

Assessment 2

GROUP PRESENTATION

MODULE: Introduction the Modern Workplace
(LCBB4003)

TOPIC: Organisation Structure and Culture

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[ORGANISATIONAL STRUCTURE AND CULTURE-1](#)

PowerPoint presentation

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Executive Summary

The study has demonstrated the concept of organisational structure and culture in the introduction section. The profile of McDonald's has been explained in this report. McDonald's is a fast food Company established in the United States. The company has expanded all over the world, it has a strong customers' base in the market, and the organisation is especially known for its hamburger. The organisation has introduced expert leadership in their business, which has helped them to maintain their business properly in the market. The company has provided various rewards and benefits schemes for the people, which have allowed their employees to stay, motivated in their workforce. The fast-food firm needs to follow a unique strategy to attract customers to their food product.

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Introduction

Every small and large firm has to build a well- developed culture and structure for the people of the company. The organisational structure ensures the employees to carry out their works systematically as per the rules and regulations of the firm. It is essential to implement well-organised culture for the staff so that they are able to settle down properly in the working environment. The structure of the company allows them to follow an outline and to implement their task accordingly. The organisational culture makes a huge impact on the employees and on their performance. They need to follow unique and effective leadership so that they can create a good team and therefore it would help them to get a better return from the market. McDonald's has been chosen in order to conduct this report. The purpose of the study is to discuss the profile of the organisation, its structure and its relation with the culture. The study will also explain the management and leadership of the company as well as factors that are influencing the team and group behaviours.

A profile of McDonald's

McDonald's is a fast-food firm in the UK market. It has established more than 1,270 restaurants in the United Kingdom, and they have employed over 120,000 people. The company first opened their restaurant in Woolwich in South East of London in October 1974. At that time, its head office was situated in Hampstead in North London. In 1975 they first gave their first advertisement on UK movie screens and in 1976, the first broadcast its advertisement on TV. In 1978, its head office was re-established at Edgware Road in London. In 1982, the food company introduced its first menu for breakfast and that time its head office again relocated to East Finchley in North London. In 1983, McDonald's opened near about 100th restaurant in Market Street in Manchester. In 1984, the food firm owned a name as the first quick-service eatery group in the UK (McDonald's.com, 2021).

They had introduced nutritional information in the country for its customers as well as they had added Chicken nuggets to their menu. In 1986, drive-thru restaurants were established in Fallow field in Manchester, Coventry, Dudley and Neasden in London. In that year, they opened a 200th restaurant in Ipswich. Its first franchise-operated eatery was established in Hayes in Middlesex and at that time, it introduced several happy meals for UK customers. In 1988, CFCs had ceased all foam packaging of McDonald's and in that year, they opened the 300th restaurant in Debenhams. In 1989, the firm had registered an independent charity in the name of Ronald McDonald's Children's Charity (RMCC) but afterwards, it was renamed Ronald McDonald's House Charities (RMHC). In that year, it had opened a training centre in Manchester and had introduced McChicken Sandwich on its menu (McDonald's.com, 2021).

In 1990, they opened Ronald McDonald's House at Guy's Hospital in London and in 1991; they established their 400th restaurant. In 1992, the firm had built a railway station at Liverpool Street in London. In 1993, it opened its second "Ronald McDonald's House" in Alder Hey Children's Hospital in Liverpool and in that year, they completed the 500th restaurant in Notting Hill Gate in London (McDonald's.com, 2021). In 1994, they had complemented their 20th year in the UK market and in 1995; they had opened their 700th café in Trocadero at London's Piccadilly Circus. In 1999, they had completed 25 years and they have built near about 800th restaurant. They had grown the UK market very first and gained a recognisable position among their customers. In 2005, the company committed to improving animal welfare. In 2007, they brought various changes in their business.

They had started using organic milk for their teas, coffees, porridge and Happy Meal. In 2011, they launched new programmes known as Farm Forward for supporting Irish and British

farmers. In 2015, they introduced Gourmet Burger in their signature collection. In that year, they had invited you tubers to break myths about their food quality. In 2017, they celebrated 11 consecutive growth years in the UK market and at that time, they have employed more than 115,000 people in more than 1, 270 stores. They have announced both flexible and fixed contracts for their employees in the UK by the end of the year (McDonald's.com, 2021).

2019	21.08
2018	21.03
2017	22.82
2016	24.62
2015	25.41
2014	27.44
2013	28.11
2012	27.57
2011	27.01
2010	24.08
2009	22.75
2008	23.52
2007	22.79

Figure 1: Revenue of McDonald's in the world

(Source: Statista.com, 2021)

As per a report, in 2019, they have generated a revenue of approximately \$21.08 billion in the United State. In 2020, McDonald's has ranked 58 as the biggest fast-food company all over the world. The company has owned a huge position and they have made a strong customer base in the market due to their high-quality products and fast service. According to a report, the company had generated near about £331 million profit in the financial year of 2018, which is much better than the profit of 2017 that is £276 million (qsrmedia.co.uk, 2021). According to the review report, some of their customers are satisfied with their service, whereas some of the customers are very disappointed with their service. The unsatisfied customers had faced issues due to their service and they are not happy with the quality of the food as well. According to some customers, the prices of the products are overpriced compared to the quality (uk.trustpilot.com, 2021). Therefore, the company needs to focus on their food quality in some of their stores in the UK market, so that they can hold back to their customers effectively.

The fast-food company has focused highly on their employees. As per a review report, the people of the firm are quite satisfied with their work culture. The employees are able to mix properly in the work culture as well as they have got the opportunity to learn several things

for the management. McDonald's has introduced good staff and managers who are very helpful as well as they provide good salary to their employees. The people of the firm are able to balance their personal and work life properly (indeed.com, 2021). The firm has hired expert employees in their company who have helped their business to run smoothly in the UK market. The company needs to focus on its leadership and organisation culture and structure so that they can build a unique place in the market and improve the experience of their customers in the existing market.

The company has ruled the UK market for several years but they have some rival companies such as Pizza Hut, KFC, Yum China, Inspire Brands and many more (craft.co, 2021). The firm needs to introduce good leadership and management in their business to overcome the market challenges effectively so that they are able to face their competitors in the Market. The fast-food organisation has to develop their food products to bring change in the taste of their customers. Therefore, it would allow the company to build a renowned position in the market for a longer period as well as it would also help them to create a strong customer channel in the market.

An organisational structure and its relationship with organisational culture

According to a report, the organisational structure of McDonald's was reconstructed in 2015, in order to improve the handling procedure of the firm for the global operation. The corporate or organisational structure referred to the organisational system and design through which the components of the firm coordinate for achieving the goal and objectives of the business. The corporate structure of McDonald's simplifies the management of the market of food service depending on the performance level. McDonald's is mentioned as the biggest fast-food eatery chain all over the world. The firm has kept evolving for addressing emerging and current market issues. Due to this structure, the firm produces new food items in order to maintain the performance of the organisation and to satisfy the consumers, especially due to the presence of other fast food companies such as Burger King, Dunkin' Donuts, Wendy's and Starbucks. McDonald's has followed various strategic methods to support their organisational structure that would allow them to run their business in the changing environment. The structural components of the firm have been maintained properly, however various adjustments are made for market pressures and dynamics (panmore.com, 2021).

Fiscal stability and operational effectiveness have been reached due to support of the corporate structure of McDonald's and its unique feature. The organisational structure of McDonald's establishes the pattern and arrangement of interactions between different business areas. The characteristics of their structure are related to their strategies. The marketing mix (4P) of McDonald's integrates the way through which their corporate structure gets support for tactics and strategies. The strategic alignment is highly necessary for the business needs, organisational structure and competitive advantages of the fast-food firm. Due to its organisational structure, it has succeeded in managing performance and sufficiency in its operation in the fast-food eatery industry all over the world (panmore.com, 2021).

Types and features of the organisational structure of McDonald's

McDonald's has created its organisation structure in several parts. Conceptually, its structure type of the business has divided into many components, which has various responsibilities depending on the requirements of the organisation. Each of the parts is used to handle a certain operational area and set of business objectives. The purpose of the corporate structure of the firm is to support the organisational flexibility and autonomy for fulfilling the business needs in various markets and organisational aspects. The organisational structure of McDonald's has some specific characteristics that are set according to the importance of the

operation of the foodservice company. They are Global Hierarchy, performance-based division and Function-based division.

Global hierarchy: McDonald's has created a global hierarchy for its business to manage all its operations all over the world. The characteristics of the organisational structure enable corporate control for managerial direction and managerial control. The CEO of McDonald's uses this global hierarchy for directing the business activities of all areas due to the structural characteristics. The directives and mandates have extended up to the middle managers, restaurant managers and the personal. This feature of the corporate structure of McDonald's is typical for most of the international business organisations (panmore.com, 2021).

Performance-based Divisions: These divisions are the specialized feature of the corporate structure of McDonald's's. On 1st July 2015, they expanded their organisational structure in some of the geographical divisions such as Asia, Europe, Pacific, Middle East, Africa, Latin America, Canada, and other countries. After reorganisation, the firm has used its performance-based division in the organisational structure for other new divisions such as the United States, High Growing markets, International Markets, corporate markets and Foundational markets. The division of the United States has become the largest sales revenue of McDonald's's. Moreover, the international market has also helped the company to enhance its revenue to a huge extent. In fact, the high-growth market is also responsible for the enhancement of the revenue of McDonald's's.

Function-Based Groups: They maintain the function-based group in its organisational structure. The company has introduced an expert human resource management system, supply chain, sustainability group in order to manage the sustainability endeavours and supply channel network. Each group falls below the leadership of the senior manager and corporate executive. The characteristics of the corporate structure of the company help them to make more growth and to bring change in the target markets (panmore.com,2021).

Disadvantage and advantage of the corporate structure of McDonald's

The disadvantage of the organisational structure of McDonald's is it has tried to simplify strategies for its performance-based divisions. This problem has limited its business flexibility. However, the advantage of the corporate structure of McDonald's is that they support controlling and mentoring global operations. The advantage of performance-based division is that they enable the firm to introduce strategies on related indicators and performance similarities. They have applied similar strategies to all the international markets.

The company needs to improve its corporate strategy by adjusting or changing performance-based divisions for using them in strategic implementation.

The culture of an organisation hugely depends on its structure. The structure of McDonald's has allowed them to operate the business properly in various markets all over the world. The culture of the fast-food company has helped them to fulfil their goal and to maintain their position in the market. They use their organisational culture for attracting audiences towards their food product and for retaining qualified employees in their business. The culture of McDonald's is used to define the habits, values and traditions, which is used to hold back the workers in their business organisation. The organisational culture enables them to learn new things for their products and services that they can use in their business in order to improve their position in the market. The culture of the company has enabled them to move towards success and to increase their growth in the global fast-food eatery market. The organisational culture has divided into four sections as Individual learning, Organizational learning, People-centricity, Diversity and inclusion (panmore.com, 2021).

The organisational culture has focused highly on their employees, standards and values of the company. Organisational learning and individual learning has allowed the organisation to learn new things that would be essential for developing the business. Individual learning is used to develop productivity, efficiency and quality of the business (panmore.com, 2021).

Leadership and management approaches within McDonald's



Figure 2: Chris Kempczinski, CEO of McDonald's

(Source: McDonald's.com, 2021)

McDonald's has focused highly on their leadership to build their business one of the largest fast-food eateries all over the world. They have introduced expert leaders in their company who would be able to run the business smoothly in the market. **Chris Kempczinski** is the chief executive officer (CEO) and president of McDonald's. Millions of people work under him who has helped the company to create an amazing moment for every customer. Chris is highly responsible for the growth strategy of McDonald's and he has worked hard to enhance the value of the company. He has focused highly to create a corporate plan for his food business so that they can rule against rival companies in every market all over the world. He has established around 1400 outlets all over the United States. In 2015, Chris was appointed as the CEO of the company and from that time, his aim is to become the business leader of the franchise industry all over the world. He has introduced best practices and created new ideas for accelerating system growth.

Lucy Brady was the Chief Digital consumer Engagement Officer and Senior Vice president of McDonald's. She is responsible for delivering the best service to the customers and for making profitable growth in the business. She led the Digital Consumer Engagement Team and his team has helped the company to develop the experience of the industry through digital services. She is also responsible for creating a complex solution for the bottom and top-line growth of the company. She has helped the fast-food firm to increase the profit by approximately \$4 billion from **\$1 million** in the last three years. The first food company has

included highly expert people in their business who have enabled the business to operate properly in the market. McDonald's is highly concerned about its people as well. They have followed unique leadership in their business, which has helped the company to build a unique team. The employees are responsible for delivering the best quality food to their customers.

The company can follow ***democratic leadership*** in their business that will allow them to generate more unique strategies with the help of their people. As per the democratic leadership, the employees would have the right to share their views with the management. Therefore, the company would be able to get various ideas from its employees. The staff are able to take part during the decision-making process so that they can share their ideas with the management and therefore it would provide an opportunity to the company to get several new ideas before taking any critical decision. However, they can also follow a ***situational leadership style*** in their company, as it will allow them to take help from the team during the decision-making process. This situational leadership allows the company to achieve the goal easily as per the circumstances. The leadership style makes a huge impact on the company as well as on the employees and thus is important to follow effective leadership to get a desired result from the market.

The company has followed the training and developing a program for their employees in order to develop the value proposition for their employees. They believe that their employees have a huge contribution towards the growth of the company and for this, all of the employees would be trained properly so that they are able to get the desired result from the market. They ensure their people stay motivated by implementing incentive programmes, internal events and various fun environments. They have built a friendly team for their employees so that they are able to settle properly in the changing environment. They have established Hamburger University for offering the staff and the people the best training in McDonald's. They have focused highly on their people to develop their skills and knowledge for the operation of their restaurants such as cleanliness, quality, service and value. They have established their training development centre in various parts of the world such as Singapore, Dubai, China, Tokyo and many more (mcdonalds.com, 2021).

According to a review report, most of the people in McDonald's are satisfied with their organisational culture, leadership and management. They have the ability to learn several new

things for them due to their development programmes. They have got helpful colleges, which has helped them to mix up with the work culture and to work properly under pressure. The firm provides good payment to their employees as well as they also provide free lunches to

their people (uk.indeed.com, 2021).

The management of McDonald has helped the company to focus on their service and good, quality management, capacity and process design, human resource and job design, strategy and layout design, inventory management, supply network management, maintenance and scheduling. The management has focused on producing affordable goods for their customers and this has allowed the company to develop the expectations of the customers. The **quality management** has ensured the firm offers good quality products to their customers along with price and cost limits. They use a production line process to maintain the quality of the food products. The **capacity and process design** are very concerned about their company's strategies. The strategic decision of the management has focused highly on their process adequate capacity and efficiency for fulfilling the market demand. The location strategy of McDonald's management has helped the company to establish its outlet in a specific market that would be advantageous for them to expand their market. This has ensured the fast-food firm to reach their customers in the online and traditional way all over the world effectively.

The HR management and job design has involved training programmes for enhancing the skills of their people that is essential for the company to maintain their kitchen operation properly. The supply network management has helped the firm to maintain their resources properly so that they do not face any shortage of food ingredients in their business. The inventory management has allowed them to maintain their inventory cost along with the restaurant operations. The scheduling management has allowed them to manage their demand in the market. The company has produced a flexible strategy for its business to adapt to the market conditions efficiently (panmore.com, 2021). The company has followed administrative management theory within their organisation to maintain their culture and their people properly. As per the management theory, the firm has focused on their very management efficiently, which has helped them to overcome the market issues.

Factors influencing Group and team behaviours



Figure 3: Bruce Tuckman's team-development model

There are several factors, which can influence the team and group behaviour of McDonald. The firm needs to focus on the organisational factors so that they build a strong and effective group and team for their organisation. The fast-food firm can follow ***Bruce Tuckman's team-development model*** for their people in order to enhance the ability and maturity of the team. As per this model, the company needs to focus on their directing style, coaching programmes so that they can deal with their employees properly. The company needs to include a successor leader to improve their new team. This model has helped the company to understand the performance of the team as well as this model is highly advantageous to train people in the group and therefore it enables groups to become potential. This model has four stages such as storming, forming, performing and norming (businessbals.com, 2021). McDonald has included performance appraisals and training programmes to boost up the ability of their employees (mcdonalds.com, 2021). Training programmes make a huge impact on the people of a company as well as it enables them to perform well under work pressure.

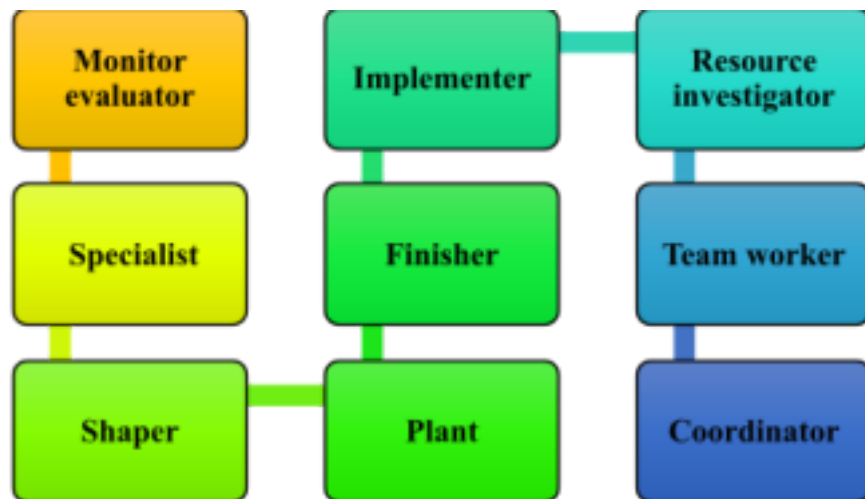


Figure 4: Factors of Belbin Model

McDonald's needs to follow the *Belbin model* for their people within their organisation to recreate an effective team. The Belbin model enables the company to focus on their team properly so that every person in a team has equal strength to carry out the duties, projects and responsibilities more efficiently. This model ensures the firm for creating a balanced team and group and to identify the opportunities for proper growth of the team role. The Belbin model allows the employees to enhance their strength and to manage the weakness so that they give a better contribution to the company. The Belbin team roles deal with nine factors such as to monitor evaluator, the specialist, the shaper, the plant, the finisher, the implementer, resource investigator, team worker and the coordinator (indeed.com, 2021). Through a monitor evaluator, the company is able to make decisions based on rationale and facts. The monitor evaluator considers all possibilities and angles carefully to evaluate an insightful solution. They work best during any challenging situation, which requires analytical ability and problem-solving solutions.

The specialist is referred to the team member who has in- depth knowledge in a specific subject. The specialist is valuable assets, which provide the technical expert knowledge that any other can, as well as they, are very helpful and engaging. They like to share their knowledge with the junior members of the team who are willing to learn (indeed.com, 2021). McDonald's needs to introduce this Belbin model in their organisation for creating an effective team. The effective team would help them to operate their business properly in the market all over the world as well as they would be able to implement expert people for their kitchen process. Plants are creative and free thinkers people who have the ability to produce innovative ideas for any situation. These people prefer working alone but most of the

companies or teams accept this plant as they can produce a creative solution. The company

needs to focus on their employees so that they can work comfortably in their organisation as well as the company needs to introduce effective team leaders for their staff. Effective team leaders are highly responsible for managing the team properly so that the staff are able to carry out their responsibilities efficiently.

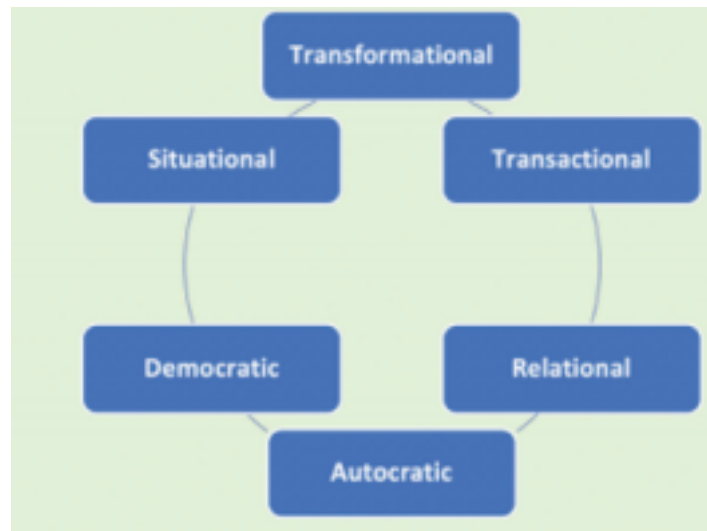


Figure 5: Leadership style

(Source: Inspired from Al Khajeh 2018)

The company needs to focus on several factors to influence their groups and team behaviour such as task complexity, environmental factors, resources, technology, reward system, leadership, task complexity and physical setting. According to Al Khajeh (2018), leadership styles have a vital role in an organisation to create a proper mission and vision. Moreover, it also allows the firm to plan proper organisational objectives that can help the firm to direct its business towards the proper goal. McDonald's have to focus on their leadership properly so that they are able to influence their team and group members. They need to introduce a leader for every group or department, as it would enable them to control their business function systematically. They need to introduce an effective communicative process in their organisation so that they can interact clearly and confidently with every person in their management. It would also allow the firm to build a strong and flexible relationship between employees and management.

As per a report, the company has introduced a digital consumer engagement team to increase their sales growth and to reach their customers properly through technology. This strategy has

helped the company to enhance their customers' experience and to bring more improvements in their business in the market all over the world. As per this strategy, the responsibility of the

tea is to deal with digital ordering, payments, delivery, loyalty and personalisation. The team has to meet with top executives every quarter month to give the result of the progress (cnbc.com, 2021). McDonald's have to focus on the organisational factors strictly to improve their team and group behaviours.

How Motivation and perception are linked to organisational performances

According to Nikpour (2017), a company needs to detect the factors that can affect the performance of the employees and organisation. McDonald's has to motivate their employees so that they are able to work better. The management of the company needs to communicate with their people so that they can understand their preference and expectations properly. The company needs to focus on their strategies to keep its employees motivated in its organisation. According to an article, motivating employees has the capability to complete their task correctly and timely. Changing of perception of the employees can sometimes become effective to improve the behaviour of the organisation constructively (smallbusiness.chron.com, 2021). McDonald needs to improve the perception of their employees so that they can bring better results from their work.

As per a report, McDonald has put reward and motivation at the centre of their business strategy. The company has implemented schemes for its employees to make them feel engaged and motivated. They have followed this strategy to keep the people for their restaurant happy and satisfied. The company has boosted the productivity and performance of the people by ensuring new reward programmes with their business strategy. In 2012, the employer of the company came to know about the reward scheme, when they won the "Employee Benefits Award" for best performance. The business transformation of the employees was enabled by focusing employees towards the 5 principles of staff engagement. This has helped the company to increase their customer satisfaction due to their employees' performance. The company has taken part in the "Fifa World Cup" in 2014 as a sponsorship. They have used this advantage to speed up their service process and to enhance the customer experience. For this strategy, they have sent 11 staff members to Brazil to proceed with their planning. At the end of the project after three months, the company has gained a recognition position in 213 restaurants (employeebenefits.co.uk, 2021).

The company used to serve 24,000 customers on a daily basis and it has created a huge demand for their food products in the market. McDonald's is very concerned about their motivational practice in their organisation. They have provided incentives, support and 2 bonus schemes for their four hundred company-owned eateries. Every month they provide a 50p bonus for 1 hour to all the people of the top 10 restaurants depending on "mystery shopper scores". They have linked bonus strategy with their business strategy, which has helped the company to enhance their sales by approximately 4% in 2014. This strategy has allowed the company to deliver the product as per the expectation and preference of the

customers as well as it has allowed them to keep their employees engaged and motivated. The

company has introduced various recognition schemes, performance-related pay or incentives pay, holiday and other benefits as well (employeebenefits.co.uk, 2021). All these have helped the organisation to motivate their employees to develop their performance so that they can earn incentives, rewards and many more.

As per the view of Paais and Pattiruhu (2020), motivation is highly essential for the staff so that they can carry out their task systematically. Motivation is a unique power that enables a person to focus on a specific goal properly. It makes a huge impact on perseverance, performance and productivity. McDonald's have to be very concerned about their employees so that they are able to manage their work efficiently. They need to introduce a flexible atmosphere with their people so that they can settle properly in the organisational culture. They need to provide them with a good amount of salary, as well as the company, have to pay high attention to their decisions regarding the welfare of their people. They have to communicate with their staff clearly so that they are able to understand the needs and wants of their people within their company.

According to a news report in 2019, the staffs and workers of McDonald's in the United Kingdom have protected against their poor pay and sexual harassment in the UK workforce. Approximately 50 complain has been filed over sexual harassment that the employees have faced in their company. MC Donald's has said that they are trying to revamp their policies on harassment and they are implementing new updated policies for the employees. The fats-food organisation needs to provide a good salary structure to their employees to keep them happy and secure in their restaurant. The employees of McDonald's in the UK have demanded to increase their payment to approximately £15 for each hour. The staff also demanded to end their youth rates, notice for shifting 4 weeks before and many more policies (bbc.com, 2021). McDonald's has to focus on this issue to retain their employees in their company for a long time. It can help the company to manage their business efficiently and therefore they would be able to develop customers' experience in the market.

Conclusion

From the above discussion, it can be concluded that a company needs to focus on their culture and structure to keep their employees focused and to get a better result from their task. McDonald's is a reputed fast-food company in the UK market. The company has expanded its business in different countries all over the world. They have hired several candidates in their organisation that has helped them to manage their business properly in the market. The company has followed effective leadership in their business to manage their people and develop their performance and productivity. The company has introduced a reward scheme to motivate their employees. However, they need to introduce more unique strategies to improve the performance of the organisation and to deliver the best service to the customers. This would help them to build a strong customer base in the market.

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