

UNIVERSITY OF WALES TRINITY SAINT DAVID

**MODULE: DEVELOPING WORKPLACE
CRITICAL THINKING**

REPORT

Part 1 - Individual Business Report

Part 2 - Reflective Journal

Name: Elena Furnadzhieva

Student ID: 2113997

Module code: BMSW5101

Lecturer: Faizu Edu

Part 1: Individual Business Report

Table of Contents

N	Title	Page
1	Cover page.....	1
2	Table of contents.....	2
3	Introduction.....	3
4	Company Overview.....	3
5	History.....	3
6	Business model.....	3
7	The marketplace.....	4
8	Management Theories.....	4
9	Scientific management theory.....	4
10	Human relations theory.....	4
11	Contingency management theory.....	4
12	Management theories on GSK.....	5
13	Scientific management theory.....	5
14	Human relation theory.....	5
15	Contingency management theory.....	6
16	Critical evaluation of the theories for different beliefs, attitudes, and values...	6
17	Different Beliefs.....	6
18	Different Attitude.....	7
19	Different values.....	7
20	Recommendations.....	7
21	For Different Beliefs.....	7
22	For Different Attitudes.....	7
23	For Different Values.....	8
24	Conclusion.....	8
25	References.....	9

Introduction

The headquarters of the British pharmaceutical corporation GlaxoSmithKline (GSK) are in Brentford, London. With operations in over 115 nations, the business was created in 2000 by the combination of Glaxo Wellcome and SmithKline Beecham. GSK is a science-driven global healthcare firm that conducts research, develops, and produces a wide array of vaccines, consumer healthcare, and pharmaceutical products. The company's pharmaceuticals business research develops and market a wide range of prescription medicines, including vaccines, for a broad range of diseases. The company's vaccines business is one of the world's leading vaccine providers, with a portfolio of over 30 vaccines for a wide range of diseases. The company's consumer healthcare business produces a range of over-the-counter medicines, including analgesics, cold and flu remedies, digestion, and nutritional products. The company has a strong commitment to research and development, with a focus on developing innovative medicines and vaccines that meet the needs of patients and healthcare professionals. The company is a constituent of the FTSE 100 Index and was a member of the Dow Jones Sustainability Indexes from 2001 to 2010.

Company Overview

History

A British pharmaceutical corporation called GlaxoSmithKline has operations in over 115 nations. Its headquarters are in Brentford, London, and it is one of the biggest pharmaceutical businesses in the world. When Glaxo Wellcome and SmithKline Beecham merged in 2000, Glaxo Wellcome was founded in 1895 by Sir Henry Wellcome and Silas Burroughs, and SmithKline Beecham was founded in 1827 by Thomas Beecham. GlaxoSmithKline is a global leader in the research, growth and manufacture of vaccines, pharmaceuticals, and consumer healthcare products. The company has a portfolio of products that includes some of the world's finest-known brands, such as Aquafresh, Sensodyne and Panadol.

Business model

The business model of GSK is to focus on three key areas: science-led innovation, strong partnerships, and a commitment to improving access to medicines. GSK's science-led innovation strategy is based on a deep understanding of the underlying causes of disease and a focus on finding new ways to attack those diseases. This approach has led to the development of some of the most innovative medicines in the world, including treatments for cancer, HIV, and malaria. Strong partnerships are key to GSK's success, both in terms of developing new medicines and in terms of delivering them to patients. The company has partnerships with a range of organisations, including academia, charities, patient groups and other companies in the healthcare sector. GSK is dedicated to improving the entrance to

pharmaceuticals, particularly in developing countries. The company has several initiatives in place to achieve this, including working with governments and NGOs to improve healthcare infrastructure and training health workers (Rizhamadze, 2020).

The marketplace

The market for GlaxoSmithKline's products and services is global, with the company operating in more than 150 countries. Many of GSK's products are prescription medications, which require approval from regulatory bodies such as the US Food and Drug Administration (FDA) before they can be marketed and sold (Saïd *et al.*, 2018). In addition to prescription drugs, the company also manufactures and sells over-the-counter (OTC) medications, vaccines, and customer healthcare products.

Management Theories

Scientific management theory

The scientific management theory, which was created by Frederick Winslow Taylor in the early 20th century, is one of the most well-known management theories. This theory suggests that there is a science to work and that by using scientific methods, work can be done more efficiently and effectively. This theory led to the development of time and motion studies, which are still used today in many industries (Chen. and Hitt, 2021).

Human relations management theory

The Human relations theory is another popular management theory, which was invented by Elton Mayo in the 1930s. According to this notion, workers perform better when they feel like they are a part of a team and when they have positive working connections with their managers. This theory is a social theory that suggests that human beings are motivated by interpersonal relationships and social interactions. The theory led to the development of the human resources field, which is responsible for managing employee relations in many organizations. (Pyszczynski *et al.*, 2021).

Contingency management theory

According to this management theory, which is also a theory of organisational behaviour, the best approach to creating an organisation is to depend on the circumstances it is experiencing. According to the notion, there is no one optimum way to manage an organisation; instead, it depends on the circumstances that the organisation is experiencing (Ziser *et al.*, 2018). The theory has been used to explain how organizations can be managed in a variety of different ways, depending on the specific situation that they are in. This theory is another popular theory of management contends that there is no one best way to run an organisation and that the most effective strategy depends on the circumstances at hand. This theory has been used to

develop a variety of management styles, such as the participative management style, which allows employees to have a say in how their work is done.

Management theories on GSK

There are a few different management theories that GSK follows. The first is the scientific management theory, the second theory is the human relations theory, and the third theory is the contingency theory.

Scientific management theory

Early in the 20th century, Frederick Winslow Taylor created the scientific management philosophy. It was founded on the idea that labour processes might be studied. The theory was originally developed for manufacturing organizations, but it can also be applied to other types of businesses, including service organizations such as GSK (Munyalo, 2020). The main ideas of scientific management theory are:

- Work should be designed to be as efficient as possible.
- Work processes should be studied and analysed so that they can be improved.
- Workers should be trained to work in the most efficient way possible.
- There should be a clear division of labour between managers and workers.
- Managers should use scientific methods to plan and control work.

The goal of scientific management theory is to enhance organisational efficiency by redesigning work processes and improving worker productivity. This can be done by studying work processes, analysing them, and then redesigning them to be more efficient. In addition, workers need to be trained to work in the most efficient way possible. The scientific management theory can be used to sweeten efficiency in any type of organization, including GSK. By studying work processes and redesigning them to be more efficient, GSK can improve its overall efficiency and productivity. In addition, by training workers to work in the most efficient way possible, GSK can further improve its efficiency. After the outbreak of Covid-19, GSK has been working on scientific management theory to help them in post covid era. This theory states that there is a systematic and scientific way of managing an organization. This includes planning, organizing, staffing, directing, and controlling. Frederick Winslow Taylor first put forth this notion in the early 20th century. GSK has been using this theory to manage their organization in a better way and to improve their efficiency. This has helped them in post covid era to become more organized and to increase their productivity.

Human relations management theory

The human relations management theory is based on the premise that employees are encouraged by social elements such as relationships with others, and that these factors are more important than purely financial incentives. This theory has been influential in the

development of management practices such as team-based working and employee empowerment. According to the Human relations theory, in the context of the GSK organization, employees are more likely to be motivated and engaged in their work if they feel they have positive relationships with their co-workers and managers (Zheng *et al.*, 2020). This could be achieved through policies and practices that promote communication and collaboration between employees. In the post-covid era, GSK's Human relations theory will continue to be an important part of the company's culture and values (Ding *et al.*, 2020). The theory states that employees are motivated by positive relationships with their colleagues, supervisors, and the company. This theory will help GSK to maintain a positive work environment and culture, even in the face of challenging times.

Contingency management theory

According to contingency management theory, the success of an organization depends on the match between the organization's structure and the environment in which it operates. In other words, the right kind of organizational structure must be in place to match the demands of the environment. In the case of GSK, the organization has a very complex structure with many levels and sub-levels. This structure is well suited to the environment in which GSK operates, which is highly competitive and dynamic (Sadik, 2020.). The organization's structure allows it to quickly adapt to changes in the environment and to respond to opportunities and threats. However, the complexity of the organization's structure can also be a disadvantage. The large number of levels and sub-levels can make decision-making slow and cumbersome. In addition, the structure can make it difficult for employees to understand where they fit into the organization and how their work contributes to the overall goals of the company. In the post covid era, GSK will continue to focus on its core marketing strategies of maintaining a strong product portfolio and efficient sales and distribution channels. To keep its competitive edge, the business will also keep making investments in R&D. In addition, GSK will focus on contingency planning to mitigate the risks associated with the uncertain economic environment (Li. and Ren, 2018).

Critical evaluation of the theories for different beliefs, attitudes, and values

Different Beliefs

The optimum approach to running a corporation can be identified through scientific research, according to one management theory. Scientific management is the name given to this management theory. Another management theory contends that there is no one ideal way to run a company and that management strategies must be tailored to the environment in which they are employed. This theory of management is called contingency theory. Someone who believes in scientific management might interpret contingency theory to mean that there is no

one right way to manage a business and that this lack of a right way makes management more difficult. Someone who believes in contingency theory might interpret scientific management to mean that there is a right way to manage a business, but that this right way is only known through scientific study (Sahu *et al.*, 2020.).

Different Attitude

Different people will interpret management theories differently depending on their attitudes. For example, someone who is more optimistic may see the theories as providing a roadmap for success, while someone who is more sceptical and pessimistic may view them as a set of unrealistic guidelines that are unlikely to lead to success. Additionally, someone who is more individualistic may see the theories to gain an advantage over others, while someone who is more collectivists may view them as a way to promote cooperation and teamwork (Corneille and Hütter, 2020). Ultimately, it is up to each one to decide how they want to interpret management theories.

Different values

Different people will interpret management theories differently based on their values. For example, someone who values individual freedom and autonomy may interpret theories such as self-management and distributed leadership differently than someone who values conformity and hierarchy. Someone who values creativity and innovation may interpret theories such as chaos theory and systems thinking differently than someone who values stability and predictability. Ultimately, it is up to the individual to decide how to interpret management theories based on their values (Altinay and Taheri, 2018).

Recommendations

For Different Beliefs

There are a few different recommendations that could be made based on the information provided. First, the GSK organisation needs to recognise that the world has changed and that they need to change with it. This means being more flexible and adaptable in their approach to both their work and their employees. Second, the organisation should focus on creating a culture of trust and transparency. This means being open and honest with employees about what is going on, both in terms of the work that needs to be done and the challenges that the GSK organisation is facing. Finally, the GSK organisation should focus on creating a culture of resilience. This means being able to bounce back from setbacks and challenges and being able to learn from mistakes.

For Different Attitudes

- Encourage employees to think outside the box and take risks: In the post-COVID world, GSK organisations need to be more agile and adaptable than ever before. Employees

should be encouraged to think outside the box and take risks to help the organisation adapt and respond quickly to changes in the environment.

- Encourage open communication and collaboration: In the post-COVID world, it is more important than ever for GSK organisations to encourage open communication and collaboration. With so much uncertainty, it is essential that employees feel comfortable sharing their ideas and thoughts with others to help the GSK organisation navigate these challenging times.
- Encourage employees to be resilient: In the post-COVID world, these organisations need to encourage employees to be resilient. With so much change and uncertainty, employees must be able to bounce back from setbacks and continue to work towards the GSK organisation's goals.
- Encourage employees to be flexible: In the post-COVID world, GSK organisations need to encourage employees to be flexible. With so much change and uncertainty, employees must be able to adapt and respond to changes in the environment.
- Encourage employees to be proactive: In the post-COVID world, GSK organisations need to encourage employees to be proactive. With so much change and uncertainty, employees must be able to identify problems and opportunities early and take action to address them.

For Different Values

The GSK organisation should make values-based changes to their systems to tackle the various situation in the future. Some specific recommendations include,

- Encourage and rewarding employees for exhibiting values-based behaviour.
- Encourage employees to live the GSK organisation's values.
- Promote a values-based culture throughout the GSK organisation.
- Communicate the importance of values-based decision-making.
- Train employees on how to make values-based decisions.
- Implement values-based policies and procedures.
- Evaluate employees, teams, and departments on their values-based performance.
- Celebrate values-based successes.
- Hold employees accountable for values-based failures.
- Continuously review and update the GSK organisation's values in response to the ever-changing environment.

Conclusion

The GSK organisation has responded quickly and effectively to the Covid pandemic, putting in place a range of measures to protect its employees and customers. It has also been quick

to adapt its business model to the new reality, with a focus on the digital delivery of its products and services. This has been an impressive performance in the face of a major global crisis. The company has been able to effectively manage the pandemic and its aftermath, with a strong focus on employee safety, business continuity and customer service. It has also been able to maintain its strong financial position and continue to invest in R&D. In this report GSK organisation's post covid management era was briefly discussed.

References

- Altinay, L. and Taheri, B., (2018). Emerging themes and theories in the sharing economy: a critical note for hospitality and tourism. *International Journal of Contemporary Hospitality Management*.
- Cerruti, K and Godoski, L (2020) "Five Post-COVID Behaviors(sic) and Attitudes that will Reshape the Workplace" in *Work Design Magazine* [Online] Available at, <https://www.workdesign.com/2020/06/five-post-covid-behaviors-and-attitudes-that-will-reshape-the-workplace/> [Accessed on 24th November 2022]
- Chen, V.Z. and Hitt, M.A., (2021). Knowledge synthesis for scientific management: Practical integration for complexity versus scientific fragmentation for simplicity. *Journal of Management Inquiry*, 30(2), pp.177-192.
- Corneille, O. and Hütter, M., (2020). Implicit? What do you mean? A comprehensive review of the delusive implicitness constructs in attitude research. *Personality and Social Psychology Review*, 24(3), pp.212-232.
- Ding, Z., Wu, X., Wang, Y., Ji, S., Zhang, W., Kang, J., Li, J. and Fei, G., (2020). Melatonin prevents LPS-induced epithelial-mesenchymal transition in human alveolar epithelial cells via the GSK-3 β /Nrf2 pathway. *Biomedicine & Pharmacotherapy*, 132, p.110827.
- GSK, (2022), "US", Available at, <https://us.gsk.com/en-us/home/> [Accessed on 25th November 2022]
- Gandini, A., (2019). Labour process theory and the gig economy. *Human relations*, 72(6), pp.1039-1056.
- Li, Z. and Ren, Y., (2018). Contingency Management in Big Data Era.
- Munyalo, E., (2020). Quality management system implementation and continuous improvement in Glaxosmithkline Kenya Limited (Doctoral dissertation, University of Nairobi).
- Pyszczynski, T., Lockett, M., Greenberg, J. and Solomon, S., (2021). Terror management theory and the COVID-19 pandemic. *Journal of Humanistic Psychology*, 61(2), pp.173-189.
- Rizhamadze, K., (2020). Analyzing Business Model, Narrative and Numbers of GSK (GlaxoSmithKline). *Eurasian Journal of Social Sciences*, 8(1), pp.35-41.
- Sadik, K.Y., (2020). Enterprise risk management analysis of GlaxoSmithKline Bangladesh Limited.

Sahu, A.K., Padhy, R.K. and Dhir, A., (2020). Envisioning the future of behavioral decision-making: A systematic literature review of behavioral reasoning theory. *Australasian Marketing Journal (AMJ)*, 28(4), pp.145-159.

Saïd, K., Sevic, Z. and Phillips, I.L., (2018). The challenges of addressing stakeholders' expectations through corporate non-market strategies in emergent countries: The GlaxoSmithKline (GSK) case. *critical perspectives on international business*.

Zheng, Q., Wang, J., Li, W., Chen, X., Chen, S. and Chen, L., (2020). Emodin Reverses the Epithelial-Mesenchymal Transition of Human Endometrial Stromal Cells by Inhibiting ILK/GSK-3 β Pathway. *Drug Design, Development and Therapy*, 14, p.3663.

Ziser, K., Resmark, G., Giel, K.E., Becker, S., Stuber, F., Zipfel, S. and Junne, F., (2018). The effectiveness of contingency management in the treatment of patients with anorexia nervosa: A systematic review. *European Eating Disorders Review*, 26(5), pp.379-393.

Part 2: Reflective Journal

Table of contents

N	Title	Page
1	Table of contents.....	11
2	Introduction.....	12
3	Week 1.....	12
4	Week 2.....	12
5	Week 3.....	13
6	Week 4.....	13
7	Week 5.....	14
8	Week 6.....	14
9	Week 7.....	15
10	Week 8.....	15
11	Week 9.....	15
12	Conclusion.....	16
13	References.....	16

Introduction

This reflective journal is about my experience and the knowledge I have received from the Module: "Developing workplace critical thinking", during the first term of my study in BA(Hons) Leadership and Management skills for the workplace. This journal follows the lessons from week one to week nine of my study and briefly introduces the learned information as well as the reflection from the learned to me personally.

During these nine weeks we learned about variety of workplace issues and critical thinking characteristics, and how they are important and helpful to manage any business.

Various management theories were introduced and discussed, such as Human Relations, Scientific Management, Contingency Theory, Systems Theory, and Bureaucratic Management Theory. Some methods, such as "De Bono's six thinking hats method", also was introduced and explained by the lecturer. Several activities, videos, and examples, discussed in class, was very helpful for better understanding of the information.

Week 1:

During the first week, we talked about the fundamentals of the workplace and how to adapt to new situations. Thanks to the tasks we completed in the first week, I now have a better understanding of the factors that determine whether an organisation presents its critical thinking skills and abilities in a manner that is corresponding with its beliefs, attitudes, values, and emotions. Classwork has supplied us with several relevant case study examples from different organisations, allowing us to have a deeper understanding of the topic of when an organisation should use critical thinking (Clay-Warner, Robinson, 2008). The first instance involved the software business Atlassian. The old ratings-based biannual performance evaluation method had been abandoned by the corporation since it was not producing the desired results. Employees dreaded reviews because they occurred so infrequently.

Another case, introduced to us in the first week it was The Ontario Children's Hospital, where the Canadian government made it a priority for patients to have integrated electronic medical records and provided the hospital with an ambulatory medical care software, to help them go paperless.

The Evolution of Management Theories was another point in our first week of study. Human Relations, Scientific Management, Contingency Theory, Systems Theory, and Bureaucratic Management are some of the management theories, was introduced to us in detail. These are the theories underlying critical thinking.

Week 2:

In the beginning of the week two, we were given a variety of definitions about what are believes, attitudes, values, and emotions, and why they are important to be understand and

respect at a workplace. Throughout the time of that lesson, there was a significant amount of dialogue that took place between the lecturer and the students. It made perfect sense to me that the personal beliefs, attitudes, values, and emotions could reflect the things in life that they deemed to be the most essential. I also gained an understanding of the connection between a personal worldview, the norms of their culture, and their own personal convictions. It is possible to infer a person's disposition from the way they carry themselves as well as the language they select to employ while presenting their thoughts and principles (Anderson, De Silva, 2009). To my utter astonishment, I discovered that the concept of "critical thinking" (CT) encompasses more than simply the capacity to reason critically. I came to the realisation that cultivating my capacity for critical thought would assist me in making meaningful contributions to the management structure of any organisation that I worked for. After reading the information that was assigned at the end of the second week, I had a much better comprehension of the context.

Week 3:

Throughout the class of the third week, I gained a deeper comprehension of critical thinking. In addition to the learned in previous week, the lecturer added more information about critical thinking and why it is so important at the workplace. My prior knowledge of how critical thinking may be applied to handle a variety of problems has been expanded thanks to that lesson. Having the ability to think critically makes a person a more successful student, citizen, or candidate for employment (Emswiler, 2018). Learning to think critically is beneficial because it enables one to take part in a search for truth that is global and encompasses people of many different ethnicities. It was clear to me that I had the potential to be an insightful and critical thinker. After that, we moved on to an examination of Human Relations and Issues Human Relations in the subsequent lessons. My understanding of the many dimensions of human connection expanded as time went on. The issues that arise in interpersonal relationships have also been outlined. In the end of the lesson, we had to do some exercise to work on until its conclusion. After discussion in a small group, we were successful finish the task, and obtained a deeper understanding of the effectiveness of the programmes provided on Moodle.

Week 4:

In the beginning of week four, we gained an understanding of how to find solutions to issues by first being familiar with the complexity of a variety of business environments and the factors that contribute to the formation of those environments (Becker, 2015). It became very evident to me the characteristics of a successful businessperson. In the 21st century, the foundation of a successful business is a creative idea. Now I understand that I also need to employ my imagination. We were given a study of Wildebeest to assist us in developing our capacity for

critical thinking. After that, a fundamental idea that may be applied while making decisions and handling issues was discussed. Then, we were presented with a condensed history of scientific management, complete with pertinent pictures and specifics of the information presented. By the end of the lesson, our collective effort to fulfil the management responsibility had a resounding success.

Week 5:

In week five, we learned about the conceptual tools to enhance critical thinking. During the class our lecturer introduce to us “De Bono’s six thinking hats method”. After explanation of that method, we discussed the role of every hat. All student in class took participation in the discussion and was trying to explain different situations in different aspects of their opinion. For me this method was very interesting and could be very useful in plenty of situations in my work as a manager (and not only) in future.

Another part of lessons in week five, was the introduction of the Bureaucratic Management Theory in detail, and how this method reflects to the business. Some examples in businesses were given. Also, some advantages and disadvantages of this method was discussed during the class.

An in-class activity in the end of the class in week five was given to the students, where we should discuss the Brexit, and how it reflected to the business, using our knowledge for Bureaucratic Management.

Week 6:

During the sixth week, we received teaching on a wide variety of topics. To begin, we had a discussion on the factors that influence our decisions. My experience has taught me that the decision-making process at any organisation is moulded not only by the culture of the company but also by the attitude that its leadership takes toward management. Further, there was an in-depth discussion of the many different points in time at which judgments need to be taken (Doyle, 2018). The company that is making the choice will consider the elements that are most important to it to determine how well each of the proposed solutions stacks up against the others. In addition to it, a complementary analysis was carried out. Also, several different research and brainstorming projects were carried out as well. After that, we went on to the next topic, which was an introduction to the fundamentals of the theory of contingency events. The lessons for the week ended with an in-depth examination of the theory of contingencies. A task that required us to make formative feedback on an assignment and progression on the assignment as well.

Week 7:

In the initial half of the seventh week, we went back over the previous information that we had learned and the experience that we had gained in terms of critical thinking. In addition, the provision of students with a core understanding of system theory was the primary focus of the weekly lesson plan that was utilised. The purpose of a System theory is to transform incoming resources, such as data, power, or raw materials, into outputs that meet certain criteria and can either be consumed by the system itself or sent to other systems (Beven, 2006). This can be accomplished by converting the incoming resource into an output that meets the criteria. In addition to that, I improved my knowledge of the many different sorts of systems. After sitting through this lesson, I now understand the difference between open and closed systems, a topic on which I was previously ignorant. Each contact that takes place within a closed system has already been planned out, and there is no possibility of any outside sources having any kind of impact. Open systems are characterised by a variety of qualities, including the ability to self-regulate, receive feedback from the environment around them, and engage in dynamic interaction with one another. In this study, the various parts that makeup system theory were broken down and analysed as well. At the end of the seventh week of the study, the students together with the lecturer was discuss a list of limitations as well as a data flow diagram.

Week 8:

Receiving new learning in Module: “Developing Workplace Critical Thinking” continued in week eight. During that time, I received knowledge in several different subject areas. I was given an accurate explanation of the characteristics of successful innovative companies. In addition, I came to the realisation that the six primary domains of an organisation's capacity for innovation are: strategy and planning, marketing, technological process, quality and environment, logistics, and organization and human resources. (Baltzan & Philips, 2012). My ability to improve my strategic thinking and planning has been significantly aided by the in-class activities during this week. In addition, gaining an understanding of the procedures involved in the management of innovation has provided me with fresh insights into the ways in which I might be both inventive and productive in my professional career. By the end of the week, I had the ability to: Solve a correct problem correctly in an efficient and effective manner; Manage innovation as a project; Analyse the risks; Use of appropriate models, scenarios, and computer simulations; and, finally, Study examples of both successful and unsuccessful innovation projects.

Week 9:

This week, the session ended, making it the final week of our learning. My understanding of sustainable development and strategies for futureproofing was significantly expanded this

week. The concept of sustainability was broken down for me in a variety of ways. As an illustration for a case study, Ford was employed. We have gone over in greater depth not just the fundamentals, but also the good and bad practices that are necessary to run a prosperous company (Rich, 2016). As part of a weekly exercise, we were given the task of hosting a discussion about futureproofing and sustainable development, and we were placed in small groups to facilitate the discussion. In every aspect of the training, I was able to pick up something new and advance in my own personal development.

Conclusion

The lessons, learned from the module “Developing workplace critical thinking”, helped me to make a good knowledge and skills about that how to manage a business successfully. The different management methods and theories, learned from this module, could be used in any situations at the workplace. Also, this module gave me a good knowledge about the critical thinking and how it is important for the prosperity of any organization. Understanding of the different believes, attitudes, values, and emotions at the workplace are important for a good working environment, which from its side is important for the successful development of the organization. All the gained knowledge and skills from this module are very helpful for my future career development.

References

- Anderson, M., De Silva, S., (2009). Beliefs, Values, Attitudes; Me and us Ltd.
- Baltzan, P. & Philips, A., 2012. M: Information Systems. 1 st. Boston: McGraw Hill Higher Education.
- Becker, J., (2015) Nursing summit
- Beven, K. (2006). A manifesto for the equifinality thesis. Journal of hydrology, 320(1), 18-36.
- Boone, L E. & Kurtz, D L., 2014. Contemporary Marketing. 16 ed. Mason, OH: Cengage Learning.
- Clay-Warner, J., Robinson, T.W., (2008). Social Structure and Emotion; Elsevier.
- Doyle, A., (2018). Decision making skills with examples, accessed on accessed on 25th November 2022 at <https://www.thebalance.com/decision-making-skills-with-examples-2063748>
- Emswiler, S., Creating Critical Thinkers, University of Miami accessed on 25th November 2022 at <http://slideplayer.com/slide/3932171/>
- Rich, B. (2016) Future-Proofing: Seeking Resilience in the Historic Built Environment, Univ. of Washington.