



Vlada Popov

ID number: 1907614

Module: LCBB4003

Assignment title: Guess

Introducing In The Modern Workplace

Module Lecture's Name: Mr. Gregory Cowan

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Introduction:

The relationship between the culture, structure, people and the organisational performance is of great significance for the success of the multinational companies. The ability of the organisations in managing their business in a sustainable manner is primarily dependent on the effective handling of the organisational culture, people along with the structure and policies of the companies (Digitalhrtech.com 2020). The importance of the organisational culture is notably high for the modern organisations when it comes to improve the performances of the companies (Digitalhrtech.com 2020). The enhancement of the organisational performances is reliant on the ability of the companies in developing a productive working environment, a flexible and transparent operational environment inside the organisation (Shrm.org. 2020).

The employees and the executives of the companies are an important set of individuals who have the responsibility of the managing the business activities of the company which includes the design of the products and services, manufacturing, packaging, marketing and selling of the products or the services (Digitalhrtech.com 2020). The study is focused on analysing the impact or the contribution of the culture, structure and the people of Guess Company on the enhancement of the organisational performances. In addition to this, the study portrays the nature of the managerial work and the role of leadership required for the enhancement of the organisational performances. Other than this, the study also evaluates the factors that contribute to the individual differences and at the same time, it also shows the techniques for the effective management of the same.

Relationship between the Culture and Organisational Performances:

According to Ahammad *et al.* (2016), majority of the multinational organizations are observed to be exposed to excessive demands of the market and at the same time, the increasing level of competition has certainly enhanced the pressure of survival on the companies. In such

condition, the strong corporate culture of Guess Company have the ability to reduce the level of pressure. Galpin, Whittington and Bell (2015), mentioned that the development of a productive working culture contributes to the development of a good working environment. Such working environment provides greater ease to the employees in sharing the pressure of work, success tips and more importantly the development of a good working environment influences the subordinate employees to have free flowing communication with the senior employees which helps them, in resolving their developmental requirements in a more efficient manner. With Associate Engagement programmes and Guess Wellness Program, the company was successful in achieving the same (Sustainability.guess.com 2020).

Other than this, Valmohammadi and Roshanzamir (2015), highlighted that the culture of the companies plays a massive role in ensuring the development of a flexible workforce in the companies. In majority of the cases, the modern organisations are subjected to organisational changes for their growth. For example, in case a company has the objective of expanding their business operations globally or a company with the intention of conducting a takeover, merger or acquisition of another company for improving the reach of their business, the companies will be in need to implement the organisational changes in a professional manner for achieving the success. On the other hand, the companies do face the necessity of implementing the organisational changes in an effective manner when it comes to get rid of adverse situations as well. For example, in case a company that is detrimentally affected by following an outdated IT infrastructure, plans for the introduction of modern IT infrastructure and the utilisation of the same in their operational activities, will certainly be in need to implement the change with active and mutual participation of the change agents.

Shanker *et al.* (2017), stated that it becomes important for the organisations to ensure that they create a corporate culture that incorporates the flexibility and enhances the openness of the employees to learning and development. As a result, the success of the companies with

the development of such a corporate culture places the same in a better position for the implementation of the organisational change. Hence it is understandable that the improvement of the corporate culture will be crucial in enhancing the level of performances of the companies.

Relationship between the People and Organisational Performances:

The employees are recognised as one of the most important group of individuals inside the company for the enhancement of the organisational performances. With a close consideration towards the contribution of them, Pedersen, Gwozdz and Hvass (2018), claimed that the companies have the necessity to continuously improve the skills of their employees so that their improved performances enrich the collective performances of the companies. The enhancement of the skills and efficiency of the employees through continuously participating in professional developmental activities is significant for the success of the companies in improving the quality of their services. As the modern business organisations are exposed to intense level of market competition, the ability to deliver continuously improving quality of services is crucial in retaining the customers. With improved customer retention, the companies will be able to improve their sales, increase the generation of revenue and will be able to enhance their financial performances. With the formation of the diversified retail training which included District Training Manager Program, Future Leaders Program and Career Development Plans, the company was able to contribute to the improvement of the skills and expertise of the employees (Sustainability.guess.com 2020).

On the other hand, the employees are placed at the forefront in majority of the cases, when the companies are exposed to the excessive demands of the market to ensure that they meet the demands in a professional manner to maintain the promise of the company on continuous supply of their products intact. Bell *et al.* (2017), mentioned that the employees do face the need to inherit new skills and implement the same for the management of the excessive

demands of the market and that shows their contribution to the improvement of the organisational performance in terms of increasing the number of customers, increasing the sales of their products and services and keeping their service reputation intact.

Relationship between the Structure and Organisational Performances:

With a clear understanding of the importance of the people and the culture for the improvement of the organisational performances, it is evident that the companies have the requirement of developing relevant structures for acknowledging the same. The corporate structure of the organisations has tremendous impact on the flow of information and communication. Considering the example of hierarchical organisations, the flow of communication is subjected to the approval of the hierarchy and on the other hand, the communication is seen to be largely formal in nature. Chung, Ahn and Bengio (2016), mentioned that the hierarchical formation has the tendency of limiting the freedom of the employees by set procedures and legislative implications.

Guess UK was a branch of Guess company established in US and as a result, the managerial position holders of Guess US like Carlos Alberini the CEO of the company, Mauro Marciano, the chairman of the board and six directors, Gianluca Bolla, Anthony Chidoni, Laurie Ann Goldman, Cynthia Livingston, Deborah Weinswig and Alex Yemenidjian along with the Chief Financial Officer, Katie Anderson were observed to form a hierarchical structure and that certainly limits the smooth flow of communication (Theofficialboard.com 2020).

On the other hand, the development of a flat structure is regarded as an important technique for providing sufficient scope to the employees to freely communicate with each other regarding their business and operational activities and at the same time, it also places the company in a better position for the improvement of the flow of communication amongst the employees and executives of the company. Other than this, the development of the flat

organisational structure is important for the companies in enhancing the level of involvement of the employees and executives with the organisations through providing them the freedom to take the decisions regarding their operational activities. However, the share of freedom in such cases, is managed with prior communication of the business objectives to the employees from the part of the higher authority. George and Hinkes (2016), claimed that the flat organisational structure and the self- managed teams provide greater agility to the companies in not only enhancing their quality of services and production but also contributes to the improve management of the work scheduling, work life balance and in the enhancement of the involvement of the employees. Hence, the impact of the organisational structure on the management of the organisational performances is pretty visible.

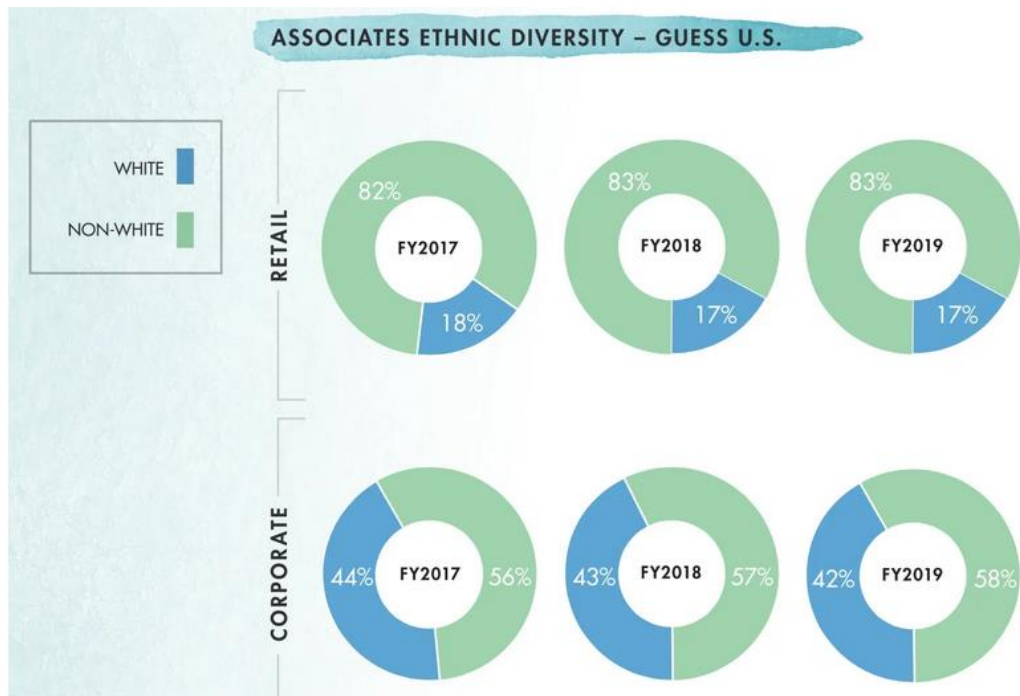
Essential Nature of Managerial Work:

The essential nature of the managerial work will be participative. The managerial position holders of the companies require to communicate with their employees on regular basis so that they be able to identify the factors that motivates and demotivates the employees. Along with that, the active participation of the managers is crucial for ensuring that the developmental needs of the employees are identified in a professional manner. In addition to the identification of the developmental needs, the managers have the necessity to develop appropriate training facilities for the skill improvement of their employees. The success of Walmart in the employee training and development can be considered for better understanding of the impact of the same on their organisational performances (Corporate.walmart.com 2020). Other than this, the managers are required to ensure that the employees do not have any sort of fear factor associated with the management of their operational activities. In achieving the same, the intervention of the managers with an appropriate workplace health safety policy have greater significance for the employees and the managers. The excellence of BHP Billiton in managing their WHS is an important factor contributed to their substantial organisational

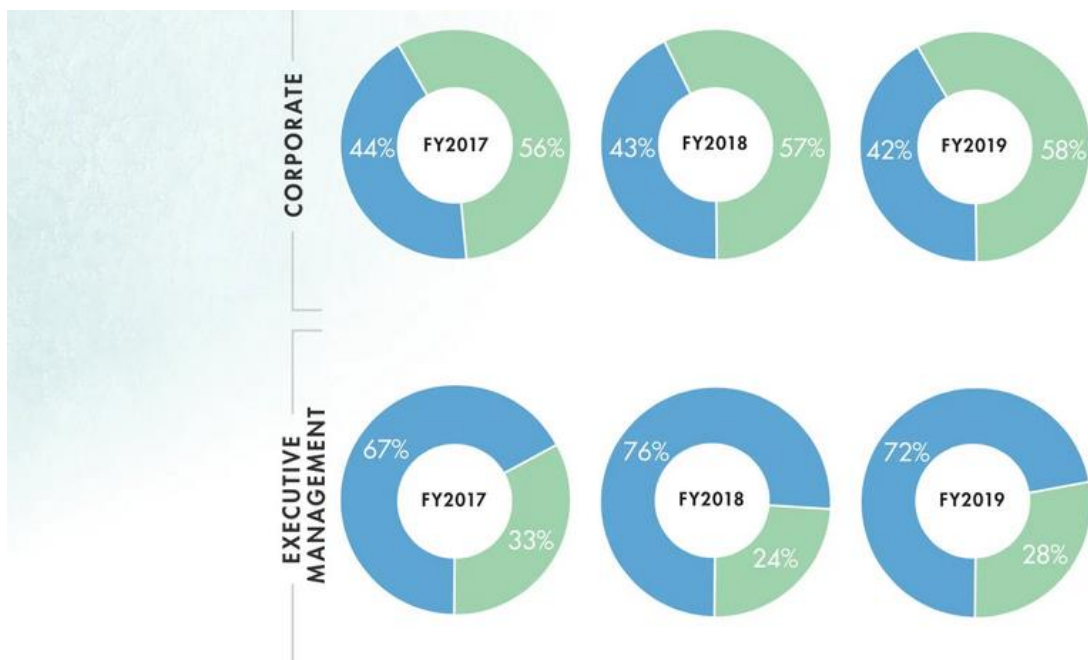
performances (Bhp.com 2020). In a nut shell, the managers are required to be active, with the ability of strong communication, skills of negotiation, team development and motivator for the enhancement of their organisational performances.

Role of Leadership:

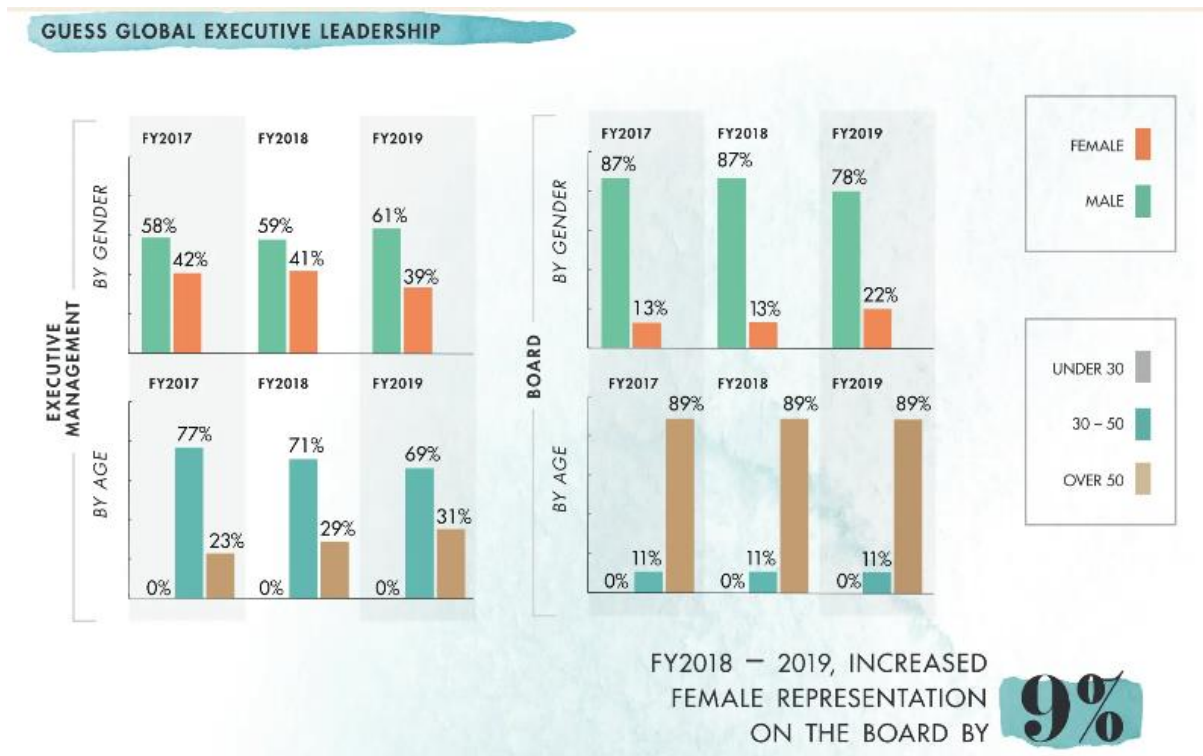
The leaders have an important role to play for the improvement of the business performances. The leaders are in need to ensure that the basic needs of the employees are managed in a professional manner for preparing the employees for the management of their business operations. The business leaders will be in need to ensure that they develop the teams, distribute the tasks, intervene the operations of their subordinate employees in case they require and manage the differences between the employees in an efficient manner for maintaining high team morale (Prospects.ac.uk. 2020). In multinational organisations, the leaders face the challenge of managing the diversity or the cultural differences in an appropriate manner to ensure that the strong team bonding and performance are maintained. The company also have achieved substantial success in managing the diversity and that is pretty prominent with the participation of a great share of female employees and at the same time the participation of the ethnic associates also speaks the volume of the success that the company achieved with the practices of the diversity and inclusion activities (Sustainability.guess.com 2020).



(Image Courtesy: Sustainability.guess.com 2020)



(Image Courtesy: Sustainability.guess.com 2020)



(Image Courtesy: Sustainability.guess.com 2020)

Along with that, the contribution of the leaders in motivating the employees through recognising their performances and delivering important feedbacks for their performances, is considered to be immense (Prospects.ac.uk. 2020). Hence, it is understandable that the role of the leadership in the effective development of the teams is important for the success of the companies in improving the performances both in sense of quality and quantity.

Variables for the effective management and leadership:

The leaders are required to practice their power in an ethical and transparent manner. In addition to this, the leaders will be responsible to incorporate the business ethics amongst the employees and the executives in an appropriate manner (Prospects.ac.uk. 2020). In order to develop a productive environment, the leaders will also be in need to ensure that the evaluation of the performances of the employees is conducted fairly and the performance of the employees is recognised in an appropriate manner.

Behavioural approach to management:

Considering the behavioural approach of the management, the leaders of the company are required to respect the behavioural differences of their employees. However, for ensuring that the behavioural differences do not affect the business operations in the company, the practice of concept of the self- managed teams from the part of the managers is much required.

Conclusion:

On a closing note, it is clear that the culture, structure, people and the organisational performances are interlinked. The ability of companies in achieving a strong corporate culture, optimal workforce, skilful employees and appropriate structure to the promote them, is crucial for enhancing the level of the performances of the companies. Along with that, the participative management of the business activities and the increasing intervention will be important for the success of the business leaders in enhancing the level of the organisational performances.

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