than compliance, leading to higher employee morale and productivity.

Therefore, leadership is not simply about managing or overseeing others; rather, it is the method, procedure, and mechanism that keeps the team cohesive and provides them with the inspiration, drive, positive attitude, and empathy that make a leader successful.”<sup>12</sup>

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<sup>12</sup> Leis, M., & Wormington, S. (2025, November 13). *12 Essential qualities of effective leadership*. CCL. <https://www.ccl.org/articles/leading-effectively-articles/characteristics-good-leader/> (Accessed: 21 Dec. 25)

**Quick tip:**

**Ask questions, not just give orders**—curiosity sparks innovation and team engagement.

## Major Leadership Theories

Below are a **list and brief explanation** of each major theory discussed in the most research papers on leadership styles and theories:

### 1. “Trait Theory

- Proposes that leaders possess **inherent personal attributes** like intelligence, confidence, and determination that predispose them to lead effectively.
- Suggests that leadership is innate, not learned.

### 2. Behavioural Theory

- Focuses on observed **leader behaviours** instead of traits.
- Suggests that leadership skills can be **learned and developed** (e.g., task-oriented vs people-oriented behaviours).

### 3. Contingency & Situational Theories

- Argue that **no single style fits all situations**.
- Leaders must **adapt their behaviour** based on contextual factors like follower maturity, task complexity, and environment.”<sup>13</sup>

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<sup>13</sup> Nanjundeswaraswamy, Dr & Nagesh, Pallaki & Bharath, Sindu & Vignesh, K.. (2024). Leadership theories and styles—A systematic literature review and the narrative synthesis. Human Resources Management and Services. (Accessed: 19 December 2025)

### Dawoodi Bohra Businesses in the UAE

- “Early migrants to the UAE started with small textile shops in the 1960s and gradually expanded into **hardware, trading, manufacturing and construction**, adapting their businesses to the Gulf’s economic landscape. This demonstrates **adaptive leadership** — responding to new environments, opportunities, and market dynamics.”<sup>14</sup>

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#### 4. Transformational Leadership

- Leaders inspire followers by creating **vision, empowerment, and shared purpose**.
- Drives **motivation, higher performance, innovation, and value alignment** in teams.

As the leader of the Dawoodi Bohra community, al Dai al Ajal Syedna Mufaddal Saifuddin<sup>TUS</sup> expanded **Qardan Hasana (interest-free loan)** programmes to empower community entrepreneurs, especially post-COVID. This reflects transformational leadership by **motivating individuals toward economic self-reliance and growth**.

His leadership also expanded Faiz al-Mawaid al-Burhaniyah community kitchens, standardising them globally and offering economic participation to women and families. He changed organisational culture by **encouraging people to overcome individual constraints**, fostering innovation and community welfare

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<sup>14</sup> Jamali, M. (2025, July 8). Thriving in the land of opportunities: the Dawoodi Bohras of the UAE - The Dawoodi Bohras. *The Dawoodi Bohras*. <https://www.thedawoodibohras.com/thriving-in-the-land-of-opportunities-the-dawoodi-bohras-of-the-uae/> (Accessed: 19 December 2025)

beyond simple economic goals.

## Case Study 13.2

### Ubai Lokhandwala - Furnishing Centre

#### Background & Crisis Situation

“Ubai Lokhandwala is the owner of *Furnishing Centre* in Zampa Bazar, Surat, a business deeply rooted in a 150-year-old family tradition in textiles and soft furnishings. The enterprise primarily relied on walk-in customers and followed conventional retail practices with minimal use of digital tools. The sudden COVID-19 lockdown disrupted operations completely, halting customer footfall and threatening the sustainability of the business. This crisis became a turning point, compelling Lokhandwala to rethink his business model and leadership approach.

#### Transformational Leadership Practices:

- **Vision Setting:** Re-imagined the business beyond physical retail by adopting a digital and service-oriented outlook.
- **Innovation & Adaptation:** Created an online presence through Google business listings and planned expansion to e-commerce platforms like Amazon.
- **Empowerment & Collaboration:** Involved his architect son in introducing value-added services such as home décor, refurbishing, and design support.
- **Growth Orientation:** Shifted focus toward exports and customized furnishing solutions for international markets.”<sup>15</sup>

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<sup>15</sup> The Dawoodi Bohras. (2022, January 8). Reinventing Traditional Business from the Living Room - The Dawoodi Bohras. <https://www.thedawoodibohras.com/reinventing-traditional-business-from-the-living-room/> (Accessed: 22 Dec. 25)

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## 5. Transactional Leadership

- Based on **reward and punishment** mechanisms.
- Leaders set clear goals and offer incentives for performance, focusing on **structure and performance monitoring**.

## 6. Laissez-Faire Leadership

- A *hands-off* style where leaders provide minimal direction or control.
- Works in highly skilled teams but may lead to **lack of coordination** without oversight.

## 7. Distributed Leadership

- Leadership is **shared across organisational actors** rather than held by a single individual.
- Promotes teamwork, shared expertise, and collaborative decision-making.

## 8. Charismatic Leadership

- Focuses on leaders who **inspire through exceptional vision and personal appeal**.
- Followers are attracted to and aligned with the leader's vision.

## 9. Authentic Leadership

- Emphasises **ethical behaviour, transparency, and self-awareness**.
- Authentic leaders build trust and create **positive ethical climates**.

## 10. Emotional Intelligence Theory

- Highlights the leader's ability to understand **one's own and others' emotions**.
- Important for *communication, team dynamics, conflict resolution*, and relationship building.

## 11. Ethical Leadership

- Leaders behave with **high moral standards**, acting ethically and inspiring ethical conduct among followers.

## 12. Leader–Member Exchange (LMX) Theory

- Concerns the **quality of interactions** between leaders and followers.
- Emphasises stages of relationship building: stranger → acquaintance → mature partnership.

## 13. Participative Leadership Theory

- Focuses on how leaders involve followers in **decision-making processes**.
- Includes styles such as **autocratic, democratic, and laissez-faire** depending on involvement degree.

## 14. Five Domains Leadership Theory

- Covers **talent management, strategy improvement, personal proficiency, human capital development, and execution of strategies**.

## 15. Leadership Transition Theory

- Describes leadership as a **dynamic and evolving process** influenced by changes within the organisational context.

## 16. Entrepreneurial Leadership

- Tailored for **rapid, unpredictable, competitive environments** where innovation and flexibility are key.

### Case Study 13.3

#### Farida, founder of Kusni – Purely Bohri

“She started her business from her home kitchen making traditional Bohri snacks like kusni and samosas, turning her passion into a profitable venture. Through innovation and persistence, she expanded production, built a loyal customer base, and created market visibility for Bohri culinary products. Her journey demonstrates entrepreneurial leadership by identifying opportunity, taking initiative, and driving business growth from grassroots beginnings.”<sup>16</sup>

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Thus, these theories explain how leaders influence people, make decisions and drive organizational performance in different contexts. They are important because they show that there is no single “best” way to lead; effective leadership depends on the leader’s qualities, behaviour, the nature of the task, and the needs of followers. As modern businesses become more people-centered and complex, leadership effectiveness increasingly depends not only on strategy and structure, but also on the leader’s ability to understand and manage emotions. This naturally leads to the next topic—**emotional intelligence in business leadership**—which focuses on how self-awareness, empathy and relationship management

<sup>16</sup> It.Hqhb. (2025, March 12). *The Kusni - Purely Bohri - tijaaratraabehah.org*. tijaaratraabehah.org. <https://tijaaratraabehah.org/success-stories/the-kusni-coimbatore/> (Accessed: 21 Dec. 25)

enhance the practical application of leadership theories and strengthen leader–follower relationships.



## Role of Emotional Intelligence



Figure 2: Emotional Intelligence<sup>17</sup>

Daniel Goleman, an American psychologist and author defined **Emotional Intelligence** as ‘the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships’.<sup>18</sup> In simple words, it is the ability to manage your own emotions and those of others. While IQ can open the door to a leadership position, it’s EQ that determines how effectively a leader can build relationships, navigate social complexities, and make informed decisions. Leaders with high EQ are better equipped to handle the nuances of team dynamics, resolve conflicts, and inspire their teams to achieve collective goals.

It is often categorized into four primary domains:

1. **“Self-Awareness:** Understanding one’s own emotions, strengths, weaknesses, and drives.

<sup>17</sup> Saxena, M. M. (2025, April 7). Emotional Quotient (EQ), its effects and strategies for enhancement. *EFMD Global Blog*. (Accessed: 21 Dec. 25)

<sup>18</sup> Daniel Goleman *Emotional Intelligence: Theory, Model & Importance*. (n.d.). Testbook. <https://testbook.com/ugc-net-psychology/daniel-goleman-emotional-intelligence> (Accessed: 21 Dec. 25)

2. **Self-Management:** Controlling disruptive impulses and moods, and suspending judgment.
3. **Social Awareness:** Understanding the emotional currents and key power relationships within a group.
4. **Relationship Management:** The ability to influence others through building rapport and finding common ground.”<sup>19</sup>

Thus, Leaders with high EI build trust, credibility, and psychological safety, which enhances collaboration, conflict resolution, and overall team morale, leading to higher productivity and performance. EI also supports leaders in making balanced decisions—by integrating emotional awareness with rational thinking—and in navigating change, uncertainty, and workplace stress with resilience and empathy, all of which are essential for long-term organizational success.

اج نازمان ما ابحاث گھني جاري چھے ، مگر اولياء اللہ ع اير ورسو پہلا اچيز فرماوي کر جر  
اپنے امير المؤمنین ع انا کلام منيف انے اقامولی طع نایانات ما ذکر کیدی کر الفقه الفاطمی سونہ  
تعلیم اے چھے کر۔

۱. تقوی راکھو۔ جر ناسی خدا تعالیٰ نی خشية زیادة تھائی چھے تو خضوع نو خلق اوے چھے ،
۲. علم طلب کرو۔ ریاسته نی طلب هوئی تو اھنا واسطے اھنی معلومات بھی حویئے کر بیجانے  
سکھاوي سکے ،

<sup>19</sup> EI Overview: The four Domains and twelve Competencies – Daniel Goleman Emotional Intelligence Courses. (Accessed: 21 Dec. 25)

۳. مولیٰ یہ ارشاد فرمایو کہ معاف کر جو، درگزر کر جو – empathy

۴. مولیٰ یہ استعماری منع فرمایو، بلکہ ایم ارشاد کیدو کہ نفع العام دیکھے، رئیس ہوئی تو بیجانے بھی اہنی دولت انے رتبہ سی فائدہ پھنچاوے،

امثل علم انے تقویٰ نالباس سی مزین کری نے اولیاء اللہؑ اہر مؤمن نے اہنا خود واسطے رئیس بناوے چھے، کر پوتانا جان نی یہ مثل قیادہ کرے انے بیجا مؤمن نے بھی دعوتہ کرے، کہ جہ ریاستہ نی اصل غرض چھے کہ ایک بیجانے نمو طرف لئی جائی، جہ مثل "امام جعفر الصادقؑ" فرماؤتا کہ تمیں ہمارا واسطے چپ رہی نے دعوتہ کرنا راؤ تھاؤ، "۲۰"

تو امثل نادعاہ، کہ جہ بیجانی قیادہ کرے یہ کئی طرح تھائی کہ امامؑ فرماوے چھے کہ حسن الخلق سی، کہ جہ علم انے تقویٰ سی حاصل تھائی چھے،

**Quick tip:**

**Give credit openly – recognition multiplies motivation.**

## **Real world scenarios – Leadership behaviors**

Leadership behavior in real-world scenarios can be analyzed by examining the situation, the leader's actions, the leadership theory applied, and the resulting outcomes. By analyzing real life examples, we understand how effective leadership depends on adaptability, emotional intelligence, and alignment between leadership style and organizational needs.

Here, we will discuss 2 real life cases, analyzing the crisis and leadership behavior with its impact on the business. These situations reveal leadership not as a theory, but as practical actions demonstrated during change, crisis, and everyday business operations.

### **Case Study 13.4**

#### **Howard Schultz – Starbucks Crisis**

##### **Crisis (2007–08):**

“Starbucks faced declining sales and brand dilution due to rapid overexpansion, reduced coffee quality, and loss of the original café experience during the global financial crisis.

##### **Leadership Action:**

Howard Schultz returned as CEO and took bold, visible decisions:

- Closed 7,100+ U.S. stores for a day to retrain baristas on coffee quality and customer experience.
- Shut down underperforming stores and reduced costs.
- Reasserted people-first values by protecting employee benefits.
- Refocused the brand on core coffee craftsmanship and ethics.

## Impact:

- Restored Starbucks' premium brand identity
- Improved employee engagement and customer trust
- Achieved financial turnaround and long-term growth

## Leadership Behavior:

- Accountability
- Decisive Decision-Making
- Vision Reorientation
- People-Centric Leadership
- Values-Based Leadership
- Communication & Cultural Leadership
- Long-Term Orientation”<sup>21</sup>

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## Case Study 13.5

### Mala's Fruit Products – Crisis during COVID-19

#### Crisis

“During the COVID-19 lockdown (2020–21), Mala's faced a sharp decline in demand because:

- The **HoReCa (hotels, restaurants, cafés) segment**, which formed a significant share of sales for fruit crushes and beverages, shut down.
- Consumers avoided outside beverages due to health concerns.

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<sup>21</sup> McDonough-Taub, G. (2011, March 29). *Howard Schultz on 'How Starbucks Fought for its Life.'* CNBC. <https://www.cnbc.com/2011/03/29/howard-schultz-on-how-starbucks-fought-for-its-life.html> (Accessed: 21 Dec. 25)

- Risk of under-utilised factories and revenue disruption emerged.

### How the Leader Managed the Crisis

- **Product pivot:** Leadership shifted focus from beverages to **jams, ketchup, and sauces**—daily-use pantry products with steady household demand.
- **Channel diversification:** Expanded sales through **general trade and e-commerce platforms**, reaching consumers directly at home.
- **Contract manufacturing:** Increased **private-label and contract manufacturing** to keep plants running.
- **Quality & innovation focus:** Strengthened R&D and emphasized high fruit-pulp content to differentiate products.

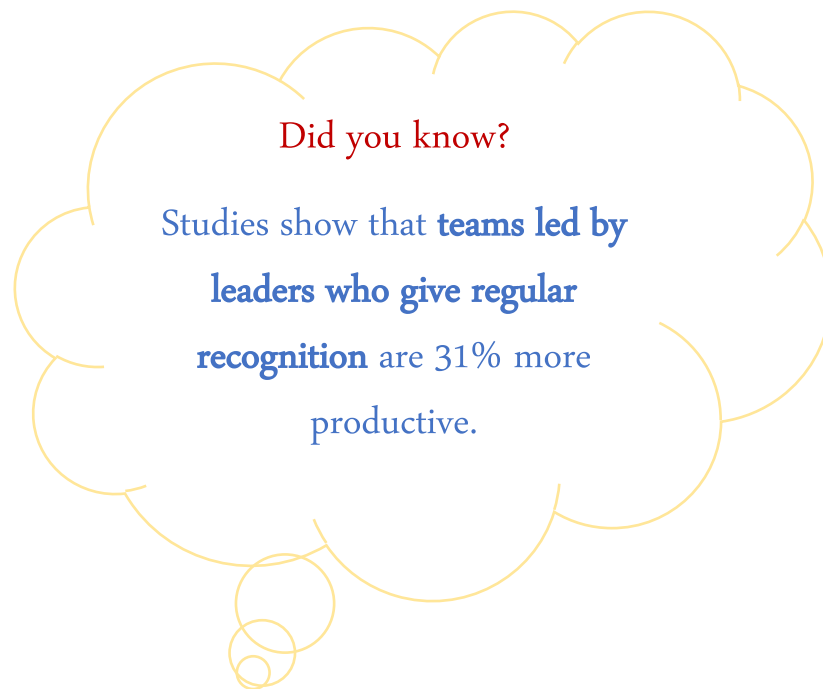
### Impact

- Ensured **business continuity** and avoided plant shutdowns.
- **Diversified revenue mix**, reducing dependence on the HoReCa segment.
- Improved resilience and widened market reach through retail and online channels.
- Positioned Mala's for more stable post-pandemic growth.

### Leadership Behaviour:

- **Adaptive leadership:** Rapid response to changing market conditions.
- **Strategic thinking:** Rebalanced product portfolio and sales channels.
- **Customer-centric decision-making:** Prioritised products relevant to home consumption.
- **Operational resilience:** Maintained production and employment during disruption.

- **Innovation orientation:** Used quality differentiation to sustain competitiveness.”<sup>22</sup>



<sup>22</sup> Shashidhar, A. (2021, February 10). How COVID-19 helped Panchgani-based Mala to popularise its jams, ketchups. *Business Today*.  
<https://www.businesstoday.in/latest/trends/story/how-covid-19-helped-panchgani-based-malas-to-popularise-its-jams-ketchups-287157-2021-02-10>  
(Accessed: 21 Dec. 25)

## Application of Leadership Skills in Personal and Business Situations

مؤمنين واسطے مثل اعلیٰ کون کر اولیاء اللہ ﷺ نے اچھے زمانے میں مولانا المنعم اپنی مثال اعلیٰ  
چھے ، مؤمنین نارئیس چھے ، مؤمنین انے عباد اللہ نی بہبودگی واسطے عمل فرماوے چھے ، اپ  
سوئے فرماوے چھے کہ رفق کرو ، غصہ نہ کرو ، والدین نے امر کرے چھے کہ فرزندو پر شفقت  
کرے ، وپاری نے ارشاد کرے چھے کہ اہنا جہ نیچے کام کرتا ہوئی اہنو خیال راکھے ، اغلاط  
نے درگذر کرے ، امانت داری سی کام کرے ، برانے تقویٰ راکھے ،  
امثل نا اخلاق فاصله نو علم اپنے مؤمنین نے خیر ریاستہ طرف لئی جائی چھے کہ جہ مانفع  
العام انے صلاح الکل چھے ،

### 1. Leadership in Personal Life

- **In Family:** Being a patient, empathetic parent or partner, and a reliable community member.
- **In Career:** Taking initiative, managing conflicts, and developing skills beyond your job description.
- **In Relationships:** Communicating openly, honouring others, and inspiring through positive influence, not command.

### 2. Leadership in Business

- **Integrity & Honesty:** Acting ethically to build trust.
- **Self-Awareness:** Understanding one's own strengths and weaknesses.
- **Responsibility:** Taking ownership of outcomes.
- **Adaptability:** Navigating change and challenges.

- **Curiosity:** Seeking new ideas and solutions.

**Quick tip:**

**Encourage calculated risks**—teams innovate faster when they feel safe to experiment.

How members of the **Dawoodi Bohra community** can **develop leadership qualities** and apply **leadership theories** in their businesses and supply chain stages:

 **Manufacturers**

**Focus:** Quality, innovation, operations

1. Set **vision & quality standards** clearly.
2. Promote **continuous learning** in production techniques.
3. Use **situational leadership** to train workers and empower supervisors.

Example: A garment producer can train workers on new sewing tech while delegating quality checks to those with experience.

 **Wholesalers**

**Focus:** Relationships, logistics, growth

1. Practice **servant leadership** — help retailers sell, not just supply goods.
2. Build **long-term supplier and retailer partnerships**.
3. Communicate clearly during stock issues.

Example: When demand is slow, offer support to retailers with flexible terms or insights on customer trends.

## Retailers

**Focus:** Customer service, responsiveness

1. Lead by example — great customer service starts with the leader's actions.
2. Coach staff in **empathy and communication** — important for all customer-facing teams.
3. Empower employees to solve small problems.
4. Celebrate wins and recognize improvement.

Example: A retail shop owner might join peak hours with staff to support morale and mentor new employees.



## Service Providers

**Focus:** Client relations, adaptability

1. Develop **emotional intelligence** — understand client needs.
2. Use **situational leadership** — adapt your service style to the client's situation.
3. Be transparent and reliable — this builds long-term trust.

Example: A delivery service leader can adjust how they train drivers based on each driver's strengths and weaknesses.

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## Adaptation of Leadership Behaviours across Countries to Lead a Successful Business

الداعي الاجل سيدنا عالي قدر مفضل سيف الدين طع همیشه فرماوے چھے "حب الوطن من الايمان" وطن ني محبة کرو و ايمان نو حصة چھے ، مولی مؤمنين نے همیشه هداية دے چھے کہ وطن نا قانون نے جالوي نے اگے بڑھے ، وفادار رھے ، جھگڑو نہ کرے ، بہبودگي نا عملو کرے ،

ایم معلوم چھے کہ ہر جگہ انے ملک نا قوانین الگ ہوئی چھے مگر الفقہ الفاطمی ما مؤمنین نے سوز فرمان کیدو کہ گرچے تمارو دین الگ ہوئی مگر ملک نا قوانین نے جالوي نے وپار کرے ، امانت داری انے سچائی سی وپار کرے ، تو اھناسی ایم واضح تھائی چھے کہ وپاری مؤمن ناھرامر ، گھرنو ہوئی یا وپارنو ، اھنوقوام اخلاق فاضلہ پر چھے ،

Let's talk about how Mumineen living in different countries can adapt leadership abilities to manage a successful business after gaining a thorough grasp of leadership, its meaning and purpose, and how to develop and use them in business.

Country	Local Business Reality	Leadership Style Needed	How Bohra Leaders Should Act (Practical)
UAE	Highly professional, fast-paced, multicultural, rule-driven	Professional + Ethical Leadership	Follow laws strictly, maintain transparency, respect multicultural workforce, focus on systems & documentation

<b>Kuwait</b>	Relationship-based, government regulations important	<b>Relationship + Ethical Leadership</b>	Build trust with partners, be patient in decisions, ensure compliance with local rules
<b>Bahrain</b>	Small market, personal trust matters	<b>Servant + Relationship Leadership</b>	Be accessible, honest, relationship-focused, and reliable
<b>Kenya</b>	Community-oriented, trust & reputation driven	<b>Servant + Community Leadership</b>	Invest in local people, train staff, support community, build long-term goodwill
<b>Tanzania</b>	Informal networks strong, loyalty valued	<b>Community + Ethical Leadership</b>	Be consistent, fair in pricing, develop local leadership
<b>Uganda</b>	Relationship-centric, growing market	<b>Servant Leadership</b>	Mentor employees, create stable employment, build trust gradually
<b>Madagascar</b>	Relationship-based, limited formal systems	<b>Paternal + Ethical Leadership</b>	Lead by care, ensure fairness, guide employees closely
<b>India</b>	Competitive, price-sensitive, relationship-driven	<b>Situational + Servant Leadership</b>	Adapt leadership style, focus on trust, cost control, and employee loyalty
<b>Pakistan</b>	Trust-based, hierarchical, relationship-oriented	<b>Relationship + Ethical Leadership</b>	Respect hierarchy, lead with integrity, ensure clarity in commitments

<b>Bangladesh</b>	Manufacturing & labour-intensive, cost-focused	<b>Operational + Ethical Leadership</b>	Focus on quality, fair labour practices, efficiency
<b>Sri Lanka</b>	Relationship-driven, formal respect culture	<b>Servant + Participative Leadership</b>	Respect local culture, involve teams, maintain transparency
<b>Malaysia</b>	Multicultural, system-oriented, Islamic finance friendly	<b>Professional + Participative Leadership</b>	Balance systems with empathy, respect diversity, empower teams
<b>USA</b>	Performance-driven, innovation-focused	<b>Transformational Leadership</b>	Set vision, encourage innovation, empower employees, focus on KPIs
<b>Canada</b>	Inclusive, rule-based, employee-centric	<b>Ethical + Participative Leadership</b>	Promote equality, clear communication, compliance, employee well-being
<b>Australia</b>	Flat hierarchy, fairness & work-life balance	<b>Participative Leadership</b>	Be approachable, involve employees in decisions, respect balance

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اسبق ما leadership نا موضوع پر ذکر کیدی ، اہنی معنی انے غرض نی ذکر کیدی ، خصوصاً القرآن الکریم انے اقامولی طع نایان مبارک نی روشنی ما ذکر و تھی کر ریاستہ نی سونہ معنی ، انے یر کئی طرح طلب تھی سکے کر علم طلب کری نے انے تقوی راکھی نے ،

تر بعد عالم ما leadership متعلق جر بحث تھائی چھے ، مثلاً – leadership skills, effective qualities in a successful leader and major leadership theories انے ذکر تھی ، اہما خاصہ مؤمنین نا وپارسی مثال لئی نے leadership theories نے سمجھوانی کوشش کیدی ، جر مثل کر furnishing centre in Surat – transformational leadership نی مثال اپی ، انے یر ۷ مثل بحث تھی کر emotional intelligence نو وپارانے ریاستہ سی سونہ تعلق چھے ،

تر بعد عملی جانب۔ کر ایک وپاری پہلا تو کئی طرح ا مثل نا اخلاق نے پہنچانے انے اہنے پوتانا ذاتی انے وپار ما عمل ما لاوے۔ اہنا practical applications نی ذکر تھی ، انے اخیراً مؤمنین نا درمیان جر supply chain categories چھے ، اہما علم سی فائدہ لئی نے کئی طرح وپار کرے انے دنیا نا جدا جدا شہرو ما جر مؤمنین وسے چھے ، یر پوتانا ملک مارھی نے ا leadership behavior نے کئی شاکلہ سی عمل ما لاوے اہنی ذکر تھی ،

ا علم حاصل کری ایم معلوم تھائی چھے کر ریاستہ نو علم اولیاء اللہ ۷ مؤمنین نے تربیة نالباس ما ، منذ الولادة ا پے چھے ، انے اہنا پر عمل کرووہر زمان نا صاحب سکھاوے چھے۔

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Sr No.	Glossary
1	Leadership: The ability to guide, influence, and inspire people to achieve common goals.
2	Integrity: The quality of being honest, ethical, and morally upright in actions and decisions.
3	Emotional Intelligence: The ability to understand, manage, and respond effectively to emotions in oneself and others.
4	Motivation: The internal or external drive that encourages people to act towards achieving goals.
5	Adaptability: The ability to adjust leadership style or strategy according to changing situations.
6	Empathy: The ability to understand and share the feelings of others.
7	Organisational Culture: The shared values, beliefs, and practices within an organization.
8	Transformational Leadership: A leadership style that inspires change, innovation, and higher performance.
9	Transactional Leadership: A leadership style based on rewards and penalties linked to performance.
10	Servant Leadership: A leadership approach focused on serving and supporting others first.
11	Stakeholders: Individuals or groups with an interest in the organization's success.
12	Conflict Resolution: The process of resolving disagreements in a constructive manner.
13	Strategic Thinking: The ability to plan long-term goals while considering future challenges and opportunities.

## About HQHB & TR

We are a department formed by the 52nd Dai-al-Mutlaq Syedna Mohammed Burhanuddin RA as a part of the chain of events that took place on the auspicious occasion of His Golden Jubilee to commemorate 50 years tenure as the leader of the Dawoodi Bohra Community. We educate mumineen about Qardan Hasana and doing Business compliant with Fiqh-e-Fatemi and its benefits in the world and, thereafter, fostering economic and social growth. To summarise, AL-TIJAARAT-AL-RAABEHAH & IDAARAH HASANAAT AL-QARD AL-HASAN AL-BURHANIYAH are non-commercial, religious departments.



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