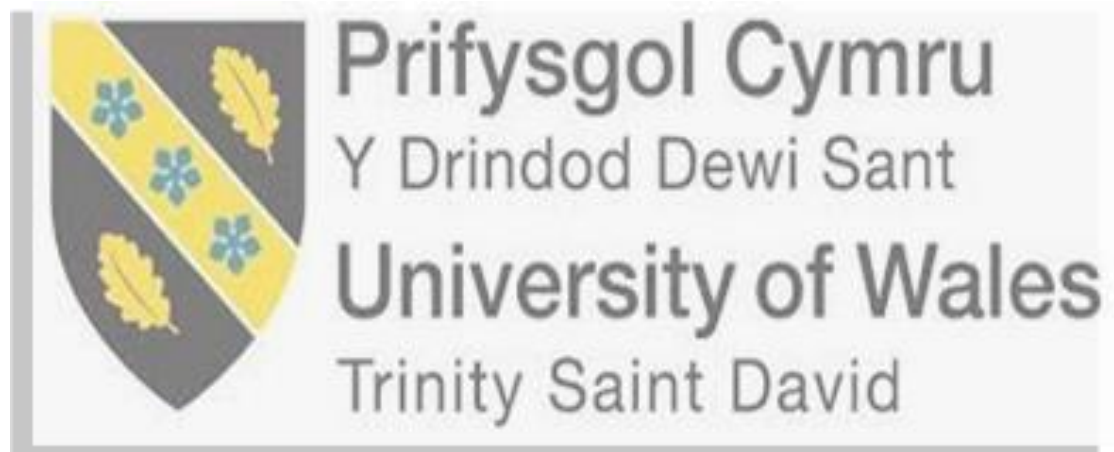




Introducing the Modern Workplace

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Organisational Behaviour

Mariya Georgieva Malamova -
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Profile of chosen organisation

The organisation that is chosen for current task is Marks and Spencer that is a very well-known and one of the most major British multinational retailer that is having its headquarters in London, England, along with specialisation in selling clothing, home products and food products, mostly of its own label. The current presentation comprises of a discussion about the culture, politics and power that prevails and exists within Marks and Spencer Company.

Marks and Spencer

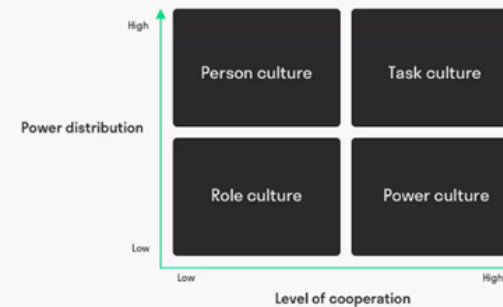
Marks and spencer is a well-known and major retailer which sells and operate and in various product comprises of men and women cloths, accessories, footwear, night wear and many others products. Marks & Spencer tend to follows the competitive form of the pricing strategy as its main marketing mix strategy for all the product within its portfolio. Further, Marks & Spencer is a global company that is operation as an international brand and also having more than1000 stores which are currently operating in the more than 50 countries of the world.

Organizational Culture

It has been analyzed that the organizational culture basically indicates about the key belief and values of a firm that are prevalent and assumed within a company presenting about the key aspect of social environment and interaction. The main form and types of organizational culture comprises of:

- Role culture
- Person culture
- Power culture
- Task culture

Handy Model of organisational culture



Organisational Politics

The term politics tend to reflect about the importance of the engagement within the political affairs of a firm that indicates and reflects about the behavior and human interaction at the workplace. Along with this, the organizational power also tend to reflects and present about the various procedure as well as the mind set employees within the organisation. Within Marks and Spencer company, the managers has adopted the Chantal's characteristics which is setting a positive personal as well as more structural and decisional structure of the firm to ensure improved influence on the performance as well as the behaviour of teams and other individual.

Organisational Power

The organizational power is facilitating the presence of having the capabilities of a firm that presents the affect of the behavior as well as the attitude of an individuals which they taken towards the stakeholders that tend to control all the activities that are being undertaken by the authority and also affects the decision within a firm.



Leadership within Marks and Spencer company

The term leadership is mainly reacted and associated with the art of influencing and effectively directing a group of people towards achievement and accomplishment of some common goals. It has been analysed and find out that the leaders of the Marks and Spencer tend to make use of democratic form of leadership style that ensures and leads to proper involvement and effective participation of each and every employee that plays a vital role in enhancing the motivation and performance level of the employees.

Management within Marks and Spencer

The term management is mainly concerned with the series of all vital activities which comprises of effective planning, proper designing of all the activities at the workplace in order to effectively help the employees to organize their daily tasks in improved manner along with ensuring optimize use of resources and other facilities. The Managers of Marks and Spencer are making use of various skills and techniques to effectively motivate and direct its employees towards improved productivity and higher performance level that comprises of effective communication, regular perks and incentives along with providing effective training to employees.

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Mariya Georgieva Malamova

Thank You !!!!



ORGANISATIONAL STRUCTURE

- ✓ Flat organizational structure has followed by the Marks & Spencer.
- ✓ This structure helps the company in reducing bureaucracy (Marksandspencer. 2021).
- ✓ The flat structure allows the employees to make quick decisions.

Preparing by Ana Maria Dragoi - 2028275

ORGANISATIONAL PERFORMANCES

- Organisational performances are performed by offering developed training to employees
- Developed skills among employees helps to manage growth in business of M&S (Omoikhudu, 2017)

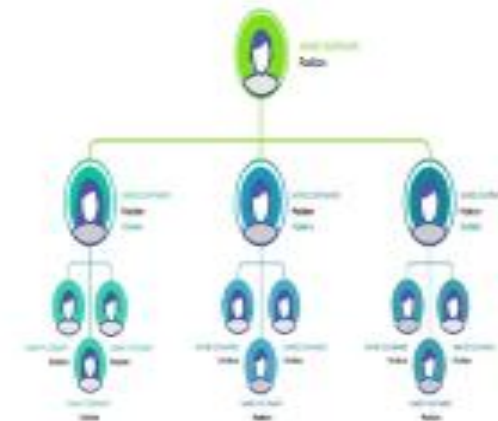


Analyze the relationship between organisational structure and organisational performance of M&S (Marks & Spencer)

- ❖ The structure of the organization is reflecting on the growth, performance as well as the innovation of the organization.
- ❖ The performance management of the Marks and Spencer is involved with the activities of the goal setting and the periodic review by the managers

M&S

EST. 1884



Organisational structure of Marks & Spencer

Preparing from Anna Maria Dragoi - 2027456

As stated by Shrm (2021), a system that defines how particular tasks are directed in order to gain an organization's goals is known as an organizational structure. Rules, roles, and obligations are examples of these activities. The flow of information between levels inside the organization is also determined by the organizational structure. The successful organizational structure indicates the job of the employees and how it fits within the overall system. Functional, divisional, flatarchy, and matrix structures are the different types of organizational structures.

Marks & Spencer is a multinational British retailer company with headquarters in London, England. As argued by Bartleby (2021), M&S's organizational structure pattern exemplifies the concept of hierarchical structure as well as the impact of the chosen structure on the culture that affects the performance of the organization. Due to the highest level of competition in the UK's retailing businesses over the last five years, Marks and Spencer's core strategy has been revised to concentrate more on innovation and the quality of customer service. However, with these new objectives, the company's tall structure and power culture were incompatible. A tall structure is not the quickest option to react to competition due to the multiple management levels engaged in the process of decision-making. It disturbs innovation even though only a few people at the top of the hierarchy are allowed to make decisions. As a result, the company had to postpone its organizational structure, which required cultural changes

As per the viewpoint by Wordpress (2021), Now M&S has followed a flat organizational structure joined to a role culture, which means there are only a few tiers of management between the administrative level and the front-line personnel. This structure is used in the workplace to encourage employees in the process of more decision-making. The company followed this structure to reduce bureaucracy and empower employees more skilled by allowing them to make decisions. By implementing this structure, the company provides both responsibility and accountability for the employees and permitted them for more quick decision making. There are few links between the top management permitted for the least mediated communication between the leaders and the company's customer-facing employees, allowing the administration to completely consider the clients' viewpoints. Through the flat organizational structure, employees will have more direct interaction with customers, and as a result, it will build up the knowledge concerning the needs and behaviors of the customers. The head office of the company in London employs around 3000 employees. Each of them has a certain duty that is specified in the company's flat pyramid and described in a job description, limiting their own initiative because they tend to obey definite rules. Between the various departments, the levels of management are bounded to make the process of decision-making and problem-solving easier. Hence following this particular structure which provides a rapid response to change while being closely monitored and an adequate level of innovation without risking sacrificing the brand reputation of the company. The current obstacle of the company is to maintain the democratic attitude of this flat structure in order to keep employees motivated.

Organisational performances of Marks & Spencer

Based on the classical organisational theories the management team of M&S is performing its organisational operations by engaging people or employees within the decision-making operations. In that case, it is noticed that the management team of this retail company is focusing on the delivery of performance feedback to the employees by concerning their organizational workforces for the achievement of success. Therefore, by focusing on organisational planning the leaders of this company are setting specific goals to lead the performances of the employees towards the achievement of destined objectives (Taylor, 2019). On the other hand, the involvement of modern organisational theory serves scope in front of the management team of this organisation to acquire long-term goals within the business by monitoring performances of employees within organisational structure. Clear analysis of the entire organisational performances of M&S stated that classical theory and modern organisational theory are highly followed by the leaders of this company to acquire strategic objectives within the business. Furthermore, traditional cost-cutting methods are applied within the organisational performance of this retail brand to maintain its sustainable position within the international business market. Thus, developed technology is included within the entire structure of the company to foster the performances of employees within the organisational structure to manage growth in business.

Through the overview of the two different theories of organisational structure it is recognised that the involvement of classical organisational theory within the organisational structure of Marks & Spencer serves scope in front of the leaders of this company to manage its growth process within the business by making effective changes within the entire structure of the company. Thus, it clearly stated that the usage of the change process within the structure of this retail company serves efficiency to this brand for acquiring organisational development by increasing the capacity of the organisational workforces (Smirnov, 2017). In that case, it can be added that the presence of proper changes according to the demand of business must serve its potential impact on the employees of this retailer company of the UK. With this regard, employees of this organisation would be motivated to foster their workforces within the company to achieve the destined success graph easily and efficiently (Hirschhorn, 2021).

On the other hand, the modern organisational theory or the contingency theory stated that within the organisation there is the requirement of specific designs that helps the management team of the companies to acquire success within organisational works (Khorommbi, 2019). In that case, it can be noted that the usage of this theory within the organisational structure of Marks & Spencer can help its leaders to set proper designs within organisational structure. The presence of proper structure within this company might serve as a scope in front of the management team of M&S to take successful decisions according to the situation. It denoted that the availability of this theory within this retail company will create an opportunity for the leaders to lead organisational operations according to market demands. The process also must help in the maintenance of the sustainable position of this organisation within the existing business market of the United Kingdom and also in the international business market (Rogers et al., 2020).

Analyze the relationship between organizational structure and organizational performance of M&S (Marks & Spencer)

According to Meijaard et al (2005) the structure of the organisation is reflecting on the growth, performance as well as the innovation of the organization. The effective organizational structure of M & S is impacted on the overall performance of the organization. This effective structure of the organization is also helpful for motivating the employee to work hard in the organization. The structure of the organization is inhabiting the performance depending on how the supervisor of the relationships are effective and it leads to the productivity of the workplace. The performance management of the Marks and Spencer is involved with the activities of the goal setting and the periodic review by the managers.

The high street retailer of the UK, M & S said that it has made the changes for simplifying the management structure of the organization. It is helping the organization for effective decision making and it helps the business to come closer to the customers of the organization. They also started a new committee for the effective operation of the organization. It is accounted as the daily running business of the organization. It is also helpful for the development of the strategy in the organization. New operating committee of M & S is working together for the better success of the organization. They have also changed the selling process of their clothes (Carlson, 2016). It has been mentioned that Marks & Spencer has made different types of the changes in their structures and also they are making the changes on the board responsibilities that help in their success as well as it helps them to take speed decisions on the effective customer service (Geoghegan, 2016).

The structure of the Marks and Spencer can promote the overall performance of the organization. Marks and Spencer is following a flat structure of the organization. The flat structure of the organization is attempting to disrupt the traditional system of the top-down management of M & S. The company is adopting this type of the structure for the purpose of the daily basis and it is helpful for establishing the top-down management system. However, the structure of the organization is focusing on the department's layout and the job roles in the reporting relationship's context. The structure of the organization is influencing the system of the performance management and the team performance that make the high quality production of their clothes. So, the effective design of the organization and the change management in Marks and Spencer is leading to the innovative thought in the organization and it leads to the effective performance as well as service of the organization. Through the analysis it has been identified that the adaptability of the effective organizational structure is leading to the effective performance as well as the better productivity of the organization.

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ANALYSE THE DIFFERENT TASKS AND SKILLS A MANAGER CAN APPLY TO ENSURE OPERATIONAL EFFECTIVENESS IN THE CHOSEN ORGANISATION

Preparing by Ioan Nicolae Nemes - 1921883

For the successful run of Marks and Spences a manager needs to have the suitable skills to ensure good effectiveness:

These skills would be:

Communication with staff, good communication towards the staff would make the task much easier for them to understand

Forward planning and strategic thinking is another skills that ensures the smooth run of the organisation, like this the staff can prepare in advance for their tasks and make the proper research if the manager has planned their responsibilities in advance.

PROBLEM SOLVING AND DECISION MAKING IS THE RIGHT SKILL SET EMPOWERS MANAGERS TO IDENTIFY, FACE, AND OVERCOME VARIOUS PROBLEMS THAT MIGHT ARISE IN THE WORKPLACE. THIS FIRST REQUIRES OUTSTANDING ATTENTION TO DETAIL. TOP MANAGERS CAN SPOT EMERGING PROBLEMS BEFORE THEY'RE APPARENT TO EVERYONE IN THE COMPANY AND IDENTIFY THE ROOT OF THE TROUBLE. ANALYTICAL SKILLS ARE ALSO IMPORTANT IN MANAGEMENT. YOU SHOULD KNOW WHAT DATA IS MOST RELEVANT TO YOUR INDUSTRY, HOW TO GATHER IT, AND WHAT THE RESULTING NUMBERS MEAN.

MOTIVATION:

Managers who can motivate their employees are true assets to their company.

This type of interaction not only increases productivity and employee satisfaction, but it sets a good example as well. Hiring managers look for leaders who can spot employees' strengths and encourage them to develop their skill sets. The best managers have a keen eye for areas that could be improved and know how to approach these issues diplomatically so workers feel encouraged to make productive changes, rather than discouraged by their shortcomings.

TECHNICAL SKILLS

Technical skills are more important for low-level managers than for those at the top of the chain. If you're angling for your first managerial spot, it's crucial that you demonstrate a keen understanding of the business as a whole. Many companies promote their managers from within for this very purpose. You can't oversee a team of IT professionals if you're lost when it comes to navigating your company's programming systems. No sales manager can be effective if he doesn't know how to close a sale.

*HOW LEADERSHIP
CAN INSPIRE AND
MOTIVATE STAFF
MEMBER TO IMPROVE
PERFORMANCES.*



Preparing by
Cristian Ailincăi -
2029264

The **M&S** case
EST. 1884

Cristian Ailincăi



MARKS & SPENCER

MARKS & SPENCER

- In 1991 Sir Richard Greenbury become CEO: "cost control drive business model and no opposition tolerated outside the boardroom lead to 1998 M&S fall."
 - The company was not ready to change: was missing a leader (Gill, 2003)
-
- In 2000 Luc Vandervelde become CEO: initiative to promote consultation between manager and employee that changed corporate culture and increased performances.
 - His strategy worked accordingly the "Theory 2" elaborated by F.J. Yammarino and F. Danserau where investments and return works on a dyad level: CEO-managers/managers-employee.



MARKS & SPENCER

- In 2004 Sir Stuart Rose become chairman of M&S and allowed the company to rise from another setback.
- He retained the company traditional value while stressing the importance of change.
- He closed some branches to save the company and he still was really appreciated through all the company level.
- He stressed on sustainability and arose awareness in his employee.
- His Leadership style was defined by Hargreaves, Boyle and Harry as ***Uplifting Leadership*** taking in account the value at the company foundation and working on them to reach the dream.

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Organizational behaviour

How leadership can inspire and motivate staff member to improve performances

Cristian Ailincăi

Marks & Spencer (thereafter also M&S) was considered until the end of the previous century a worldwide outstanding model retail company for the best practice adopted not only in the management field. The company through its history faced some fall period but was always able to rise stronger thanks to excellent management choice made by outstanding and innovative leader. The object of this assignment is to highlight how in Marks & Spencer history there are good example on how leadership inspired and motivated staff member to improve performance.

The historical company's ability of doing successful business outside the conventional scheme made them a model of management and business that competitors wanted to emulate. Over the Simon Marks' fifty years of leadership (1916–1964) the company became worldwide famous for the impressive welfare and the management scheme (Tse, 1985). This prosperous period was also the background which allowed the rapid expansion of the brand along with the opening of stores of Marks & Spencer outside the UK in Europe, for example with new stores in Spain and Hungary, and Worldwide, most remarkably in Hong Kong.

In 1991, Sir Richard Greenbury became Chief Executive Officer of the company and even though until the beginning of the 1990s the share value of M&S increased, the business model became “cost control driven”, the attention for the customers decreased and opposition outside the boardroom was not tolerated (Mellahi et al., 2002). The year 1998 marked the beginning of M&S survival crisis with a considerable drop in shareholder value and pre-tax income (Mellahi et al., 2002). As Mellahi, Jackson and Spark point out, one of the causes that led to the crisis of *Marks & Spencer* can be traced to the inability of the board to react to the rapid change in customers behaviour. Managers were unable to change from the old paradigm and follow the new environment, for example in M&S stores were not accepted payment by card apart from the company own issued card. At this time it is clear how M&S was not ready to change on the management level and, moreover, was missing what in Roger Gill's words is required to introduce change successfully: leadership (Gill, 2003).

In the early year of the current century, as part of the recovery strategy a major initiative was introduced under the new Chief Executive Officer Luc Vandervelde (2000-2004) to change the corporate culture and promote the consultation between managers and employee (Gill, 2010). This operation and the positive outcome seem to corroborate the “Theory 2” elaborated by F.J. Yammarino and F. Danserau in their extensive research on Organizational Behaviour. The Theory 2 states that: “investment and returns are positively related based on between-dyad differences (whole dyads)” (Yammarino, Danserau 2009). In the Marks & Spencer case the material level of the dyad can be identified as employer-manager, but the real immaterial dyad consists of the leader, Luc Vandervelde and the employee. The CEO promoted the consultation and managers and staff beginning to work together on key business issues and as a response the company obtained a clearer sense of direction.

Marks & Spencer survived the new millennium but in the 2002 the company had to face another fallback until in 2004 Sir Stuart Rose become chairman of M&S and in his impetus of rebuild, he not only closed and selloff some branches but had as a principle to maintain solid foundation (Hargreaves et al., 2014). His leadership style was really appreciated to the point that even store manager and middle-level manager praised him. The ability to retain the company traditional value while stressing the importance of changing practices was the fil rouge of Rose leadership that motivated staff members and improved performances.

Sir Stuart Rose leadership was also concerned about the sustainability, he took hundreds of senior managers to the cinema to watch a documentary with aim to raise awareness about the danger of global warming. This choice was not only a team-building effort, but he also emphasized the need of bigger attention regarding sustainability, encouraging the employee to be more conscious and motivated (Hargreaves et al., 2014).

Luc Vandervelde and Sir Stuart Rose did not perform a rebranding of the company, but they moved it forward while motivating and inspiring employee in different way but with some similarity. The two of them made a connection between the future, promoting consultation and focusing on sustainability, and the past without erasing the original value that lies at the foundation of M&S. In doing so they also boosted the productivity and the income of the company. In other word their leadership, especially in regarding to rose, can be re-conducted to the uplifting leadership as outlined in Hargreaves, Boyle and Harry in their work “Uplifting leadership”.

In recent times Marks & Spencer keep his management style between holding the foundation principles of the company and facing the new challenge modern society offers. In a practical way, the new Chief Executive Officer Steve Rowe set up a three-phase transformation program where the first phase is “Fixing the Basics”. This change is facing the business organization, the culture and most importantly the people to continuing improving the brand. As regarding people, the CEO is upgrading the decision board promoting two executives to chief operating officer with the purpose of face up the new challenges and, in his own words “to move into the next phase”. However, Steve Rowe’s leadership cannot be fully analysed since his plan to uplift the company is still in process and he still is M&S CEO.

The history of the company Marks & Spencer, especially the facts outlined in this paper, show us the importance of leadership for staff member and performances. Good managers without the leadership skills as Sir Richard Greenbury can increase the income of a business but this improvement will last shortly. On the other hand, leaders, more specifically uplift leaders as Luc Vandervelde or Sir Stuart Rose can increase incomes, push the company forward, improve performances and moreover can put in place strong team-building initiative to motivate staff.

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Introducing the Modern Workplace

Preparing by George Petrica Safca - 2029360

An analysis of factors influencing team behaviors

- ❑ Leaders have a significant impact on how members of the team behave in the workplace.
- ❑ The management of Marks & Spencer gives priority to all the employees which influence the team behavior.
- ❑ Interdependence is the responsibility of the group on one another in the framework of group behavior.



An analysis of factors influencing team behaviors

- ❑ In the workplace, group members must feel at ease in order to remain enthusiastic and happy.
- ❑ Marks & Spencer created a strong culture that focused on caring for its employees.
- ❑ Relationship with workers in the company increases the production and the employees also overcome the obstacles.



An analysis of factors influencing team behaviors

- ❑ M&S's established a workplace free of discrimination, victimization, and harassment.
- ❑ M&S encourages the group to improve their talents on a regular basis and it influences the behavior.
- ❑ Team performance is influenced by social norms, which are shared ideas about how people should behave.



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