

Leadership and Management
Skills for the Workplace
Module Assignment Submission

Student Name:	Carol Vaughan-Roberts
Student Number:	1604568
Module No:	BMSK5001
Lecturer Name:	Diola Bijlout MSc BA
Module Title:	Developing Workplace Critical Thinking

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

A DISCIPLINARY THE CHARACTERS AND MANAGEMENT THEORIES

INTRODUCTION

This essay will present an analysis of a case study, concerning a disciplinary hearing conducted in the workplace in a call centre setting. It is being analysed from the point of view of the representative of a supervisor, since working in the call centre environment. The opportunity to represent a few different employees at their disciplinary was presented and was taken as an opportunity to gain experience. This case study is a chance to show the critical thinking as well as logical reasoning applied in this situation.

To get a clear picture first, an analysis will be conducted on beliefs, attitudes and values of the workplace and of individuals involved. Cherry & Gans, MD (2018) state that behaviour is affected when a person stands to win or lose something due to an issue. This will be highlighted in the outcome of the investigation. Understanding the business culture will help understand decisions made and the thought process taken. The company has set values which the employees work to, everyone has their own personal beliefs and values which can influence their attitude and ways of thinking.

Management theories are known to assist in expanding administrative efficiency also service quality (educba.com, 2017); it will be shown how they were used and how they affected the findings. Show how the companies culture influences the managers' style of management and the importance of thinking critically and not emotionally when dealing with any type of issue. Digging deeper, could the whole incident have followed a different process and outcome by thinking critically?

This essay will analyse the different beliefs, cultures and values to understand everyone involved. Critically look at the case and its findings, see which factors influence the decision: was it the characters, business rules or both? Examine the management style of the manager, and how it affected the overall outcome.

CASE STUDY

The business is a mobile phone company which sells mobile phones, insures them, renews contracts and provides after-care service. They employ over 11,000 staff with over 200 customer service advisors, who worked in teams of twelve; each team consisting of a manager and a supervisor and advisors. Calls are taken about customer queries of payment changes and claims.

On the day of the incident the supervisor was working on the phone taking calls as it was a very busy day with high call volume. During this time the supervisor made a personal call to his mother, it should be noted here that all calls are recorded for quality control purposes, this was known by all employees. It was a very busy day and the incoming calls were in the red, which meant the service level agreement for call handling was not being met. Personal calls should be approved before hand and would not have been permitted at this time of such high call volumes.

To ensure good quality control and high standards, all calls made or received are recorded and may be listened to in order to give feedback on improvements that can be made, or praise given for a call well handled. In this process the supervisor's private call was picked up, which led to him being pulled up for a disciplinary hearing. This was considered as misconduct and as part of the business' policy disciplinary action must be processed in a form of a disciplinary hearing. This decision is taken after the management had investigated the case and deemed it necessary for action to be taken. The supervisor would be briefed and advised he could have a representative who could be anyone to support him in the procedure. He asked his friend a customer support adviser within the business, as she had been a representative before.

The hearing was attended by four employees, a manager who worked in a different department, one note taker, the supervisor and his representative. The manager explained that the hearing was due to misconduct, the employee had used the company phone to call his mother during his working hours without permission. The call was picked up in routine monitoring, it was explained that this is a sackable offence. The supervisor explained that his mother was very ill, and he just made a quick call to check on her well-being. However, he did not feel that making this call was not unjustifiable in any way although it technically was breaking the company rules. As he saw it as a family emergency he therefore should not be held to account in any way. The manager reiterated that even though this call was about checking on his mother's health the appropriate permissions were not gained adding to this the call was made at an inappropriate time. The call helped push the service level agreement further into the red which was not acceptable. The supervisor said he understood but felt he should not be punished for calling his sick mother. His representative asked for an adjournment of the hearing to give the supervisor some advice. In accordance with (Gilhooley, 2008) the representative's duty was to:

- address the hearing to put the worker's case forward
- sum up that case
- respond on the worker's behalf to any view expressed at the hearing
- confer with the worker during the hearing.

The representative had attended a few disciplinary hearings and therefore was able to see what the manager was trying to achieve. She could see the frustration in his face and in his tone after having to repeat himself on the offence the evidence and the consequences of the offence. No one was denying that the call had been made, just the supervisor seemed adamant that he should not be disciplined because it was his mother's health he was checking on and therefore an emergency. The rep had to explain that company rules are company rules and all he needed to do was apologise and take whatever penalty was given. She explained that at the rate he was going he was going to end up being dismissed. Everyone involved understood he felt the need to call his mother it was just the fact he broke the rules and doing so at the time he did. It took some convincing, but he agreed to apologise.

On the return to the disciplinary the supervisor apologised for making the call in his call handling time. The manager then explained that as the supervisor had been working for the company seven years and had been promoted in that time with no other incidents he would issue a written warning. He also explained that if the supervisor had not apologised and recognised his error in breaking company policy he would have had no choice but to have dismissed him.

How values and beliefs play a part in the case study.

Throughout this case study you can see the supervisor had a strong conviction that he should not be disciplined for his actions due to the circumstances of the call he made. He strongly believed that although the call was made within his working time and without any permission because it was to do with his mother's illness rules should not have applied. Ethical values are said to be situational and time specific (Hunt, et al., 1989). In this situation his belief influenced his behaviour, he would have normally had towards his work, at the time prioritising his mother, this in turn influenced his behaviour and in turn his attitude. Homer and Kahle (1987) found that beliefs create values which then form attitudes and in turn influences the behaviour. He totally dismissed that his conversation with his mother was held at a time which was very disruptive to the smooth running of the call centre.

In analysing this case the values and beliefs of the supervisor played a key part in actions taken in this incident. The supervisors showed via his behaviour and actions that he has very high family values. This is reinforced with the knowledge that he as an only child is responsible for the care of his parents. Resilience is a powerful belief system, which is linked to the social world of cultural and spiritual beliefs (Walsh, 2005). This added to his attitude where it has been shown that people's attitude would influence the behaviour and

how information is processed (Bohner & Wanke, 2014). Which helps to understand him taking the risk at possibly losing his job to check on the wellbeing of his mother.

He chose to take the risk and call his mother even though he knew this was not permitted also, with no thought for his work colleagues or consequence to his action. He applied inductive reasoning to his actions. He knew the status of the incoming calls to the centre, as there was a screen which showed the status of calls being handled, calls waiting and the status of the service level agreement which was already in the red. He knew the call could be listened to but took the gamble that this call would not be, especially as they were so busy he thought they would be more likely to listen to the incoming calls and the reasoning behind them. Inductive reasoning is when information is generalised based on things that may have happened before (Doyle, 2017). He was fully aware of the rules of the business however, his mother receiving a call that would bring comfort to his mother and peace of mind to him was more important to him. The effect on the customers waiting and the pressure to his colleagues who were busy try to deal with the calls and provide customer service was dismissed, as of low importance as in his experience all the calls would all be dealt with at some point, here he used deductive thinking. Deductive reasoning according to (Johnson-Laird, 2006) "...yields conclusions that must be true given that the premises are true".

He was shocked that his gamble did not pay off and his call was listened to, he knew of others that had made private calls more than once and they never were caught, the one time he broke the rules that call was listened to. On finding out that he would have to face a disciplinary he started to think about what the outcome could be, he was annoyed with the company as they could hear his conversation and therefore reasoning for his call, why they could not take this into consideration and not take it to a disciplinary.

McGhee & Grant (2008) say there is a link between individual spirituality and ethical behaviour in the workplace, which has a shared characteristic of spirituality: self-transcendence, interconnectedness, meaning and one's ultimate concern, which will oversee how a person acts and in time become qualities. Calling his mother made him feel useful and as though he was doing something towards supporting her even though he was not with her. Also giving himself peace of mind that although he had gone to work his mother was okay. The supervisor was angry with the company for choosing to discipline him for caring about his sick mother after all the years of commitment he had given them. He saw himself as a model employee who had caused no issues, worked hard and now being punished for caring about his mother.

As a manager this incident had to be looked at from a business point of view and the beliefs and values pertaining to them. The company's value statement is "providing unbeatable customer service is at the heart of everything we do" (Dunstone, 1989). The organisation's values should inspire employee's relationship with customers and their overall behaviour (Hunt, et al., 1989). Which is a total contrast to what happened in this incident. The manager had a sense of duty towards the business and the supervisor's colleagues to ensure that protocol would not be breached again putting undue pressure

on their colleagues and poor customer service. Customers were kept waiting and this was unacceptable. He explained the evidence of the call and the impact the call had on the service level at the time. He asked the supervisor if he understood the rules of the company and explained the impact the call had made. The manager empathised with the supervisor on the illness of his mother by stating he understood why the supervisor would want to call his mother and asked how she was doing and hoped she was better now. 'Empathy is to have the ability to appreciate the emotional, visual, or perspective of another person.' (O'Connell, 1993). However, he needed an explanation as to why procedures were not followed for making a private call and why the call had to be made at the point in time that it was. The answers given by the supervisor were not satisfactory to the manager and you could see his frustration with the supervisor on his face. He asked the supervisor again to explain himself, but the answer was still unsatisfactory. He was in a difficult position understanding the emotional needs of the supervisor to make the call but knowing the call was made at an inappropriate time. He had checked his personal file and could see from the information it entailed up until this point the supervisor had had no record of any problems, this was the first time he been in any form of issues with his work and his performance. 'The connection between fairness, morals, and understanding are complex.' (Decety & Cowell, 2015). The manager explained that the outcome of the disciplinary hearing could not be positive with the response the supervisor was giving and again explained the company rules and the effect the private call made and again asked for an explanation on the matter. With the answers the supervisor was giving the manager would have no choice but to dismiss him and this was not what he wanted to do.

His representative who was chosen by the supervisor was chosen due to her reputation within the company for being a good support person to have. Her beliefs were somewhere between the two as she also had strong family values but could also see the viewpoint of the business. This helped her support the supervisor in the most constructive and unbiased way. To be biased would be to steer the outcome towards her own personal beliefs (Francis, 2017). To conduct her duties effectively, she had to use critical thinking to avoid advising through her beliefs and values towards the supervisor's situation, and her understanding of the company's principles. According to (Ennis, 1985) 'critical thinking is reflective and responsible thinking that is focused on deciding what to believe or do.' While in the disciplinary meeting she became annoyed with the supervisor as it became obvious to her from the language being used that they wanted him to admit his error and apologise and that would be the end of the matter. Her skill of reading between the lines which according to (Khanna, 2017) 'is an idiom to observe or identify a buried meaning.' The supervisor seemed to be missing these hidden words, so the representative asked for a break, so she could talk to him and hopefully get the disciplinary closed with the best outcome. In the break she advised the supervisor that for this to work in his best interest he should apologise for not following the company rules and ask them to take into consideration the circumstances. For her to advise any differently would not be in the supervisor's interest, the disciplinary was not personal or about his sick mother but the company rules being broken. She encouraged him to

express how important the call was to him and that he felt he had no choice but to do so, although he now recognises it was not an appropriate timing for the business, that they recognise that this is out of his character and therefore shows the importance the call meant to him. He would also need to express that in the future if a similar situation should occur he would address it differently and ask that they take into consideration his until now faultless contribution to the business. She expressed that she believed that this would give the best outcome to his disciplinary without him having to disregard his personal belief. Cottrell (2011) states that 'although evidence proves a particular point it does not change your personal view.'

She pointed out her observation of the manager's position; the reasoning for her thoughts, they then discussed this examining all the information at hand and he then agreed an apology would be best. According to (Cottrell, 2011) Critical thinking involves the following ancillary skills:

- Observation
- Reasoning
- Decision-making
- Analysis
- Judgement
- Persuasion

Management theories at the workplace

To get a better understanding of the company and its decision-making process it helped to look at some management theories used and see how they work. It also helps to provide an understanding of the outcome of the disciplinary due to the approach the management used.

Frederick W. Taylor scientific management theory published in 1911 (Mee, 2018) used to make businesses more organised, efficient and standardised, most importantly more productive. Whewell (1968 p174) writes that it takes several steps of demonstrative thought to creating real inductive implication. He believed in a hierarchy system where the management would give direction to employees and they would just complete the task. He also believed that high producing workers should be paid for that work, so the more productive you are the higher you are paid and some businesses model themselves with this theory in mind.

The advantages of this theory are, productivity can be increased up to 400%. This meant that more work could be completed by fewer people meaning greater profits to the business. The disadvantage to this theory although businesses are advised to pay more, many companies did not follow this advice. Completing only one or two tasks which meant separation from the completed product making workers less satisfied with their roles. The task was so broken down that there was no real skill needed to complete each task. Work became mundane, demotivating, employees burnt out, as they had to work almost as if they were machines resulting in high turnover.

The strengths of this theory is that it is observation and evidence-based, it is verified, fact-finding, it lets the data speak for itself and can be backed up. (Pratt, 2000). The weaknesses of this theory are that the results cannot consider anything not observed, circumstances change they can be variables which can be missed. Information can be interpreted in different ways and not enough research done (Pratt, 2000). It is therefore problematic to relate in everyday conditions.

In relation to our case the service level agreement is modelled on using the management theory to calculate the amount of calls that should be handled in a certain timeframe and by how many employees. The fact that the call centre was within the red shows that the weaknesses of the theory were evident, the observation made to set the agreement would have been done at a lower call level time.

The Human Relation Theory by Elton Mayo from the 1930's which includes the Hawthorne Effect, is used to improve productivity (Perry, 2017). Like him many believe that money alone would not increase productivity. Working under supervision and working in groups also helped improve productivity; recognising that employees should be supported as well as supervised. Additionally, great upward communication between the management and teams is needed with feedback being essential. That employees are supervised, mentored and given direction but still give the feeling of autonomy. To get the social aspect to this theory it is essential to work as part of the group. The disadvantages to this theory is that it is not well developed (Kochan, et al., 1984) not much research to back it up. What the effect of working with people that don't agree with each other, or they cannot perform the role would have. Businesses are still run from the top down so fear and manipulation still a threat. Due to this management theory he also was able to put his case forward in the disciplinary which helped them understand his behaviour. Human relations focus on the individual and analyses, motivate and cultivate their achievements (Jennifer Lombardo, 2013). In this case the recognition of staff applies as the supervisor got his role because of his service with the business. They also work in teams which provides the working relationship although in this case the supervisor did not consider them. The disadvantage that can be noted from this scenario is that you cannot predict behaviour in the workplace as there are so many different elements that can affect it. The well-being of the supervisor was not a leading factor but did affect the outcome.

Observing the business and how each part fits together, taking note of the different ways to complete tasks, selecting the best ways to complete the task is a method some businesses use. A hierarchical system and linking each level. The company has an overall goal. Then each department has its set objectives to help achieve the company's goal which is called an equifinality (Garnett, 2013). This is modelled on Ludwig Von Bertalanffy Systems Theory from 1968 (Heylighen & Joslyn, 1992). A simple example of this is to look at a band, each member of the band has their part to play and would practice perfecting their individual part but are not a band until they play together and would not sound good if they did not perfect their timing and rhythm. It is important to note that even though an organisation has separate departments, what is done in one department can

and often does affect another. Organisations would also consider the external environment, things like competition, changes in law, advances in technology, all of which could affect the organisation. Monitoring all these things helps managers make better decisions to achieve the company's goals. It is also important to get feedback whether negative or positive to enable adjustments to be made to plans or goals and keep the company on track for success.

The whole idea is to keep a balance by adapting to changes and working together to achieve the goal. This system helps managers see all the different parts to the business and not feel separated from the business. It also helps with problem solving and seeing and recognizing the effects of the environment. Stakeholders have a greater interest in the outcome of the business.

This theory is relevant as the department is one of many that provide customer care for the insurance of mobile phones sold by the company. Calls being monitored to help train staff; also, to gain feedback which enables the business to adjust and improve things that are highlighted through the customers' calls.

To rule out particularism businesses use Max Weber's Bureaucratic Theory from the late 19th century (Economist.com, 2009). It is not based on qualifications or abilities. There are six main characteristics as to how it all comes together and would run on a hierarchical system, so the organisation can run as efficiently as possible: They want people to be specialised in a role which helps with efficiency. Keep hierarchy in place in the form of employees, supervisors, managers, line managers, department managers and so on, depending on the size of the company (Hamilton, 2008). Have company policies in place and make all staff aware and abide by them. Guard against particularism, separation of personal and professional life and have employees qualified for the role as opposed to being given the role because someone likes them, or they are family. There is a separation of work and ownership, example documents written for work belong to the company not the employee.

There are advantages and disadvantages to this theory. Red tape being a description of one disadvantage as it can take a long time to plough through regulations to get a decision made or for a job done. A person may be qualified on paper but practically are unable to conduct the job at hand. On the plus side there is structure which helps with efficiency and standardisation. Having company policies encourages best practices (Ingram, 2011). It has a lack of empathy and rationale which in this case study would have lead to dismissal if this was the only management theory the company followed. This business has a hierarchical structure in place, there are call advisers then supervisors, team managers, department managers and it's clear who is responsible for what so there's no confusion. The company does have a handbook which clearly defines the rules and regulations of the business. This is available on the company intranet and is given to every employee at the start of their service. The supervisor would be unable to deny knowledge of the rules as they were provided. As this theory works based on being

qualified for a role the supervisor had his role because of his years of experience in working in the call centre environment.

The management theory practised

There are many management theories, here only four were considered; of them the aforementioned each having a part to play in the management of the business. When you look at businesses depending on the size structure and type of business you will see there is often more than one management theory used or part of the theories used. The most relevant to this case study is the Scientific and Bureaucratic Management Theories. Why?

The Scientific Theory applies mainly time and motion where they have analysed call data and calculated on average how long it should take to deal with each call, what the best solution to the most common issues are, then decide how many calls should be dealt with within a certain time frame. From this they have a service level agreement which includes how long it should take to answer a call, manage that call, and the number of calls that would come in within a certain period. They have a screen which has the call data alerting red, amber and green to let all the staff know when they are hitting targets or missing them. In this case study it is clear they were in the red and missing their target. It's the manager's job to see why this may have happened and do what's needed to correct it, to allow a private call in this time would not meet the customer care policy. This method helps to manage staff required, and judge the call lengths, it takes away the personal touch, but all calls can be dealt with. On the other hand, a customer with a lengthy query may find the adviser not able to be as thorough, as they feel pressured to just get the customer off the phone in the allotted time frame. This can lead to the job feeling a bit monotonous and sacrifice customer care. Haroun (2014) maintains that customer care is the most gainful part of the business. This method can work against the company policy.

The second theory Bureaucratic Management Theory the supervisor works in a specialist department for the mobile phone company covering insurance and has been rewarded for his service and knowledge with the supervisory role. It is also clear throughout the study that all are aware of the company policies which in this case were not followed. To avoid any bias in favour of the supervisor the disciplinary was conducted by a manager from a different department. All these points spell out the Bureaucratic Theory.

The Systems Theory allows is to see that the department is one of the many with in the business that works towards the main company goal and monitor the business to see areas of improvement.

What is most notable in the case study is that there are clear guidelines which lead to the disciplinary. There is a system in place against particularism, there is a clear hierarchy. However, the overriding theory that lead to the decision made was the Human Relations Theory. The manager thought of the supervisor as an individual and along with his wellbeing. Having a disciplinary gave the employee an opportunity to voice his opinion.

Conclusion and recommendation

When considering management theories for organisations today no one theory is used. Businesses are very different from when the theories were developed so it is not unusual for business to use a combination of theories.

In this case study it can be seen there are many elements that are considered when dealing with different issues within the workplace. Each person involved had their own values, beliefs and attitudes which were brought to the disciplinary hearing. The emotions involved could have resulted in a totally different outcome if critical thinking was not used. The supervisor was too emotionally affected to think clearly or critically. The representative had to put aside her emotions and beliefs and think critically to assist in advising the supervisor to get the most positive outcome possible; getting the supervisor to see the disciplinary was about company rules. The manager also had to put aside his personal beliefs and deal with this situation from the company's perspective. Through him inadvertently showing his emotions, the representative was able to see and advise what the next step should be for the supervisor. Through using the tools of the management theories, the evidence of the break in policy was made apparent for all to see. There was also no particularism ensuring a fair hearing. If all these elements were not taken into consideration the outcome would have been very different.

When dealing with an issue it is always best to think critically, take the personal out of the situation and really analyse for the best results. Being able to look at a business and choose the best theories to fit your business not only makes it more efficient therefore more productive but makes for a happier working environment.

References

- Decety, . J. . & Cowell, J. M., 2015. Empathy, Justice, and Moral Behavior. *AJOB neuroscience*, 6(3), pp. 3 - 14.
- Boddy, D., 2014. *Management an Introduction*. 6th ed. Harlow: Pearson.
- Bohner, G. & Wanke, M., 2014. Attitudes and attitude change. In: 2nd, ed. *Why study attitudes?*. East Sussex and New York: Psychology Press Taylor & Francis, p. 12.
- Cherry, K. & Gans, MD, S., 2018. *Attitudes and Behavior in Psychology*. [Online] Available at: <https://www.verywellmind.com/attitudes-how-they-form-change-shape-behavior-2795897> [Accessed 30th April 2018].
- Cheruvellil, K. S. & Soranno, P. A., 2014. Creating and maintaining high-performing collaborative research teams: the importance of diversity and interpersonal skills. *Frontiers in Ecology and the Environment*, 12(1), pp. 31 - 38.

Cottrell, S., 2011. Ancillary skills. In: 2nd, ed. *Critical Thinking Skills Developing Effective Analysis And Argument*. 2nd ed. New York: Palgrave Macmillan, p. 4.

Cottrell, S., 2015. Skills for success personal development and employability. In: 3rd ed. London - New York: Palgrave.

Doyle, A., 2017. *Balance - Inductive Reasoning in the Workplace*. [Online]
Available at: <https://www.thebalancecareers.com/inductive-reasoning-definition-with-examples-2059683>
[Accessed 19th April 2018].

Doyle, A., 2017. *Personal Skills List and Examples List of Personal Skills for Resumes, Cover Letters, and Interviews*. [Online]
Available at: <https://www.thebalance.com/personal-skills-list-2063763>
[Accessed 28th December 2017].

Dunstone, S. C., 1989. *Carphone Warehouse*. [Online]
Available at: www.carphonewarehouse.com/about.html
[Accessed 12th April 2018].

Economist.com, 2009. *Guru Max Weber*. [Online]
Available at: <https://www.economist.com/node/12762398>
[Accessed 26th April 2018].

educba.com, 2017. *How to Apply Management Theories At Workplace*. [Online]
Available at: <https://www.educba.com/how-to-apply-management-theories-at-workplace/>
[Accessed 30th April 2018].

Ennis, R. H., 1985. *A logical basis for measuring critical thinking skills*. [Online]
Available at:
<https://pdfs.semanticscholar.org/80a7/c7d4a98987590751df4b1bd9adf747fd7aaa.pdf>
[Accessed 3rd April 2018].

Flood, P. A., 2015. *Critical thinking skills and information literacy skills: discerning online information among high school students est*. [Online]
Available at:
<https://search.proquest.com/openview/27e08ac50cf09e036401b453e7052a18/1?pq-origsite=gscholar&cbl=18750&diss=y>
[Accessed 7th January 2018].

Francis, P., 2017. *Quora*. [Online]
Available at: <https://www.quora.com/What-are-some-examples-of-a-biased-statement>
[Accessed 8th April 2018].

Garnett, M., 2013. *You Tube - Introduction To Systems Theory*. [Online]
Available at: <https://www.youtube.com/watch?v=Lr2hGvkGp3o>
[Accessed 9th April 2018].

Gilhooley, D., 2008. *Times higher education.com*. [Online]
Available at: <https://www.timeshighereducation.com/news/what-is-the-role-of-the-companion-at-a-disciplinary-hearing-do-we-have-to-allow-employees-to-bring-a-lawyer-along/404072.article>
[Accessed 2nd April 2018].

Gonzales, I., 2017. *Importance of research in our daily lives*. [Online]
Available at: https://www.youtube.com/watch?v=a_Qi29kZE1U
[Accessed 7th January 2018].

Hamilton, C., 2008. Individuals or teams . In: 10th, ed. *Communicating for Results: A Guide for Business and the Professions*. 8th ed. Boston: Thomson Wadsworth, p. 408.

Haroun, C., 2018. *Why the Best Companies Always Have the Best Customer Service*. [Online]
Available at: <https://www.inc.com/chris-haroun/why-companies-like-apple-and-amazon-always-have-the-best-customer-service.html>
[Accessed 18th April 2018].

Heylighen, F. & Joslyn, D. C. A., 1992. *What is Systems Theory*. [Online]
Available at: <http://pespmc1.vub.ac.be/SYSTHEOR.html>
[Accessed 26th April 2018].

Homer, P. M. & Kahle, L. R., 1987. *Google Scholar - A Structural Equation Test of the Value Attitude Behavior Hierarchy*. [Online]
Available at:
https://www.researchgate.net/profile/Lynn_Kahle/publication/232429729_A_Structural_Equation_Test_of_the_Value-Attitude-Behavior_Hierarchy/links/00b7d51ead4d9e3ec1000000/A-Structural-Equation-Test-of-the-Value-Attitude-Behavior-Hierarchy.pdf
[Accessed 19th April 2018].

Hunt, S. D., Wood, R. V. & Chonko, B. L., 1989. Corporate Ethical Values and Organizational Commitment in Marketing. *Journal of Marketing*, 53(3), pp. 79-90.

Ingram, D., 2011. *Chron - What Are the Advantages and Disadvantages of a Bureaucratic Organization Structure?*. [Online]
Available at: <http://smallbusiness.chron.com/advantages-disadvantages-bureaucratic-organization-structure-2761.html>
[Accessed 11th April 2018].

Jennifer Lombardo, M., 2013. *You Tube - The human relations theory of management*. [Online]
Available at: <https://www.youtube.com/watch?v=F2k018hctZQ>
[Accessed 17th April 2018].

Johnson-Laird, P. N., 2006. Deductive Reasoning. In: *How We Reason*. Lynn Nadel ed. London: John Wiley & Sons, Ltd, p. 430.

Kenneth Blanchard, P., Zigarmi Ed.D, P. & Zigarmi Ed.D, D., 1991. *Leadership and the one minute manager*. 1st ed. London: Willow Brooks.

Khanna, P. R., 2017. *Quora*. [Online]

Available at: <https://www.quora.com/What-does-read-between-the-lines-mean>
[Accessed 8th April 2018].

Kochan, T. A., McKersie, R. B. & Cappelli, P., 1984. Strategic Choice and Industrial Relations Theory. *Industrial Relations A Journal of Economy and Society*, 23(1), pp. 16-39.

Luthra, T., Norman, K. & Riddel, S., 2017. *Resilience Training for the Bethesda Project: The ABC's of flexible, accurate thinking*. [Online]

Available at: https://repository.upenn.edu/mapp_slp/10/
[Accessed 7th January 2018].

McGhee, P. & Grant, P., 2008. Spirituality and Ethical Behaviour in the Workplace: Wishful Thinking or Authentic Reality. *Ejbo*, 13(2), pp. 1239-2685.

Mee, J. F., 2018. *Frederick W. Taylor*. [Online]

Available at: <https://www.britannica.com/biography/Frederick-W-Taylor>
[Accessed 23rd April 2018].

Mullins, L. J., 2002. *Management and organisational behaviour*. 6th ed. Harlow: FT Prentice Hall.

Myers, P., 2013. *Team Technology - Definition Of Team Dynamics*. [Online]

Available at: <http://www.teamtechnology.co.uk/team/dynamics/definition/>
[Accessed 8th January 2018].

O'Connell, S. M., 1993. Empathy in chimpanzees: Evidence for theory of mind?. *Primates*, 36(3), p. 397-410.

PERRY, G. L., 2017. *Human Relations Management Theory Basics*. [Online]

Available at: <https://www.business.com/articles/human-relations-management-theory-basics/>
[Accessed 26th April 2018].

Pratt, J. P., 2000. Strengths and Weaknesses of Science. *Millennial Science*, 28th December, pp. 367-385.

Volpe, R. J. & Briesch, A. M., 2016. Dependability of Two Scaling Approaches to Direct Behavior Rating Multi-Item Scales Assessing Disruptive Classroom Behavior. *NSAP School Psychology Review*, 45(1), pp. 39-52.

Walsh, F., 2005. Helping families meet the challenges of our times. In: 3rd, ed. *Strengthening Family Resilience*,. 3rd ed. New York: The Guilford Press, p. 35.

Whewell, W., 1968. Introduction and Scientific Method. In: R. E. Butts, ed. *Theory of Scientific Method*. Robert E Butts ed. Indianapolis: Hackett Publishing Company Inc., p. 174.