

Student Name: Mohammed Shahed Ahmed
Student Number: 1810430

Module Name: Developing Workplace Critical Thinking (Resit)
Module Number: BMSW5101_LON
Due Date: 14/05/2020

Contents Page:

- Introduction
- Organization background
- The difference between beliefs, attitudes, and values within a workplace context
- The company believes, attitudes and value systems and their impact on workplace behavior
- Application of management theory
- Recommendation
- Conclusion

Introduction

Business organizations are designed with a strong emphasis on better processes that create a unique focus on better ways to help in improving every level of performance. It is important to make sure that there is a better system in place, so that informed decisions are implemented in the business with a strong focus on what stakeholders need. Good businesses are created by giving attention to many aspects that explain the need to help the business improve. These improvements are not just limited to one category but can be used in many parts of the business. Critical thinking in a business context is developed based on an accurate assessment of important changes that will potentially help improve the overall company to create a successful business performance. Beliefs, attitudes, and values are important to making critical elements for better outcomes based on the practices that are already there. These elements are also crucial in having proper workplace behaviour. This research paper will explore a detailed analysis of workplace conditions within a business that helps to influence human behavior in the workplace with an emphasis on attitude, beliefs, and values that influence decision making.

Organization Background

Imperial Hotel is one of the most effectively managed companies in the Bloomsbury region. The Hotel is owned by a Jewish family. Despite the family's religious background and customs, the company has made sure to keep a strong focus on the needs of their diverse employees. The family has multiple companies that have been performing very effectively over the years due to their abilities of good management and commitment to their employees. They have employed more than 250 employees across different backgrounds. Being able to work with employees from a diverse background can sometimes be difficult due to the different needs that need to be properly considered for a good business to be able to run. While running a family business, the company has made sure to have a strategic understanding of good business elements that help keep a well-rounded system to continue working. Critical thinking and decision making are an important part of the success of the hotel business. With these, they are able to keep a core structure of their business system and continue evolving their business to suit any future improvement needs.

The service industry is dependent on the ability to make sure that the needs of employees are met. Therefore, different management systems are used based on what is needed. The lack of ability of a business firm to grow its commitment to the needs of its diverse employees acts as a challenge to its general success. Diversity decisions in

the company are not decided without proper ways to implement it. This means that they must be accurately assessed and critically analyzed to make sure that they have better short term and long term outcomes. For example, the Hotel gives Kosher meals for Jewish customers while also being able to give halal meals to Muslim employees during the Ramadan period for fasting. Every employee wants to work in a workplace where the company's employers are able to meet the employees' needs.

The Imperial Hotel management has made sure that there is development of the main mission, vision, and core values that help in shaping the company's work. A strong goal to improve the needs of employees and customers helps create a system for proper change and management of better processes. These elements are important in creating a strong system that helps manage diverse needs. Better business outcomes happened when there is commitment to a systematic plan which manages the goals of the business. Strategic planning gives a strong platform where it is possible to help create strong systems. Organizational values create the basics which control business ability to create successful change. Strong organizational commitment occurs due to strong systems that also shape change. The company has properly embraced employee diversity.

A more significant commitment to diverse employee and customer base means that it is important to help develop better systems for successful management. Defining a strong change process creates a specific system that makes a more organized system to create a proper level of engagement (Ross, 2015, 8). The high level of competition within the industry and the changing technological landscape presents a specific system with exceptional outcomes. The company's mission is to develop better processes that have a reliable system helps maintain a secure system for change. The diverse approach that the company has done presents a highly successful system where it is easier to understand specific measures that show overall organizational performance.

The senior leadership of the company has maintained a strict focus on building an influential culture influenced by the company values, beliefs, and attitude, which are parts that help to shape the overall business performance. A strong commitment means an important change, which is essential and creates a good emphasis on critical reforms that influence the business (Salman and Broten, 2017, 21). Leadership includes making sure that leaders in the business have improvement goals on their agendas as it is important and show that they know what they are doing to keep the business going towards the right path. It is important to understand the different processes that are

included within the business to be able to continue having a strong presence of critical thinking and decision making.

The difference between beliefs, attitudes, and values within a workplace context

Business success is developed in a specific cultures of businesses.

Organizational culture includes different conditions that explain a proper system for change in a business. The business management must make sure that there is a strong focus on corporate culture, which limits organizational behavior (Noone, Bunting, and Hogan, 2016, 18). The success of any organization across different business context is determined based on the ability to expand performance levels. Improving change is critical and present a highly successful understanding of better processes which maintain a proper system for change. Beliefs, attitudes, and values are essential tenets of business culture. Every organization implements better policies that identify better change processes that define a secure change process that promotes improved business outcomes (Lewis, 2018, 23).

Attitude includes three things, which are emotions, behaviors, and thoughts. An organization must establish a transparent system that focuses on implementing a highly diverse system that rallies higher levels of development. Attitude is essential in defining a reliable system that maintains a proper system that ensures a more significant change process. Affective aspect to attitude provides a unique understanding of personal feeling and overall commitment to meeting organizational needs (Palos and Veres Stancovici, 2016, 31). The behavioral context defines a robust change approach that presents a highly successful understanding of crucial changes that define an improved level of business development. How individuals respond to a given change is based on the available information that shapes the response. Cognition is based on knowledge, which is essential and defines a strong change approach, which enhances overall commitment to change and support overall focus on better processes that determine a strong change process (Wang and Gorenstein, 2014, 456).

Attitude towards an observed behavior presents a specific fundamental approach and implement better elements that define a unique change approach. Business development is essential and ensures an exceptional level of development where it is easier to understand better measures that can promote the level of organizational performance. Defining a reliable change platform maintains a secure system that supports better processes that will enhance change management. Behavioral influence can be positive as well as negative depending on the level of perception, which differs from one individual to another (Taylor and Millear, 2016, 67).

A belief is an idea that an individual holds as being valid. This creates a specific understanding of better aspects that can define a successful change process. Maintaining a better change process exemplify an improved commitment to critical operations that manage different factors that promote organizational performance. Beliefs are crucial within an organization because they develop a winning formula which the company implements with a reliable system that aims at modifying company performance (Van Der Walt and De Klerk, 2014, 39). The existing beliefs are based on certain principles that are upheld within a given context. Maintaining a reliable change system is developed based on a unique understanding of better processes that present a highly successful system that helps in improving the change process. Cultural and societal norms form a reliable network where it is vital to identify better processes that maintain a unique level of development within a business context.

Values are long-standing beliefs that aid in understanding the fundamental aspects that define business development. Every business develops specific values that form as significant elements that create a unique level of development where it is possible to support business performance. Core values are vital concepts that outline specific measures that help in creating a highly practical focus on different processes that enhance personal development (Kim et al., 2016, 115). These are beliefs that form the basic tenets for change. Values are global guiding principles that present a strong emphasis on critical elements that define a strong change approach under which it is easier to understand specific factors that need to be integrated within the organizational performance to achieve the intended goals.

The workplace environment requires a strong link between these elements, which create a substantial change system for a successful level development. Improving business success requires a critical focus on streamlining the relationship between employees within the workplace by developing strict guidelines that embody business success. It is essential to define robust change approaches that are generated based on the underlying business values, which is a better system that identifies a unique change approach (Dunkl and Jiménez, 2017, 1042). Maintaining an improved change process support create a reliable system that implements better processes that empower all followers within a business context. Connectivity of all these concepts is based on an influential organizational culture that defines specific elements within the company. Substantial compliance with these tenets maintains a strong commitment to the needs of consumers and help keep a sustainable and robust business development (Aruna and Anitha, 2015, 224).

The company believes, attitudes and value systems and their impact on workplace behavior

Imperial Hotel has maintained a high-performance level and improved the level of employee commitment due to their ability to listen to employee needs and develop appropriate solutions for each challenge independently to the benefit of the Hotel and the employee. A strong level of commitment to the existing needs creates a strong level of sustainability because every stakeholder is comfortable and willing to play a role in attaining greater success (Wolf and Floyd, 2017, 85). Sustainability within the company is based on strong management of different elements which are based on beliefs, attitude, and values for business development. Maintaining a strong level of commitment maintains a stronger system that empowers employees and the company management to develop better processes that influence enhanced outcomes.

Imperial Hotel has developed strong values that are based on diverse cultural competence within the company. The fundamental values that define hotel development include integrity, commitment, selflessness, and diversity. Each of these values plays an integral role in implementing a highly successful system for a better change process. Improving the overall focus on the need to promote positive behavior on the wellbeing of different individuals is to create a more specific system that maintains a strong change process. A strong corporate culture defines a major basis where it is easier to help in promoting better outcomes based on the goals set (Liebowitz, 2016, 56).

Integrity is an essential factor that upholds a proper focus on critical processes that define a strong change process that improves performance levels. Honesty is also a significant value that keeps a highly specific process in maintaining a unique level of commitment to better processes that expand overall individual development (Jorij, 2014, 34). Commitment and selflessness are crucial and keep an exceptional commitment to better changes that maintain a unique level of development on personal growth. These values are essential and influence individual behavior and the ability to understand the existing differences. Change processes create an exceptional level of commitment under which it is possible to ensure a strong change process for a successful change process.

Being diverse is based on the ability to maintain a unique level of understanding of better processes that create a reliable system that supports the overall commitment to the better change process. Imperial Hotel engages every stakeholder who is a better factor, which helps in creating a reliable system for change based on the changing

needs of employees and clients. These concepts are essential and ensure the maintenance of better processes that create a highly integrated system that defines a significant change process based on employee needs (Roth, 2014, 74). Diversity takes into consideration race, religion, and skillset. These concepts provide the company with a clear emphasis on the existing distinct needs within the business context. Imperial Hotel has adequately emphasized religious diversity by satisfying the spiritual needs of all its employees and being able to create a strong system for change within the company, which defines positive level organizational development.

Imperial Hotel has ensured the implementation of a favorable plan that focuses on transforming the company and overall ability to attain improved outcomes. Beliefs have been necessary for maintaining a reliable company's sustainability and ability to adapt to different changes that promote business performance levels. The Hotel is operating in a highly diverse region, which helps define better measures that help shape overall business operations. Strategic focus on employee and customer needs has been established based on hotel values (Salman and Broten, 2017, 89). The ability to achieve a strong change process within business ensures that there is a healthy level of commitment. The company has focused on maintaining a proper system under which it is easier to implement reliable processes that define a secure change process.

Improving the attitude of the company is defined based on a healthy level of management under which it is easier to identify a robust change process, especially in empowering employees to remain committed and meet the needs of the company as well as crucial factors that shape business development. Staying highly successful over a sustained period is based on effective management and the ability to enhance business development. The Imperial Hotel operates based on significant factors that help create a higher level of commitment to change (Ross, 2015, 95). This is crucial in improving business development. Implementing diverse concepts within a given workplace is based on different values that the management focuses on implementing within the company for an improved level of management. Implementing a successful performance within the company is based on understanding the needs of all stakeholders and derive strategies that focus on attaining enhanced outcomes. Business development is a structural process that is assessed based on the operations that are defined based on the underlying needs and ability to achieve better development factors.

Managing the needs of employees plays a significant role in ensuring that employees are motivated and empowered (Brommundt, 2018, 55). Employee empowerment entails giving employees a certain degree of control and engagement where they can make the right decisions based on the underlying tasks. Employees need to operate in a friendly environment where they can quickly and freely express themselves, which is a critical aspect of building their confidence while also promoting a more significant commitment to existing organizational goals. Imperial Hotel understands the vital role played by its employees who develop a reliable change system for a highly improved system for change. This has been one of the better processes that influence business development. Maintaining a stable performance level, maintain proper engagement (Gurnani, 2015, 42).

Establishing a healthy level of emphasis on better practices that define organizational development is vital in creating a more significant commitment to the underlying better processes which determine a healthy level of performance based on the identified goals. Therefore empowerment is an activity that the management organizes for the employees in ensuring that they perform their tasks better through assessment of their strengths and weaknesses (Liebowitz, 2016, 123). Maintaining a stronger commitment to needs is essential in creating a profoundly transformed emphasis on better elements that protect the level of business development. These concepts are in line with maintaining a specific system in managing different organizational outcomes. These elements focus on critical thinking and decision making, which create a reliable system that defines business development.

Application of management theory

Management theories are crucial in understanding specific elements that influence a different level of performance. Management is vital in improving the overall commitment to improved concepts, which describe a strong change process for a successful change process. Every organization focuses on maintaining a sustainable level of business development. This means that measures integrated within the company define a highly successful system for change. Therefore, the most appropriate system, in this case, is contingency management theory. The contingency theory embraces diversity within the business context through its inability to focus on specific factors that define a proper system for business development (Donaldson, 2014, 35).

Fred Fiedler developed the theory in 1958 when researching on leader effectiveness in group situations. Fiedler identified that effective management within a business context is dependent on the ability of the leaders to manage and control the situation. Matching the situation is a better factor that maintains a unified system that promotes the level of business performance (Otley, 2016, 67). thus a leader is most effective when their attributes match the current situation, which makes it easier to develop better policies and strategies that can help expand the existing outcomes. Assessment of the environment plays an integral role in understanding essential factors that maintain a proper system for the future and a higher level of change.

The theory identifies that there is no specific way to manage, lead, and make decisions within the company. It highlights that the best approach is to assess the existing internal and external factors that shape business development. Therefore a contingency leader has a vital role in shaping business development through successful assessment of better values and concepts that shape organizational development (Villoria, 2016, 61). Organizations are open systems that need careful management to attain a high-performance level within the industry. Satisfying and balancing internal needs is crucial as well as defining better approaches that assist in shaping a strong change process for successful change management. The demands within an organization are different based on the different underlying processes that shape individual, organizational development. Thus, a substantial change approach defines a strong change process that maintains a unique system that develops overall development.

Management must focus on attaining the outlining organizational vision based on the developed goals. The contingency theory thus understands the unique nature of business organizations, which provide a higher level of commitment to strong approaches that shape business development. It is crucial to define better processes that need to be embraced in developing business success. Therefore the unique nature of beliefs, values, and attitude within business context provide a unique system which can maintain a proper system for successful business operation (Donaldson, 2015, 68).

Assessment of the contingency theory first focuses on determining the specific style that a leader has, which is assessed through the least preferred coworker scale (LPC). This scale evaluates the particular employees that a leader is most comfortable to work with to shape business development. A high PLC score provides a leader with better personal skills and relies on a relationship with others to accomplish the underlying tasks. It is people-oriented, which is vital in helping enhance business performance (Wolf and Floyd, 2017, 98). A low PLC highlights that a leader focuses

more on the task, which influences the decisions that are made. Task-oriented leaders are most effective when their positional power is high, as well as the structure. People-oriented leaders perform their tasks effectively when they have better relationship development. Thus after defining the style of leadership, a leader can maintain a reliable system for change, which improves business development.

Imperial Hotel has effectively adopted a people-oriented strategy that helps in establishing favorable plans that help empower the overall company's success. Embracing diversity within the company operation plays an integral role in implementing essential changes that can help transform organizational performance. Therefore, Contingency theory plays a crucial role in transforming the company performance based on the significant roles of each of the stakeholders within the company. Effective management of employee needs is vital in business development. The company has a healthy level of management, which provides a higher emphasis on better processes that help ensure that there is a better operational strategy to improve the ability to have success.

The traits that are exhibited by a leader play a central role in developing better practices that can attain a successful change process. Attitude, beliefs, and values shape a reliable change system that presents a greater understanding of fundamental changes that develop a healthy level of business development. The theory highlights that the relationship that is defined within a given business context influences a successful level of performance. A leader's ability to influence the followers is crucial in ensuring that there is a successful level of performance. Leaders who are people-oriented tend to emphasize on forming significant relationships to maintain highly effective management (Wadongo and Abdel-Kader, 2014, 43).

Different situations require diverse approaches that are unique and maintain a proper system that allows attaining better outcomes. Creating an active leadership profile within a business context is essential and manages better business outcomes. Imperial Hotel has a distinct managerial system that incorporates different aspects of managing diverse business needs. The combination of leadership style and the existing situation presents a highly influenced system that can promote essential factors for change (Levine et al., 2008, 146).

Critical thinking model

Critical thinking requires a strong focus on the processes that have been implemented within a business context. The ability to attain more significant outcomes defines a higher system that helps achieve organizational success. The most capable critical thinking model is RED's model. Critical thinking incorporates different skills which must be conclusively determined to enhance organizational performance. The RED model provides an essential path for understanding how critical thinking works and understand specific tenets that shape individual development. The RED model encompasses the Recognition of the existing assumption, evaluates the information that is being shared and draws conclusions. Practical assessment of these concepts provides a highly essential system that maintains a unique system for change based on the issues that are being addressed. Thinking involves understanding specific factors that attain a reliable system for change (Holmes, Wieman, and Bonn, 2015, 49).

Decision making is developed based on a gradual system under which it is possible to improve the level of organizational management. Recognizing the existing assumptions within an organizational context is vital in defining a strong change process within a business environment. The application of RED requires a reliable application of logic based on the existing issues within an organizational context. Different individuals have different perceptions that need to be effectively modified to control the existing challenges within an organizational context (Salman and Broten, 2017, 55). The company should be able to understand better processes that aid in promoting successful development effectively. Maintaining a strong focus on the global environment requires an understanding of specific issues that diversify company performance, regardless of the existing loopholes in the business environment. The RED model is essential in defining a successful change process in business (Noone, Bunting, and Hogan, 2016, 78).

Recommendation

The Hotel needs to focus on implementing a critical thinking strategy based on the RED model, which helps maintain a favorable environment for a successful change development. The company maintains a strict focus on diversity, which is a significant aspect of the current business context. The ability to improve company performance is based on how the company can deal with different cultures within the company. Imperial Hotel should consider a more specific management system that embraces the needs of the company, employees, and customers to attain a higher level of performance based on existing goals. The emphasis on maintaining a strong focus on critical changes that define organizational development. Every individual wants to be associated with a

company that outlines an emphasis on essential elements that define a healthy level of development.

Maintaining a high level of sustainability involves a focus on corporate social responsibility. A strong social corporate responsibility aims at empowering employees and the community to support the popularity of the company while maintaining a positive influence within the industry. Maintaining a strong level of development integrates essential processes that can define a strong emphasis on elements that define a highly successful organizational development. Implementing programs within the community based on the existing challenges is a critical approach that focuses on establishing a unique level of development that can ensure a strong level of company development. Developing a strong influence within the organizational setting is essential in defining an exceptional level of development (Lozano, 2014, 81).

Conclusion

Management involves different processes that focus on specific elements that help in improving business development. Organizational culture is vital in defining a strong change process under which it is possible to influence decision making. Attitude, beliefs, and values form essential elements in attaining a strong change process that define a reliable system for change. The Contingency Theory of management plays an integral role in shaping a healthy level of business development based on the identification of essential changes that shape individual development. Therefore, it is vital to incorporate a strong decision-making strategy, which enhances business outcomes. The RED critical thinking model includes a reliable system that defines change based on an assessment of organizational beliefs, attitudes, and values.

References

- Aruna, M. and Anitha, J. (2015) 'Employee Retention Enablers : Generation Y Employees', SCMS Journal of Indian Management.
- Brommundt, J. (2018) 'Empowerment', in How Could This Happen?: Managing Errors in Organizations. doi: 10.1007/978-3-319-76403-0_9.
- Donaldson, L. (2014) The Contingency Theory of Organizations, The Contingency Theory of Organizations. doi: 10.4135/9781452229249.
- Donaldson, L. (2015) 'Structural Contingency Theory', in International Encyclopedia of the Social & Behavioral Sciences: Second Edition. doi: 10.1016/B978-0-08-097086-8.73110-2.
- Dunkl, A. and Jiménez, P. (2017) 'Using smartphone-based applications (apps) in workplace health promotion: The opinion of German and Austrian leaders', Health Informatics Journal. doi: 10.1177/1460458215623077.
- Gurnani, R. M. (2015) 'Globalization and ethical challenges', The Business & Management Review.
- Holmes, N. G., Wieman, C. E. and Bonn, D. A. (2015) 'Teaching critical thinking', Proceedings of the National Academy of Sciences of the United States of America. doi: 10.1073/pnas.1505329112.
- Jorij, A. (2014) Product Information Management: theory and practice, Industrial Management & Data Systems. doi: 10.1108/02635579410053361.
- Kim, J. et al. (2016) 'Desk ownership in the workplace: The effect of non-territorial working on employee workplace satisfaction, perceived productivity and health', Building and Environment. doi: 10.1016/j.buildenv.2016.04.015.
- Levine, S. et al. (2008) 'Rapid disuse atrophy of diaphragm fibers in mechanically ventilated humans', New England Journal of Medicine. doi: 10.1056/NEJMoa070447.
- Lewis, D. (2018) 'Culture and Organization', in Non-Governmental Organizations, Management and Development. doi: 10.4324/9780203591185-8.

Liebowitz, J. (2016) Beyond knowledge management: What every leader should know, Beyond

Knowledge Management: What Every Leader Should Know.

Noone, C., Bunting, B. and Hogan, M. J. (2016) 'Does mindfulness enhance critical thinking?

Evidence for the mediating effects of executive functioning in the relationship between

mindfulness and critical thinking', *Frontiers in Psychology*. doi:

10.3389/fpsyg.2015.02043.

Otley, D. (2016) 'The contingency theory of management accounting and control: 1980-2014',

Management Accounting Research. doi: 10.1016/j.mar.2016.02.001.

Palos, R. and Veres Stancovici, V. (2016) 'Learning in organization', *Learning Organization*. doi:

10.1108/TLO-01-2015-0001.

Ross, P. (2015) 'Tomorrow's Leaders Build Their Emotional Intelligence Today', *TD: Talent*

Development.

Roth, S. (2014) 'The things that go without saying: On performative differences between business value communication and communication on business values', *International*

Journal of Business Performance Management. doi:

10.1504/IJBPM.2014.063018.

Salman, Y. and Broten, N. (2017) *Leading change, Leading change*. doi:

10.4324/9781912281022.

Taylor, N. Z. and Millear, P. M. R. (2016) 'The contribution of mindfulness to predicting burnout in

the workplace', *Personality and Individual Differences*. doi:

10.1016/j.paid.2015.10.005.

Van Der Walt, F. and De Klerk, J. J. (2014) 'Workplace spirituality and job satisfaction', *International Review of Psychiatry*. doi: 10.3109/09540261.2014.908826.

Villoria, M. (2016) 'Contingency Theory of Leadership', in *Global Encyclopedia of Public Administration, Public Policy, and Governance*. doi:

10.1007/978-3-319-31816-5_2227-1.

Wadongo, B. and Abdel-Kader, M. (2014) 'Contingency theory, performance management and

organisational effectiveness in the third sector: A theoretical framework',

International

Journal of Productivity and Performance Management. doi:
10.1108/IJPPM-09-2013-0161.

Wang, Y. P. and Gorenstein, C. (2014) 'Attitude and impact of perceived depression in the workplace', International Journal of Environmental Research and Public Health. doi:
10.3390/ijerph110606021.

Wolf, C. and Floyd, S. W. (2017) 'Strategic Planning Research: Toward a Theory-Driven Agenda', Journal of Management. doi: 10.1177/0149206313478185.