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Report title: **Individual business report (part 1) and reflective journal (part 2)**

Module code: **BMSW5101**

June 2022 – Term 1, Group 1 (WEEKENDS)

Lecturer: **Aksinseye Aluko**

ASSESSMENT TASK-100%- Part 1-50% and Part 2-50%

Part 1- Report (50%)-2,500 words

Produce a 2,500 word (+/- 10%) academic report. Apply academic management models, methods, and theories to assess the impact of organisational beliefs, attitudes, and value systems on workplace behaviour.

Identify an organisation of which you have some recent experience and interest in future. If you have never worked for an organisation, then please choose an extracurricular organisation you are involved in, or an alternative organisation that you know a lot about, in terms of what happens within the internal organisation environment (e.g. an organisation your parent/partner works for). If you are having problems choosing an organisation, please discuss this with your module lecturer.

Having chosen your organisation and reviewed the brief scenario above, you then need to answer the following questions:

Question

“How do organisational beliefs, attitudes, and value systems affect workplace behaviour? Also, how will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now, and create more resilient businesses in the future?”

Part 2 (50%)- Reflective Journal- 2,000 words +/- 10%

Write a reflective learning journal by including the teaching and learning session from week 1 to week 9 with Harvard References. Your learning journal should focus on learning that took place in weekly lessons and practical exercises.

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1. Introduction:

Critical thinking skills are vital for every workplace within any organization. Having and developing critical skills of employees whichever their position in the organization hierarchy makes the difference between a successful organization and a bankrupt organization. Managers and human resources in fact seek individuals with good potential and invest in their skills by providing them with periodic training and update courses in order to maximize the productivity and the efficiency of employees whenever possible and necessary.

2. **Part 1:** Chosen organisation: description and story

The organization I chose to talk about in this business report is my family's small business in Robegano, province of Venice, Italy.

My family owns a local business since 1985, Pasticceria Panificio Trabucco, an Italian traditional bakery, pastry shop and coffee shop specialized in production and serving of freshly artisan made bakery and coffee products, founded initially by my grandparents as an extension to their already existing business, a bread factory which would supply every morning with fresh bread up to 3000 local families. With a town that was getting busier every day and my father becoming a young adult, my family decided that they could extend their business. My grandparents had to sit at the table and think of an extension idea that could work and bring them profit. The factory was already producing big quantities of bread for the local population, there was no more need at that time for factory made bread. This is how my family decided that our business could extend and make a different product yet pretty much the same: artisan bread and cakes. With the demand for handmade and artisan products increasing everyday, the new twin business would cover another slice of the market. Now local people could buy according to

their budget either factory made bread or handmade artisan bread. With the new bakery growing every day, in time new high quality products have been brought, from sweet croissants and doughnuts to savoury pastries, pizzas and focaccias, to be served in or for takeaway with the possibility to add a coffee or fruit based on hot or cold drink.

In their 60s by then, in 2010 my grandparents decided to retire and my parents took over officially, keeping the business still running now in 2022.

3. **Part 1:** Coronavirus (SARS-CoV-2) and the global pandemic starting in 2020

According to NHS.uk, SARS-CoV-2 is an RNA virus belonging to the coronavirus family of RNA viruses that cause disease in mammals and birds affecting the respiratory system, a fact that could have repercussions on the long term individual's health to even take to death in isolated cases. Its most common symptoms initially do not differ from the symptoms of any average cold or flu: increase in the body temperature, cough, change or loss of the taste and smell senses, shortness of breath, etc.

(NHS.uk, "Coronavirus (COVID-19) symptoms in adults", Accessed on 24 July 2022)

<https://www.nhs.uk/conditions/coronavirus-covid-19/symptoms/main-symptoms/#symptoms>

At the beginning of 2020, a global crisis caused by a coronavirus started causing high numbers of casualties and a massive crash of the global economy due to the massive closure of business that were considered not essential at that particular moment. The global pandemic continues in 2022 at the present moment with lower numbers of casualties and deaths thanks to preventive measures in place and vaccines against SARS-CoV-2.

4. **Part 1:** The way Covid pandemic affected society

The global crisis caused by Covid coronavirus has been changing radically the way we live and approach daily aspects of our life and this change is still in progress.

The awareness in regards personal hygiene, personal space and environment sanitizing and sterilizing. At the beginning, strict policies were put in place. For example face masks and shields, eye glasses, aprons and gloves were mandatory not only when going to hospitals,

clinics or other healthcare environments but even for going to the grocery shop around the corner to buy essentials such as food, drinks and personal hygiene products. All healthcare environments would deny the access to visitors and individuals with no vital need for assistance, shops would allow only a limited number of customers at one time inside of the business with the request to use disinfectant products and to wear appropriate PPE.

Travelling has been severely affected as well by the coronavirus pandemic. For several months travelling has been banned around the world, nationally and internationally, putting flight and traveling companies and the hotel industry on their knees.

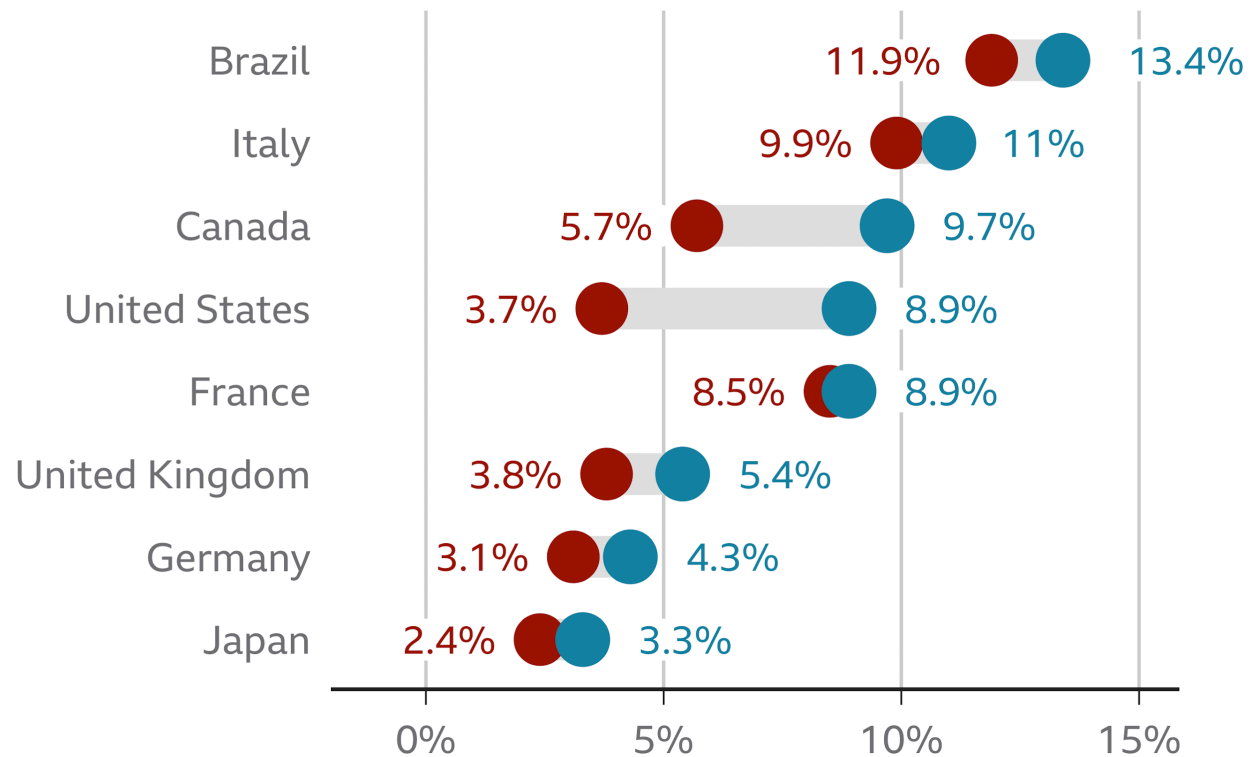
The professionals that could work remotely (as for example individuals covering office roles that would spend most of the time in front of a computer anyways) have been asked to work from their own home to prevent the increase in the number of people that would get in contact with the virus.

Many professionals that had jobs that were considered non-essential found themselves unemployed from one day to another, being therefore forced to do essential jobs to which they were not familiar or stay unemployed, making many individuals lose all their savings.

According to **BBC** global unemployment percentages increased affecting mostly every country in the world.

World economies struggling with rising unemployment

Yearly unemployment rate change, **2019** and **2020** compared



Source: International Monetary Fund



(BBC.co.uk, "Coronavirus: How the pandemic has changed the world economy", Accessed on 24 July 2022)

<https://www.bbc.co.uk/news/business-51706225>

5. **Part 1:** How the global crisis affected the organisation and its users

With the global pandemic at the door, my family organization has been affected as well bringing to changes in the way of thinking and doing. Selling food products made our business

be included in the essential business that were allowed to stay open as long as they would respect the government directives and normatives. Only one member from every family would be allowed to come to the shop and a limited number of people could be inside at the time for a short period of time, enough to buy essentials and leave. Use of sanitising products and wearing of appropriate mandatory PPE (face mask certified by the Minister of Health and gloves) are examples of measures put in place.

6. **Part 1:** Remote working and online school

Professionals with office jobs have been requested to work remotely from home using the internet. Schools had to follow the normatives too. From primary schools to colleges and universities, all academic activities moved from classroom to digital. Many online meeting softwares became more popular than they used to be before 2020. Microsoft Teams and Zoom are just examples of software designed for online meetings, class or lectures as well as webinars and seminars.

7. **Part 1:** ZOOM

Founded in 2011 in California, United States of America by Eric Yuan, ZOOM is one of the most popular communications technology companies in the world with over 6,700 employees based all over the globe. In 2020 the company saw a massive increase in customers. Compared to the previous year, 2019, in 2020 the company had a 227% growth. This growth has been possible as a consequence of the global crisis caused by the coronavirus SARS-CoV-2 that pushed many professionals and students of all ages to work or study from home. Not only that, ZOOM has become very popular due to its use for social events such as birthdays or Christmas parties.

According to Pocket-lint, some of the main features of the software are one-to-one meetings, group video conferences, screen sharing and recording of the session. Even though some of its features require a subscription that has a price, basic features are free of charge.

(Pocket-lint, “What is Zoom and how does it work? Plus tips and tricks”, Accessed on 31 July 2022)

<https://www.pocket-lint.com/apps/news/151426-what-is-zoom-and-how-does-it-work-plus-tips-and-tricks>

8. **Part 1:** Microsoft Teams

Released in 2017 as a Microsoft product, Teams follows the same concept as ZOOM. Microsoft Teams is a cloud based conference software that offers the possibility to create online one to one or group video conferences.

According to Tech Target, some of the key features are messaging chat, voice calling, video meetings, screen sharing, calendar to keep reminders, file sharing, webinars with up to 10,000 participants in view-only broadcast.

(Luke O'Neill for TechTarget, “Microsoft Teams”, Accessed on 31 July 2022)

<https://www.techtarget.com/searchunifiedcommunications/definition/Microsoft-Teams>

9. **Part 1:** Home delivery

During the lockdown periods home delivery became a vital service that most goods producing and merchandising companies had to implement if they wanted to stay in business. Starting from 2020 any imaginable products could be bought online or via phone and delivered to the clients home. With most of the shopping locations closed to the public, from medication to toys or clothes, anything could be delivered home with the scope to encourage people to stay home as much as possible. Big companies such as ASDA, Sainsbury's or Tesco would offer free delivery for groceries and goods as a form of support for vulnerable people, elderly people or people with disabilities, part of the population that has been affected the most. Companies

specialised in home deliveries started partnerships with goods selling companies. Depending on the country we would analyze different names for companies we could find for the small local home delivery services providers. International companies started to offer such services as well all around the globe. UberEats, Deliveroo and JustEat are some examples of companies that operate all over the globe delivering food and groceries from local restaurants and shops to customers.

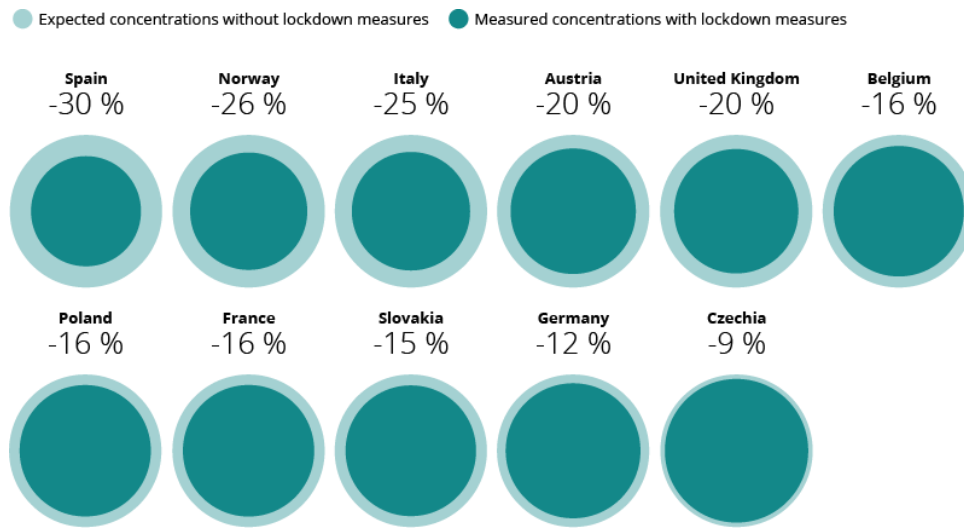
(Jillian Ambrose, “Deliveroo orders double as appetite for takeaways grows”, Accessed on 06 August 2022)

<https://www.theguardian.com/business/2021/aug/11/deliveroo-orders-double-as-appetite-for-takeaways-grows>

10. **Part 1:** The impact that the pandemic had on the environment

2020 has been the lockdown year so far. In fact, most of 2020 is known as the year that we spent the most in lockdown except for the summer period. This means that for at least 9 months in 2020 most of the population did not have to commute to the workplace or school due to the need of working and studying online from home. During the period of the lockdowns nobody has been able to travel for leisure or holidays either.

The pandemic has affected not only everyone's lives but had an impact also on the environment. In fact, according to the EEA (European Environment Agency) the Greenhouse Gas emissions have decreased making the index of the quality of the air improve in Europe and generally in the world.



(EEA, “COVID-19 and Europe’s environment: impacts of a global pandemic”, Accessed on 24 July 2022)

<https://www.eea.europa.eu/publications/covid-19-and-europe-s>

11. **Part 1:** Solutions implemented by the organisation in order to keep running

The new Government regulations have changed the way we live and interact with businesses. Trabucco needed to adapt to the new times and the new situation and find solutions to increase the number of customers and the profit despite the crisis. With the number of customers requesting takeaway and delivery services, the owners became more oriented to serve products not for consumption indoors the business place but for buying only, increasing the consumption of takeaway containers, cups, plastic and wooden cutlery and paper and plastic bags. Alongside the takeaway procedures adopted, the business started to provide delivery to private properties and public institutions still allowed to run their activities that would request products.

By doing so, the business has restored the profits taking them to the normal level they were before the start of the pandemic and at times reaching even higher profits due to the large

number of people buying once again from local businesses rather than buying from big supermarkets now unavailable and out way.

12. **Part 1:** Global situation in 2022: society and organisation

In 2022 the general situation at global level is slowly returning to normal to what it used to be before 2020. The organizations that managed to survive through the first years of the pandemic are allowed now again to stay open and the customers are not required anymore but just advised to wear protective PPE and masks. Also the number of customers allowed at the same time does not matter anymore for the law.

Travelling is possible again without need for locator form or covid tests taken at any time, before or after the journey taking place.

Some workplaces and organizations may still require through internal policies the use of face protective masks but by law they are not anymore mandatory. Also, come of the organization, special way healthcare environments may still request their staff and visitors to take rapid covid test prior accessing a building.

13. **Part 1:** Reflection and transition to Part 2

The global crisis that we are still going through in the present has changed the world we are living in radical and unexpected ways in most countries all over the globe. The customers and what they are looking for, the types of products and services they look for has changed. Companies have found out that work from home is not only possible but actually recommended and financially even cheaper and more environment friendly. By applying critical thinking skills and tools in the right way and at the right moment solutions to situations and problems can be found, even in the case of a global crisis. Critical thinking is part of our daily life. We apply critical thinking methods many times every day.

14. **Part 2:** Critical thinking skills: what is critical thinking and what are the purpose of the critical thinking skills

According to INDEED.com, critical thinking is the act of analysing facts and data in order to evaluate a situation or a problem in order to find the best solution to implement in order to get it sorted out.

Critical thinking is a tool that we use every day. From small situations (such as deciding products to choose over others) to bigger situations (such as getting a mortgage from a bank rather than from another one) critical thinking is more present in our lives than what we notice. For this, developing and training a critical mindset is very important and makes the difference between a good and not a not so good choice or solution to a situation.

Critical thinking skills are very important when talking professionally. Employees with good critical thinking skills grow faster in grade, are more likely to receive appreciation and pay rises and are considered indispensable within an organization. Their ability to solve complex situations for the organization team, clients and customers by finding the best solutions in shorter periods of time bring benefits for the organisation which saves effort, resources and money thanks to these factors. These solutions serve the best interest of all parties, lead to the improvement of the functionality, efficiency and productivity and prevent future situations.

(Indeed Editorial Team, “What are critical thinking skills and how are they used?”,

Accessed on 15 August 2022)

<https://uk.indeed.com/career-advice/career-development/critical-thinking-skills>

15. **Part 2:** Critical thinking skills: some of the most important skills explained

When we talk about critical thinking skills we do not talk about one or two skills. The list of critical thinking skills is very long and includes skills that are more important than others, some of them easier to develop and train than others. Some of the most important and vital skills any individual should develop and train in order to grow within an organization are:

Communication skills: good communication skills are extremely important within a team or an organization especially when it comes to explaining and discussing situations and possible solutions. Whenever good communication skills are in place large and complicated amounts of information can be summarised and transmitted from one party to others in an efficient and clear way. They also help to reduce the amount of time a team spends for communication, minimizing the periods of time that gets wasted allowing this way the employees of the company to focus on other tasks instead.

Observational skills: observation is probably the first step right after acknowledging the existence of a possible issue when dealing with a situation. Observational skills help to quickly identify errors, issues, trends and other factors regarding a situation. Individuals that develop and train their observational skills are able to observe, identify or even predict arising situations and errors before others.

Analysis skills: after observing a phenomenon, the next step is analysing the information we gathered about and as a consequence of our observation. An individual with good analysis skills will study the information that has been collected and will consider the most important and relevant data in order to develop logical and mathematical conclusions from an objective point of view. Great analytical skills mean that an employee within an organization will be quicker and more efficient when gathering and analysing a situation and its circumstances, will find relevant and reliable sources while doing research in order to be able to draw the best conclusions and find and apply the best solutions to an issue.

Conflict resolution skills: when working in a team it is very important to understand that every member of the team is different and unique in their own way. Due to the fact that each other is unique, the solutions and the contributions will also be different and unique. Finding a solution to a situation is never a completely mathematically logical process. While finding solutions we also get influenced by personal factors such as culture, personal past experience and other personal influences. Great managers with good conflict resolution skills understand that every employee has a different point of view and different ways of analysing and

implementing solutions and try to find ways to find the best compromise for the whole team in order to keep the group working together in harmony and towards the same goal.

Adaptability skills: when critically analysing it is very important to keep in mind that nothing is set in stone, that a solution and result is relative and it depends on the variables we consider, variables that can change in time, therefore the result of our initial analysis. To be adaptable (or flexible) also means to stay updated regarding industry trends, workplace evolution and development and professional technology.

Problem-solving skills: problem solving involves different combinations of critical thinking skills in order to find the best solution to a problem. They help with determining the cause of the issue, finding effective solutions and applying solutions in the most effective and less resource wasting ways. It could involve various combinations depending on the specific situation of the following skills: analysis, research, communication, time-management, decision making, etc.

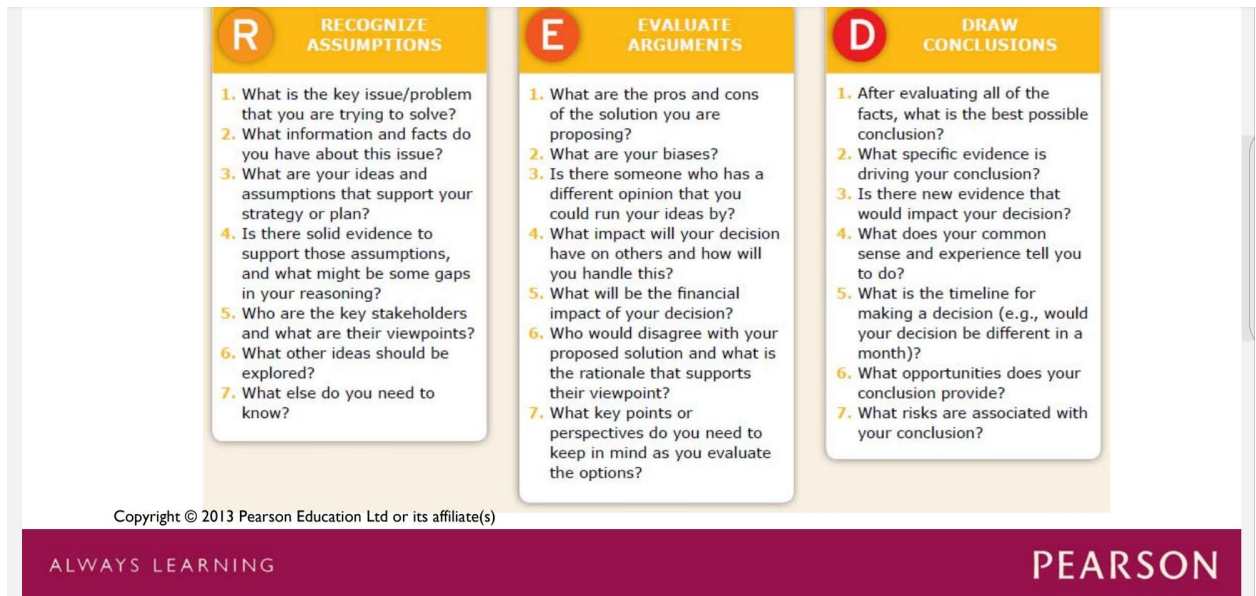
16. **Part 2:** RED model of Critical Thinking

When talking about critical thinking, we can talk about the RED model of critical thinking where RED is an acronym and it stands for “Recognise assumptions”, “Evaluate arguments” and “Draw conclusions”.

Recognise assumptions: when thinking critically it is important to make the difference between facts and unfounded assumptions. Critical thinking analysis is a logical process that analyzes facts.

Evaluate arguments: facts need to be observed and analyzed from an objective point of view without being influenced by personal emotions or feelings.

Draw conclusions: after gathering data and information from impartial sources and evaluating them, logical conclusions need to be drawn.



(PEARSON Education Ltd., “Critical Thinking”, Accessed on 22 August 2022)

https://admissions.apu.ac.jp/resource/load/documents/Tips_on_Critical_Thinking.pdf

17. **Part 2:** Part 2: De Bono’s 6 thinking hats method

In the 1980s Dr Edward de Bono invented “DE BONO’S 6 Thinking Hats Method” in which he defines 6 main points of view of thinking and has assigned a different coloured hat to each. We therefore have the White, the Red, the Black, the Yellow, the Green and the Blue hat.

When wearing the WHITE hat, the worker focuses on the data and analyses past trends.

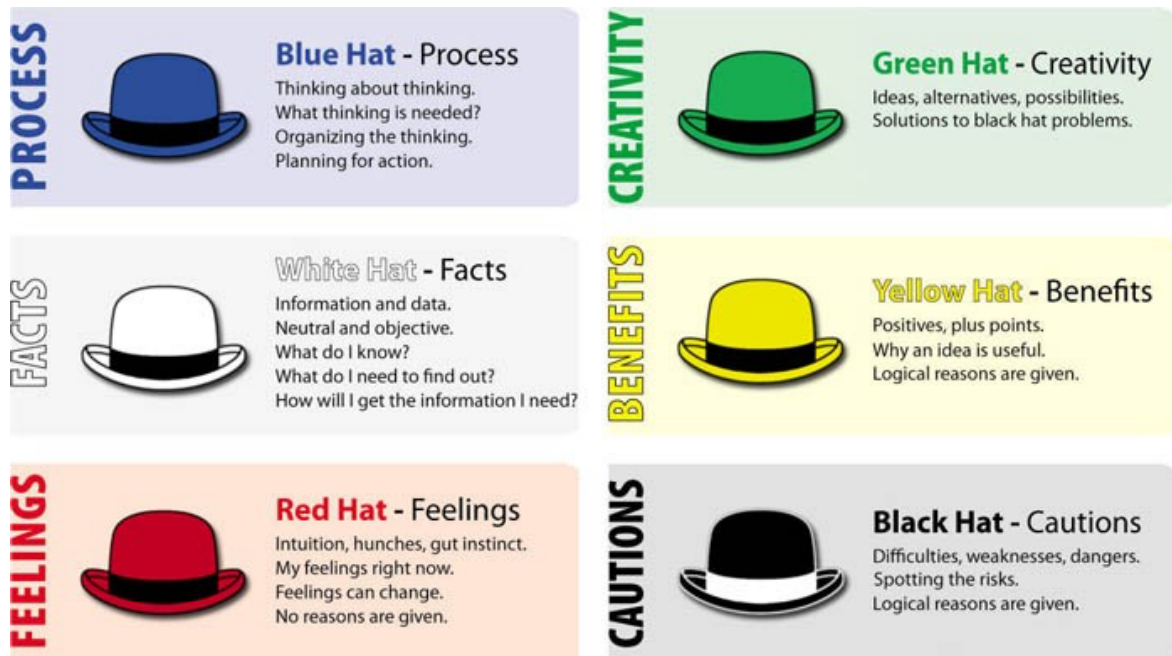
When wearing the RED hat, the worker analyses problems by using emotions and intuition.

When wearing the BLACK hat, the worker focuses on the weaknesses, on what could go wrong or might not work.

When wearing the YELLOW hat, the worker analyses the situation from an optimistic point of view by focusing on value and benefits.

When wearing the GREEN hat, the worker uses creativity in order to find creative solutions to a situation.

When wearing the BLUE hat, the worker focuses on process control and therefore directs to other coloured hats according to the situation and need.



(One Day Design Challenge, "Six Thinking Hats technique", Accessed on 22 August 2022)

<https://www.onedaydesignchallenge.net/en/journal/six-thinking-hats-technique>

18. **Part 2:** Management theories and benefits they bring

We define management theories as sets of rules implemented by managers, meant to manage either a group, a business or an organization in order to form strategies for reaching organizational goals by motivating employees. Even though most of them have been developed centuries ago, nowadays leaders apply them in the present. Often concepts from different management theories get applied together simultaneously.

Applying management theory benefits to the leader, to the team and to the workplace generally talking, it increases the productivity and performance due to the leaders using their team members and their skills in the best and efficient way through motivation and workplace strategies. Theories also simplify the decision-making process by giving ideas and strategies to the leaders on how to quickly and efficiently act and react to workplace situations. Thanks to management theories, leaders know how to put the team together in order to make them work efficiently together, to collaborate with each other and how to deal, de-escalate and resolve possible conflicts.

(Indeed Editorial Team, “Types of management theories (with tips and benefits)”, Accessed on 19 august 2022)

<https://uk.indeed.com/career-advice/career-development/management-theories>

19. **Part 2:** Management Theory: Scientific Management Theory

The Scientific Management Theory also known as Taylorism dates back to 1911 when Frederick Winslow Taylor published “The Principles of Scientific Management”, monograph where he proposes that issues and errors in a work process can be solved by applying scientific management methods leading this way to an increase of the productivity and optimization of the way the work gets done. His theories still apply and can be found in modern companies and organizations, even in the world of professional sports.

Taylorism is recognized as the first form of scientific management. It is a management theory that uses scientific methods and tools in order to analyze production processes in order to find the most efficient one amongst all of them in order to increase efficiency, productivity and profits. According to Taylor’s theory, workplace managers have the job to develop strategies that bring to proper production systems in order to achieve economic efficiency.

Scientific Management Theory is based on four main principles:

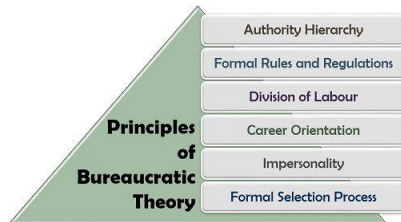
- 1) Select methods based on science: instead of allowing every individual worker to apply their personal working methods, leaders should define in a scientific approach which are the best ways to do a task and ensure that it gets universally used and applied by every single member of the team.
- 2) Assign the jobs to the workers based on their aptitudes: instead of assigning random jobs to random members of the team, Scientific Management Theory insist that each member of the team should be observed, evaluated and assessed in order to be assigned to the position that better matches their ambitions, capacities, skills and aptitudes in order to maximize their efficiency, happiness and satisfaction regards the workplace.
- 3) Monitoring worker performance: in order to maximize one worker's efficiency, good leaders need to keep track of an individual's performance. A decreasing trend in performance could mean that the worker is not happy and satisfied with the role or the workplace environment, that further training needs to be provided or that the worker has some kind of issue that stops them from working efficiently.
- 4) Properly divide the workload between managers and workers: leaders duties consist in planning and training while worker members of the team should apply and implement what they have been trained to do.

(MasterClass staff, "Understanding Taylorism: The History of Scientific Management Theory",

Accessed on 21 August 2022)

<https://www.masterclass.com/articles/understanding-taylorism-the-history-of-scientific-management-theory#4-principles-of-scientific-management>

20. **Part 2:** Management Theory: Bureaucratic Management Theory



According to Anjali J. for theInvestorsBook.com, the Bureaucratic Management Theory as expressed by Max Weber (1864 - 1920) means to have control over a group, company or organization through knowledge, power and authority by putting in place proper rules, regulations and procedures known and

accepted universally by all the parties involved: the organization, the workers and customers and it is based on six fundamental principles: authority hierarchy, formal rules and regulations, division of labour, career orientation, impersonality and formal selection process. The bureaucratic theories focus on two principal criteria: every organization of any size should follow a hierarchical system and should define clear methods, regulations and procedures that everyone has to follow with no exception when carrying out tasks, operations and transactions of any kind within the business.

(Anjali J., "Max Weber Bureaucracy Theory", Accessed on 21 August 2022)

<https://theinvestorsbook.com/max-webers-bureaucracy-theory.html#:~:text=Definition%3A%20The%20bureaucratic%20management%20theory,for%20controlling%20each%20business%20operation.>

21. **Part 2:** Management Theory: Human Relations Theory

Human Relations Management Theory concentrates on employees needs and their behaviours within a group or organization. Its aim is to manage and ensure the individual's job satisfaction which eventually leads to motivation to work well and contribute effectively to the group, ensuring this way a pleasing work environment for the whole team to cooperate in harmonious ways. Human relations management theories focus therefore on people and social interactions rather than upon economic or machinery aspects, their target is to motivate employees and ensure they are fulfilled both as individuals and as part of the team.

(Jason Gordon, “Human Relations Theory of Management - Explained”, Accessed on 21 August 2022)

<https://thebusinessprofessor.com/management-leadership-organizational-behavior/human-relations-theory-of-management>

22. **Part 2:** Management Theory: Contingency Theory

The Contingency Management Theory main principle is that there is no best way to lead an organization, a leader should analyze and identify the best strategy to apply according to the presented situation to deal with. The best way to approach a situation varies according to variable internal and external factors that influence which is the best approach for the specific situation.

(Chad Brooks, “Contingency Management Theory FAQ”, Accessed on 21 August 2022)

<https://www.business.com/articles/contingency-management-theory/>

23. **Part 2:** Management Theory: Systems Theory

According to the Systems Theory of Management, an organization is a system formed of many different components that are interdependent within the system and cooperate with each other in order to achieve the same goal. Systems can vary in structure and size, a system can have as components smaller systems and therefore systems can cooperate in order to form more complex systems.

(CFI Team, “Management Theories”, Accessed on 22 August 2022)

<https://corporatefinanceinstitute.com/resources/careers/soft-skills/management-theories/>

24. **Part 2:** Values within an organization

The values of an organization are the abstract principles and values that define the business culture and guide how employees act and think within the organization. They help with developing an organisation identity.

Developing an organisation identity attracts members of staff that match with the business by sharing the same values and beliefs, helps members of the teams to take decisions that align with the organisation targets while thinking critically and also helps employees on how to behave and act while representing the organisation. Also, developing an unique identity makes noticeable the difference with other competitors to employees and customers. Furthermore it attracts sponsors with the same values and beliefs to invest in the company.

(Indeed Editorial Team, "What are Organizational Values", Accessed on 22 August 2022)

<https://www.indeed.com/career-advice/career-development/values-for-an-organization>

25. **Part 2:** Reflection

By studying critical thinking methods and theories applied to examples drawn from organizational situations and by applying them to practical scenarios we can conclude that critical skills are an extremely valuable tool that an individual needs to have and develop in order to improve themselves and upgrade in role within an organisation. By developing and training critical thinking skills an employee can complete tasks and make the best decisions in more efficient ways and with minimum amount of effort and waste of resources. By doing so, all the parties (organisation, employees and clients) benefit and develop strong partnerships that work more efficiently and last longer while bringing profits.

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