

Student Name	Lucia Cristina Majer
Student Number	1604527
Module Title	Developing Workplace Critical Thinking
Assignment Title	Developing Workplace Critical Thinking
Module Lecturer's Name	Dr. Husam Helmi

Table of Contents

INTRODUCTION	1
TASK 1	2
Explanation of beliefs, attitudes and values and differences between them based on theoretical model.	2
Explanation of My role in the workplace, Management theories relevant to my role	7
Critical assessment of my belief, attitude and values on particular management theory in context to operational management	9
TASK 2	11
Critically assess the impact of beliefs, attitudes and values on own workplace behaviour	11
CONCLUSION	15
REFERENCES	16

INTRODUCTION

Defining critical thinking is not criticising, is about carefully analysing, believe, judgement, problem solving, understanding and moving on with good thoughtful real reason. It does include intuition and emotions. Critical thinking is not only about thinking analytically but also about thinking differently. Engaging critical thinking is to take a position to understand and take actions with rational reason, good believes to be able to have a good true conclusion. It is a necessity to think out of the box, not a luxury, our minds are focusing on new alternative ideas, to challenge anything and everything to be able to progress. Developing your critical thinking you can perform better, achieve more in your life, enhance your creativity.

‘Good thinking’ and ‘thinking well’ are used commonly in universities, organisation and research literature so all sectors are preparing individuals to think critically. (R.T. Pithers & Rebecca Soden (2000) Critical thinking in education: a review, Educational Research, 42:3, 237-249, DOI: 10.1080/001318800440579)

Critical thinking is the intellectually disciplined process of actively and skilfully conceptualising, applying, analysing, synthesising, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action. In its exemplary form, it is based on universal intellectual values that transcend subject matter divisions: clarity, accuracy, precision, consistency, relevance, sound evidence, good reasons, depth, breadth, and fairness.’ (<http://www.criticalthinking.org/pages/our-conception-of-critical-thinking/411>)

Human resources are an asset of company due to which it is responsibility of an organisation to establish healthy work environment which encourages employees to create new ideas and thoughts for complete allotted task in an effective and efficient manner (Achtenhagen, and Winther, 2014). There is a specific need to make sure that effective as well as efficient policies are being framed by the managers that will enable them to efficiently manage the whole firm. An organisation consists of a diverse culture because it employs individuals from various different regions who follows a different language, culture etc. Thus, it is essential to manage the

diversity in culture effectively by making a proper framework of management for the same. Starbucks is an American coffee house chain which was established in 1971, and is having around 28,000 stores worldwide. The company employs around 238,000 employees with a net income of around £2.3 billion. The current report will have a detailed discussion of the diverse culture that operates in Starbucks including their values, beliefs etc. The impact of those beliefs on individual behaviour will also be discussed in detail under the report.

TASK 1

Explanation of beliefs, attitudes and values and differences between them based on theoretical model.

The beliefs, attitudes as well as values that an individual possesses will go on to play a huge role in shaping his career along with making contributions in organisational development as well as growth. These are internal characteristics that help an individual to grow and achieve success. The branch of social science covers the aspects of beliefs, values as well as attitudes, it specifies the border that an individual should follow while performing his duties (Björgvinsson, Ehn and Hillgren, 2012). It is basically the moral responsibilities that are being laid on an individual to effectively perform his duties. In order to understand the real distinction between values, beliefs as well as attitude, it is important to understand the same in an effective way.

Difference between Values, Beliefs and Attitudes

As Joseph Michelli stated in the Fortune magazine 'the success of Starbucks is driven by the people who work there-the "partners"-and the special experience they create for each customer.' Find realistic answers to your most crucial questions...get "from the trenches" insights that save you money...learn to drive more value faster.

Beliefs are spiritual, social or moral in nature, it specifies that behaviour that an individual shall possess in order to operate within a business environment. Values and attitudes that are being possessed by an individual are also equally important to effectively manage the workplace and to ensure operational efficiency in the longer run (Carayon and et., al., 2015). There is also a specific need to ensure that individuals contribute in the growth and development of organisation like Starbucks, and for this specific purpose, the company is trying to implement

various strategies to enhance the values and attitudes that are being already possessed by an individual and so that this can help in effective growth of the organisation going forward. A detailed explanation of the difference between values, beliefs as well as attitudes are discussed as follows:

<i>Basis</i>	<i>Values</i>	<i>Attitudes</i>	<i>Beliefs</i>
Definition	It basically helps in guiding our behaviour over period of time.	Attitudes are the response that basically is a result of the values that are being possessed by an individual.	Beliefs are the understanding or the wisdom that already prevails within the society, may be because of the religions that prevails, or the concepts that are being told to us by our ancestors etc.
Importance	Values helps in deciding, what we think as what is good, bad, right or wrong etc.	Attitudes on the other hand are likes as well as dislikes towards certain things people as well as objects.	It helps in determining our attitudes as well as opinions about different aspects of the external environment.

Flexibility	Values are Permanent in nature and they are framed in a long span of time.	Attitudes can be changed based on the experiences, if the experiences are favourable the attitude may also be favourable.	Beliefs are much broader term than Values and attitudes. Beliefs can be related to development of ethical behaviour to operate and work in a society. It develops ethics and morals in an individual.
Concept	They are being derived from social as well as cultural influences on an individual.	These are based completely on personal experiences. Information integration theory also support an individual in acquiring specific knowledge and information from different fields which increases their overall attitude among others.	Beliefs are much broader concept than values as well as attitudes.

It can be understood that, values, attitudes and beliefs differ in their characteristics.

While beliefs relate to the opinions that are developed in an individual from childhood by way of following a specific religion, caste or language, on the other hand values and attitudes are developed by an individual on his own once he gets aware of various aspects of the world (Childs, Edwards and McNichol, 2014). Values and attitudes can be altered but it is somewhat difficult to alter Beliefs of an individual in an effective manner.

The “belief in a just world” refers to those more or less articulated assumptions which underlie the way people orient themselves to their environment. Businessmen know that to get the desired results in the long term, there are also manageable procedures that are effective in achieving the desired goal. (Erikson, 1950; Merton, 1957).

Implied attitudes can be important in understanding and predicting consumer behaviour; based on automated affective associations, these attitudes drive behaviour and can be resilient to conviction. The results suggest that Pavlovian conditioning, with conditional and unconditional stimuli, can have an effect on implicit attitudes. This demonstrates a method of measuring the implicit attitudes towards a single brand and discusses the implications of implicit attitudes in consumer research. (Douglas Ewing, Chris Allen, and Frank Kardes (2008) , "Conditioning Implicit and Explicit Brand Attitudes Using Celebrity Affiliates", in NA - Advances in Consumer Research Volume 35, eds. Angela Y. Lee and Dilip Soman, Duluth, MN : Association for Consumer Research, Pages: 593-599).

One of the major issues of our century is the environmental protection, companies trying to produce products with minimal environmental impact. This applies also to the tourism industry. No study has been carried out for the accommodation sector and restaurants have to apply ecological practices, in this way, achieving a substantial competitive advantage.

The purpose of these studies is twofold: on the one hand exploring consumer attitudes towards different areas of green practices in restaurants and on the other hand consumers' desire to pay for green restaurants that leads to the likelihood of consumers actively seeking and visiting green restaurants .

As a theoretical foundation to examine the influence of consumer demographics on attitudes and norms to organic practices in restaurants, it was Ajzen's Theory of Behavior (1985). The data was collected using a structured survey. The household consumers were asked to fill a questionnaire in while they are waiting for their food; 455 subjects were taken into the studio and obtained a series of descriptive statistics.

Studies have shown that most consumers perceived the "green action" area as very important and many consumers were willing to pay up to ten percent more for green restaurants. It also noted that some demographic features were consistent with the Theory of Planned Behaviour, observing a large number of subjects willing to dine at a green restaurant.

Organisation selected

Fortune.com, 2002, say about Starbucks Corporation is currently the world's largest café company, with a record number of 15,011 stores located in 42 countries. Starbucks sells brewed coffee, espresso-based hot drinks, hot and also cold drinks, snacks and products for instance mugs and coffee beans. Starbucks has an entertainment division and Hear Music brand, Starbucks also markets music, books and film. A lot of these items are seasonal or specific to the locality of the store. Some grocery stores sell Starbucks branded ice cream and coffee.

Location and stores design

Also, according to Fortune.com, 2002, Starbucks coffee stores are usually clustered in a high-traffic or high-visibility location in every market. The Stores differ in size, with an average size of roughly 1,500 square feet. Whatever location the stores are, the company focuses on attracting dense pedestrian street traffic, by having a lot of comfortable seating in that customers feel welcomed to stay more than they may have planned.

Vision

The company is vision is "to establish Starbucks as the most recognised and respected brand in the world". (Fortune.com, 2002)

Mission

The mission statement of Starbucks Corporation is to found Starbucks as the leader supplier of the finest coffee in the entire world whilst maintaining Starbucks' uncompromising principles as the corporation grow. (Fortune.com, 2002)

The six main principles of Starbucks are stated as (starbucks.com)

1. Provide the best work environment and treat on another with dignity and respect.
2. Appreciate diversity as an indispensable element in the manner we do business.
3. Relate the utmost standards of quality when making a purchase, roasting and delivering of our

coffee.

4. Develop passionately satisfied customers at all the time.
5. Make a positive contribution to our environment and our communities.
6. Identify that profitability is vital to future success. (Fortune.com, 2002)

Analysing Starbucks using the Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator (MBTI) is a personality questionnaire formulated to identify particular psychological variations according to typological theories of Carl Gustav Jung. The five personality characteristics are extraversion; openness; agreeableness; conscientiousness; and emotional stability (neuroticism).

(McCrae & Costa, 1989) From these indicators we can then suggest that Starbucks has an overall preference for Extraversion, since the company will like to express itself much and to think for new innovations which have been the driving force of the company for many years.

Analysing Starbucks using Holsfede's cultural framework

To assist us understand the cultural environment of Starbucks, we will apply Greet Holsfede's cultural framework. Holsfede formulated a model that outlines five main dimensions to understand the different cultures, which are power distance; individualism; masculinity; uncertainty Avoidance; long term orientation. (Hofstede, 1991) according to this model it can be said that Starbucks have a low Power distance as the corporation beliefs in respecting each individual meaning that it believes in equality amongst individuals. The company can be said to have lower uncertainty avoidance as it has taken a lot of risks by establishing new branches in different countries.

In terms of individualistic and collectivistic, the company operates as a team thus it is has a high collectivistic.

In terms of masculinity and femininity, the company respects all employees meaning that it views all the employees the same regardless of their gender. Thus it is highly femininity.

Culturally, Starbucks is long term oriented has one of its guiding principle is caring for the environment and the community which are long term aspects. (Hofstede, 1991)

Overall, Starbucks appears to be a well-built and well-rounded company, as a leader in the industry, Starbucks has built a very strong organisation culture. Research shows that organisation culture and climate of an organisation determines the performance of an organisation. Culture of Starbucks defines it since it a **collective beliefs and ideology** shared by the employees working in an organisation. Kotter (1992) observers that, culture of an organisation is the main motivating force that ensures the success of an organisation; which is apparent with Starbucks.

Explanation of My role in the workplace, Management theories relevant to my role

I have been appointed as a manager in operations department of Starbucks Plc. and my responsibilities includes managing resources and monitoring performance of employees engaged in performing operational activities. It helps in minimising wastage and achieve maximum level of output.. After working with them for two years, I observed that they use various management theories to enhance their management and controlling practices. These management theories are the set of general rules which provides guidelines for how an organisation can manage their business operations (Clements and Cord, 2013). These theories address that how managers and supervisors can use their skills to attain the overall organisational goals. The main aim of these theories is to assist managers like me about the measures that how employees can get motivated to do better and set few high standards. In my job duration, I experienced that Starbucks Plc. is tend to use modern management theories such as scientific and bureaucratic theories as they are more capable to link with the management problems of current time. Few management theories are listed below along with their description and justification:

Theory of Scientific management – According to Fredrick Winslow Taylor, management is an art as well as a profession which needs to be conducted with suitable skills and efficiency which needs proper guidelines and framework (Dochy and et., al., 2012). In order to provide a specific guideline, theory of scientific management was developed so that management practices can follow few principles as their base. Starbucks Plc. is a large-scale organisation which requires efficient strategies, plans and policies. This theory is used in this

organisation to ensure economic efficiency and labour productivity. As a manager of operations department, principles which were followed of scientific theory are Scalar chain and authority responsibility relationship (Eddy and Mitchell, 2012). It is known as one of the effective summaries of hypothesis or group of that is supported with repeated tests and analysis. The best part of this theory is that, the more evidences supports a hypothesis chances of getting better outcomes can be enhanced. It is coherent assembly of various observations and explanations that works in a wide range of condition. The variation in theory and facts is very minimal. It has been found that any theory must be more flexible and operationally defined so that it can be effectively helpful in near future time.

Other principles of scientific theory include that separate planning should be conducted for various activities and every group of workers should have a supervisor or foreman to ensure their regular encouragement and efficiency (Galsworth, 2017). This theory was used to Starbucks in order to study and various techniques such as time, motion and fatigue so that every employee in operations department must have equal amount of work. The reason of considering this theorist and following scientific theory is that the principles which are introduced by FW Taylor can be easily moulded by the organisation according to their surroundings and create a productive work culture in business.

Bureaucratic theory of management: According to Max Weber, bureaucracies are all around an organisation which comprises non-elected officials who implement rules. Large scale organisations such as Starbucks use this theory so that they can lead to a better understanding of how authorities and regulatory agencies affect operations of an organisation. For example, these bureaucracies include social security administration, environmental protection agency and public universities (Goetsch and Davis, 2014). Max Weber is a modern sociologist and political economist which identified that external authorities has a wide control over business organisations which was selected by Starbucks as it has been considered that external regulatory bodies has a striking impact on their business operations.

According to this theory, organisation is classified in a hierarchy in order to develop an arrangement which has clear defined structure (Hagemann and Stroope, 2013). This theory is used by us in operations department of Starbucks Plc. as according to this theory information

flows from top level to lower level management which brings clarity in authority responsibility relationship and direction. Few features of this theory include division of work, clear rules and regulations, hierarchy of authority, technical competence, record keeping and impersonal relations. Benefits of this theory are specialisation in business operations, effective structure, rationality, predictability and democracy. There are few disadvantages of this theory also which are rigid principles and goal displacements. Max Weber is a theorist which has been selected as he has given modern principles which are more relative to current scenarios of organisation problems along with these bureaucracies can also help in effective flow of information.

Critical assessment of my belief, attitude and values on particular management theory in context to operational management

Management theories provides a way to classify significant and pertinent management knowledge. Also, it will focus on providing criteria about what is relevant. As an operational manager one of the most appropriate theory in context to my field is **contingency theory**. It is one of the contemporary theories that tends to report about and assists in interpreting frequent changes in today's dynamic working environment (Lyons and et., al., 2013). This theory in general emphasis that there is no perfect way for a managing an enterprise and decisions that are to be taken by managers should be based on proper analysis of prevailing circumstances and not just merely follow the methods that are already been incorporated or applied from pasts. This applies that been a operational manager it is requisite for me to continuously scan internal and external environment of Starbucks (McDonald, 2014). This will help me to be noticeable and knowledgeable about what are latest technical upgrades that we can adopt in terms of increasing our company's process, what our competitor's planning and applying, what the latest tastes and preferences of our customers and way other essential information. All this data will help me to make necessary modification in current working style to become more competitive and more customer-oriented company.

The reason for selecting theorist Fred Fielder is that he was a renowned prolific researcher, thinker and writer whose work has contributed a lot to economies, business management and science. His famous work includes Theory of Leadership Effectiveness,

Contingency theory, LPC scale for assessing leadership and many more. this particular theory is that in my opinion this theory will help me to get an insight of the root cause of an individual problem rather than just to see the problem itself. For instance, at first glance deterioration in production might be taken as a result of sudden shift in customers taste or due to competition (Nurqamarani, 2017). However, deeper analysis might reveal that the authentic taste for which Starbucks is famous is not being provided to them may be due to inefficient staff. Also it will help amalgamate various factors such as Starbucks culture, firm's commitment towards employees safety, profit objectives, brand position, customers service attitude and so on while taking a particular decision or implementing any modification in operations. It will simultaneously increase my efficiency to respond to sudden issues or contingencies by working effectively and speedily on its redressal. Thus, with applying this approach I will be able to be more proficient in my job as a manager as I will be more foresighted, flexible and adaptable to adjust to new circumstances. Also, as I deeply value innovation and is a firm believer that it is a key to success for any firm in this present era of immense competition I am assured that application of this theory will reap many benefits for the company.

TASK 2

Critically assess the impact of beliefs, attitudes and values on own workplace behaviour

In every firm, employees and managements work under pre-set behaviour that ensures its effectiveness and efficiency. As a person I believe that as a manager it is responsibility of an individual to maintain a positive working attitude at workplace so as to maintain behaviour of workforce at most effective and productive level. Also, it helps in developing a positive work culture that directly impacts productivity, growth and development of both organisation and its people.

As a person I deeply value integrity, enthusiasm, commitment to growth and hard work. I illustrate it in my working style by providing opportunities to my staff to be participative in decision making process. This positively leads to enhancement in employee's morale as they feel associated with company where in they are given freedom to share thoughts, their opinions, space to adopt their working style etc. I believe that as a manager it is my responsibility to

control my employees by setting my virtues as a idol for them to follow. Also, I strongly think that it is requisite for me to be effective as a leader by ensuring that I clearly communicate and encourage them towards my vision and to provide them right guidance to take best course of actions to attain it. Adhering by it I make sure that I delegation authorities and responsibilities to right people in terms of skills and motivation levels. It further give benefit of enhancement in work efficiency, timely completion of work within deadlines besides revealing innovative and creative ideas, methods and opinions from staff ends that can majorly contributes to company's success. (Parameter, 2015). My values and beliefs have helped to to perfectly align with Starbucks' core philosophy that strives towards creating and maintaining a culture of warmth, where every is encourage to act with courage to take up new challenges and is given full respect, dignity and transparency in their work.

Where other managers in our days give emphasis on adopting supportive or collegial model I firmly believes in applying **system model** for organisational behaviour. According to me in today's corporate era in order to add on quality in work that are been performed it is most appropriate model that could positively impacts my employees performance. It is because, as today individuals not only be motivated just on salary or job security parameters instead they are equally keen to derive value for hours that they are putting towards organisation. Also, in contradiction to previous scenario today every employee prefer to work which is ethical, respectful, give opportunities for personal growth and development and is integrated with trust. Applying this model, I will try to develop a working environment where in my team members will feel optimistic and enthusiastic to work and are self determined to attain their personal and professional objectives. Moreover, they will also feel encouraged, inspired and will ultimately enhance theory productivity and work efficiency.

Roles and responsibilities

When it comes to Starbucks Coffee Company's business growth and success is linked with its proficient operational management system (Winwood, Colon and McEwen, 2013). Following its organisational culture which is to provide quality of service firm applies its coffee and farmer Equity program in its supply chain management. As a operational manager there are

various functions that I am accountable to perform. Mentioned below are some of mine most prominent roles and duties as a manager:

Quality Management: In Starbucks quality management forms the premium characteristics. Thus in here my role is to check that pre-determined quality standards are been followed in terms of raw materials i.e. to see coffee beans that are been purchased comply with Starbucks quality standards. Also I have to monitor that there is proper application of servant leadership and warm friendly culture to ensure premium quality services. For ensuring the quality standards I apply total quality management theory that is a methodology that involves different sets of customer based practises that are intended to enhance quality and promote process improvement.

To prepare layout design and strategy: another major role of mine being operational manager at Starbucks is to maximise workflow effectiveness and to make sure that stores ambiance is warm and friendly that matches our company's culture. As we prioritise guest experiences my role is to prepare a layout design that instead of space utilisation focuses on premium customer experience thereby providing proper more leg spaces for guests in cafe.

Inventory Management: As company strives towards minimising its stock out and regular supply of coffee beans to its cafes in Starbucks' automation plays comprehensive role. Thus, it implies my duty to ensure that there is proper and adequate supply of and automation of all the inventory so that there is no hindrance in firms objective to provide 'customers delight' to is guests.

Scheduling: It involves making flexible schedules for management personnels, inventory and reordering plans etc. such as their daily shifts schedules, training and development plans for new and existing employees and so on.

Supply chain management: Under supply management my role is to work with our external partner for obtaining best coffee beans, to create inventory, to evaluate suppliers and to negotiate contracts with different vendors. Also, it involves adopting or introducing latest and most suitable information technology that will help Starbucks to cut down its costs and to enhance is profits maximisation by timely and efficiently providing products within specific time frame without any delays. For effectively handling this system I make use of supply chain

framework . Supply chain management framework is a operational process that involves consumer, internal business and supplier integration.

Interdepartmental coordination: As a operational manager I am also responsible for maintaining proper coordination with various other departments of Starbucks such as HR department for staff requirement and training , IT Department for proper system automation, production unit for obtaining raw materials and other components and others so that work efficiency and quality of decisions taken could be maintained and enhanced (*Starbucks Coffee's Operations Management: 10 Decisions, Productivity, 2017*).

Production planning and control: It includes deciding what course of action is to undertake for actual production after receiving the orders. This helps in providing products in conformity with plans and guests choice (*What Does a Restaurant Operations Manager Do? 2018*).

Communication and Conflict resolution: As a operation manager another important role that I am responsible to undertake is to be master communicator, to be quick in assessing upcoming changing in market dynamics, formulating effective strategies to cope with those changes, to spot out conflicts at early stages and to ensures that they are redress on time to the satisfaction of all parties that are involved.

Duties related to Human resources: Starbucks' human resource management combines organisational culture in all its functional areas. Thus being a operational manager my role is to ensure that company's cultures is woven into every job. Thus my duty is to ensure that all stores/cafes have a proficient team of employees that are well qualified and skilled to properly communicate with customers from different backgrounds and origins and to provide them with premium services to attain guest satisfaction. To keep my staff encouraged to work harder I apply Hawthorne effect theory of motivation. Under this I ensure that I provide them regular feedbacks, asking out their concerns or any issues and taking suggestions about their working environment. This induce then to work harder as they know that they are been observed and cared about.

Maintenance: As Starbucks is peculiar about its quality services in all its areas of operations my role is to ensure hat all its physical assets are well maintained through well

qualified and dedicated team of workforce that are well trained for handling and maintaining facilities and equipments. Also I have to maintain contacts with other third parties such as local businesses that provides maintenance services and other equipments that are tune ups for Starbucks cafes. Also, I have to ensure that key competencies and KSA of all new and existing employees are improved and enhanced through appropriate training and development programs.

Range of activities undertaken

- To execute business plan on a daily basis
- To induce and drive sale volume and profits across multiple stores.
- Ensuring that all employee related issues are redress as required including all grievances, disciplinary in context to company's policies and procedures.
- Handling teams of store managers by ensuring their professional growth and development and by assisting in succession planning processes
- Another major responsibility of mine is to act as a liaison with all stakeholders of company to make sure that all stores are having abundant inventory levels, resources, training and to provide assistance for remedial action where this is not the case.
- To prepare reports, plans and strategies and provide it to senior operations manager as per their requirements.
- Handling guest complaints, working with staff members notifying them their areas of strength and improvements so that customers can have enjoyable and delightful experience.
- Review store environment and business indicators to analyse issues, concerns and opportunities for betterment so as to provide right coaching and direction to shift team to attain their operational objectives.
- Also, I keep taking feedbacks from guests and ask up for their suggestions that helps in getting knowledge about present trends in their tastes and preferences and also to find out areas of scope and improvements (*Operation Manager - Starbucks – Lebanon. 2018*).

CONCLUSION

The project undertaken concludes that beliefs, values and attitudes are all connected to and majorly contributes in forming behaviour of a person. Along with this the major role of my at my work place has been critically describes along with a relevant theories that coincides with my job role. Further, assessment of how my values, beliefs and attitude impacts my behaviour at my workplace has been discussed with reference to appropriate theory which I applied to influence behaviour ODF others at my job place. Moreover, a detailed analysis of roles and responsibilities that are undertake as an operational manager has also been evaluated.

REFERENCES

Books and journals

- R.T. Pithers & Rebecca Soden (2000) Critical thinking in education: a review, *Educational Research*, 42:3, 237-249, DOI: 10.1080/001318800440579)
- Achtenhagen, F. and Winther, E., 2014. Workplace-based competence measurement: developing innovative assessment systems for tomorrow's VET programmes. *Journal of Vocational Education & Training*. 66(3). pp.281-295.
- Bjögvinsson, E., Ehn, P. and Hillgren, P.A., 2012. Design things and design thinking: Contemporary participatory design challenges. *Design Issues*. 28(3). pp.101-116.
- Carayon, P., and et., al., 2015. Advancing a sociotechnical systems approach to workplace safety—developing the conceptual framework. *Ergonomics*. 58(4). pp.548-564.
- Childs, A., Edwards, A. and McNicholl, J., 2014. Developing a Multi-layered System of Distributed Expertise: What does cultural historical theory bring to understandings of workplace learning in school-university partnerships?. In *Workplace learning in teacher education* (pp. 29-45). Springer, Dordrecht.
- Clements, M. D. and Cord, B. A., 2013. Assessment guiding learning: developing graduate qualities in an experiential learning programme. *Assessment & Evaluation in Higher Education*. 38(1). pp.114-124.
- Dochy, F., and et., al., 2012. *Theories of learning for the workplace: Building blocks for training and professional development programs*. Routledge.
- Douglas Ewing, Chris Allen, and Frank Kardes (2008) , "Conditioning Implicit and Explicit Brand Attitudes Using Celebrity Affiliates", in *NA - Advances in Consumer Research Volume 35*, eds. Angela Y. Lee and Dilip Soman, Duluth, MN : Association for Consumer Research, Pages: 593-599.
- Eddy, P.L. and Mitchell, R.L.G., 2012. Faculty as learners: Developing thinking communities. *Innovative Higher Education*. 37(4). pp.283-296.
- Fortune.com (2002); Best Companies to Work For; Retrieved 10 Feb., 2008 on the World Wide Web: <http://www.fortune.com/lists/bestcompanies>
- Galsworth, G. D., 2017. *Visual Workplace Visual Thinking: Creating Enterprise Excellence Through the Technologies of the Visual Workplace*. Productivity Press.
- Goetsch, D. L. and Davis, S.B., 2014. *Quality management for organizational excellence*. Upper Saddle River, NJ: pearson.
- Hagemann, B. and Stroope, S., 2013. Developing the next generation of leaders. *Industrial and Commercial Training*. 45(2), pp.123-126.
- Hofstede, G. H. (1991): *Cultures and organizations: software of the mind*; London; New York, McGraw-Hill.
- Kotter, J. (1992): *Corporate Culture and Performance*, Free Press
- Lyons, A. C., and et., al., 2013. Developing an understanding of lean thinking in process industries. *Production Planning & Control*. 24(6). pp.475-494.
- McCrae, R. R & Costa, P. T (1989); Reinterpreting the Myers-Briggs Type Indicator from the Perspective of the Five-Factor Model of Personality, *Journal of Personality*, 57(1):17-40

- McDonald, F. V., 2014. Developing an integrated conceptual framework of pro-environmental behavior in the workplace through synthesis of the current literature. *Administrative Sciences*. 4(3). pp.276-303.
- Nurqamarani, A. S., 2017. The Importance in Developing Professional Skills at the Workplace. *Research Journal of Accounting and Business Management*. 1(1). pp.29-39.
- Parmenter, D., 2015. *Key performance indicators: developing, implementing, and using winning KPIs*. John Wiley & Sons.
- Peper, N. A., 2017. *Systems thinking applied to automation and workplace safety* (Doctoral dissertation, Massachusetts Institute of Technology).
- Schein, E.H. (1992): *Organizational Culture and Leadership* (2nd edition.). San Francisco; Wiley & Sons
- Winwood, P. C., Colon, R. and McEwen, K., 2013. A practical measure of workplace resilience: developing the resilience at work scale. *Journal of occupational and environmental medicine*. 55(10). pp.1205-1212.

Online

<http://www.criticalthinking.org/pages/our-conception-of-critical-thinking/411>

What Does a Restaurant Operations Manager Do? 2018. [Online] Available through <<https://www.besthospitalitydegrees.com/faq/what-does-a-restaurant-operations-manager-do/>>
Starbucks Coffee's Operations Management: 10 Decisions, Productivity, 2017. [Online] Available through <<http://panmore.com/starbucks-coffee-operations-management-10-decisions-areas-productivity>>

<http://acrwebsite.org/volumes/13251/volumes/v35/NA-35>

http://www.acrwebsite.org/volumes/v35/naacr_vol35_115.pdf