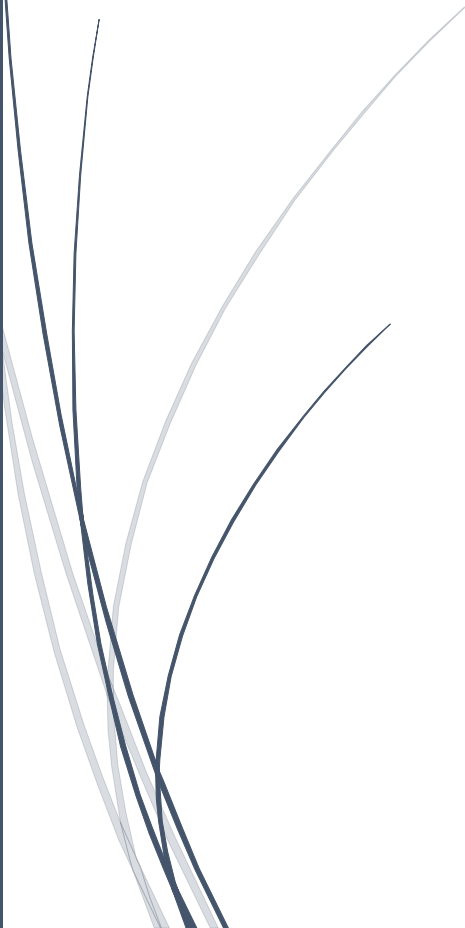


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University of Wales Trinity Saint David

**Workplace Culture and its impact on Organisational
Efficiency**

BMSW5105

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Lector Name: Rexon Nting

Student ID: Milena Petrova1908940

Executive summary

This study aims to identify the workplace culture and its impact on the organizational culture of 235 Casino Manchester effectively. This paper helps identify the background and various business analysis tools here, including SWOT analysis, Porter's five forces analysis, PESTLE analysis, and many more. Internal and external influencing factors of this organization are also discussed in this paper briefly. Additionally, the industry to which this organization belongs is identified and critically analyzed with its organizational culture. This paper sheds light on its corporate culture and performance analysis with the help of Kottler's eight-step plan. Ethical dilemmas identified in its work must be solved as soon as possible during this covid situation.

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1. Introduction

235 Casino Manchester is one of the UK's oldest and most famous historic warehouses, which offers gaming platforms, bars, and restaurants (Manchester235, 2021). The most popular award-winning restaurant James Martin collaborates with the casino games of 235 Casino Manchester and regular eventful stylish bars 24*7 (Fernfortuniversity, 2021). This paper introduces the business background of 235 Casino Manchester in the UK and its internal and external business analysis with the help of various analysis tools. Many analysis tools are used here to perform environmental analysis, including SWOT analysis, PESTLE analysis, Porter's five forces, and many more. Additionally, this paper sheds light on the operation management and business performance of 235 Casino Manchester in the UK during this pandemic situation.

2. Background of 235 Casino Manchester

235 Casino Manchester has been running its business since 1967, when it was opened with only one bookmaker's shop in Ordsall (Manchester235, 2021). The founders of this shop, Fred and Peter, improved their business and opened 100 new shops in 1997 (Fernfortuniversity, 2021). Since 2004, it has been brought up with lots of gaming services in the UK and worldwide. It has become a popular all-around gaming and entertainment destination with hospitality services in the UK as their customer preference. These 24*7 vibrant venues offer gaming like a casino, as customers want from this busiest poker room (Manchester235, 2021). It earned more than £3.5 billion turnovers within 2004, which was £550 million before 2004 (Manchester235, 2021). Then,

they launched their new digital platform of lotto, bingo, online poker, online casino, virtual sports, sports betting, and many more, and it was named Betfred at that time. In 2017, it celebrated its 50th year in this business and newly introduced hospitality services along with bars in the UK (Fernfortuniversity, 2021). 235 Casino Manchester has lots of sponsorship in the UK, including Horse racing, Rugby league, Football, Snooker, and many more (Manchester235, 2021). According to the annual report of 235 Casino Manchester, it has announced it will take over sponsorship of the Scottish League Cup in May 2016 for three years and the new official shirt sponsorship of Championship side Bolton Wanderers for the upcoming two years in agreement (Fernfortuniversity, 2021).

3. Identification of business environment with analysis tools

Various business analysis tools and models, including PESTLE analysis, SWOT analysis, Porter's five forces, McKinsey 7S framework, and others. SWOT analyses are performed here to identify the strengths, opportunities, weaknesses, and threats of 235 Casino Manchester in the UK and compare its strengths and weaknesses to the new market entry mode (Mbaskool, 2020). Alternatively, different environmental dilemmas of 235 Casino Manchester are identified by PESTLE analysis here. It helps determine the UK's political, technological, economic, legal, social, and environmental factors on 235 Casino Manchester. Porter's five forces evaluate different market entry modes, threats of businesses, and threats of other companies in the context of 235 Casino Manchester effectively in this paper (Mbaskool, 2020). It also helps in designing the operation management of this organization, and the operational management helps it successfully build the organizational structure of 235 Casino Manchester. Similarly, the McKinsey 7S framework is used here to

analyze the business performance of 235 Casino Manchester (Mbaskool, 2020).

4. Internal and External environment analysis

4.1 SWOT analysis of 235 Casino Manchester

Strength	Weakness
Distribution network: According to Murphy (2020), 235 Casino Manchester has built a strong distribution channel over the years, reaching a potential marketplace in the UK. Return on business capital: 235 Casino Manchester is very successful with many new projects that enable an excellent expenditure on goods and services. Cash flow: 235 Casino Manchester has a strong and free cash flow in the marketplace of the UK, and it provides lots of resources from investors to launch new projects (Futurelearn, 2017). Workforce: This Organization's high work power is the most significant positive aspect of its products and sales. Community development: 235 Casino Manchester has built a strong community with its suppliers and distributors, and customers where all the suppliers, clients, and distributors were engaged in the marketing of this Organization (Mindtools, 2020).	Attrition rate: 235 Casino Manchester has a high attrition rate compared to other companies. It spent lots of money more than other companies on training and skill development of employees. Financial planning: According to Murphy (2020), this gaming organization has no finance and organization development plan, which decreases its operation management and business performance. Research and development: 235 Casino Manchester invests more in the training of employees than in innovation and research technology. It decreases the quality development of its products and services (Futurelearn, 2017).
Opportunity	Threat

Online customers: 235 Casino Manchester now has a significant opportunity to get online customers discounts on their gaming and hospitality services. Inflation rate: The inflation rate of the UK is meager, which is helpful to the business development of 235 Casino Manchester. Transportation cost: The lower transportation cost in the UK is also a positive vibe to business improvement and service quality improvement of 235 Casino Manchester here (Fernfortuniversity, 2020).	Law of Liability: 235 Casino Manchester can face many difficulties under the UK's liabilities act, which will be a significant threat to its marketing here (Mindtools, 2020). Up-growing local distributor: The increasing level of local distributors is decreasing the sales of 235 Casino Manchester (Fernfortuniversity, 2020). Irregular supply of innovative products: 235 Casino Manchester has failed to supply innovative products according to the demand of their customers regularly, which results in loss of customers in the UK.
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Table 1: SWOT analysis of 235 Casino Manchester

(Source: created by author)

4.2 PESTLE analysis of 235 Casino Manchester

Key factors	Description	Impact
Political	Support of local government: According to Lee <i>et al.</i> (2021, p. 332), the governing authority of the UK supports the working criteria of 235 Casino Manchester effectively. The government also takes approaches to keep opening and successfully running their bars and restaurants. Migration: The government of the UK has some control in the migration of any registered users of these organizations according to their policy which helps it control data loss and maintain security within their restaurants, lodges, and bars.	Positively high

	Security: According to McCartney (2020, p. 200), 235 Casino Manchester provides necessary guarantees in the hospitality sector with the help of local security forces in the UK, according to the concern of the UK government.	
Economical	Fuel price: The rising fuel price is one of the most critical threats of this organization in the UK, and 235 Casino Manchester is raising its price list of different food items and services. National growth rate: According to McCartney (2020, p. 200), the United Kingdom is an economically developed country, and its higher national growth in an economic context is helpful to 235 Casino Manchester.	High
Social	Mode of traveling: Nowadays young people to older people love to travel very much as well as they love to taste all types of foods while availing any hospitality services. Thus, the business of 235 Casino Manchester is growing here successfully. International study: Students from different countries are now attracted to hotel management and the hospitality sector. Thus, the collaboration of national and international studies in hospitality makes 235 Casino Manchester more improved with lots of food variants according to customers' choice.	Moderate
Technological	New technologies in security: According to Chapman (2020, p. 25), 235 Casino Manchester is now using lots of new technologies, including CCTV, pen camera, scanning, and many more, for the security of their customers as well as employees in their restaurants, lodges, and bars effectively. Teleconferencing: 235 Casino Manchester uses teleconferencing with their customers, suppliers, stockholders,	High

	and investors to effectively communicate with them, which gives more positive vibes to this organization. Airframes and fuel-efficient engines: The use of fuel-efficient engines and airframes reduces the fuel cost of 235 Casino Manchester in the UK. It is also a time-consuming method to deliver foods and beverages to customers promptly.	
Legal	Merger restriction: The government authority of the UK makes some restrictions on merger business. Thus, 235 Casino Manchester has to follow the government's rules on their business merging to run their business in the UK successfully. Airport rights on carriers: According to Chapman (2020, p. 25), there are also some airport rights on pages to appoint employees in this hospitality sector and train them according to each restaurant and service policy.	Moderate
Environmental	Energy consumption: 235 Casino Manchester must maintain proper energy consumption to keep an eco-friendly environment during its food-making process. Control of noise pollution: As the bars and restaurants open all the time here, the authority of 235 Casino Manchester has to maintain and control their sound density here to control noise pollution. Land discrimination for the growing airport: 235 Casino Manchester is now situating beside an undergrowing airport. It has to give some space to this increasing airport according to land discrimination law, which will be helpful to maintain its CSR responsibilities.	High

Table 2: PESTLE analysis of 235 Casino Manchester

(Source: Created by author)

5. Industry analysis of 235 Casino Manchester

Porter's five forces analysis for 235 Casino Manchester

It is helpful to analyze the operational industry of 235 Casino Manchester through an inherent potential of profit. This information is collected and diagnosed with the help of this model to understand this organization's strategic decisions. **Bargaining power of customers:** According to Ridley-Duff and Bull (2021, p. 1437), the buyers of 235 Casino Manchester always prefer quality assurance from this organization and innovative products regularly. Alternatively, it remains costly to introduce innovative products, which is a strong force that can be cured by concentrating on innovation by 235 Casino Manchester. **Bargaining power of suppliers:** There are many suppliers of 235 Casino Manchester compared to its clients in the UK, and it makes a weak market force (Pmtips, 2019).

Additionally, this organization's standardized products and services are produced with high-quality materials that are costly to 235 Casino Manchester. **Rivalry among existing competitors:** According to Ridley-Duff and Bull (2021, p. 1437), the lower number of competitors of 235 Casino Manchester is also a positive characteristic to this organization that makes it a more severe threat to the marketplace. This gaming and hospitality industry is growing every year, but covid 19 has made it slower from the end of 2019 (Pmtips, 2019). **Threats for substitutes:** This gaming zone with hospitality services remains very low in number in the UK and the world. Additionally, the substitute games of the games of this organization are not so attractive, which makes them a weaker force in the marketplace. **Threats for new entrants:** The economic condition of the existing market of 235 Casino Manchester is reasonably good, which will be difficult and costly for new entrants. According to Yates (2018, p.

55), it has a positive vibe towards 235 Casino Manchester. Additionally, the product differentiation and capital requirements are solid for this gaming and hospitality industry which is also a weak force for new entrants.

6. Organizational culture

Cultural web framework

Stories: The first thing that comes to people's minds when talking about Manchester 235 Casino is the best-in-class casino based in the heart of the city. Additionally, its mesmerizing ambiance and embracing atmosphere make the audience feel like they are in the home (Ukcasinochecker, 2014). The employees are welcoming in nature, and the food they serve is delicious. **Rituals:** Manchester 235 has a very welcoming ambiance, and thus it is highly appraised by its customers. According to Casinoguardian (2021), the visitors of this place are assured about the entertainment as this place has plenty of options for that. Besides the different gaming and dining facilities, Manchester 235 offers live music events, which happen regularly. **Symbols:** According to Casinoguardian (2021), Manchester 235 resembles the style of the casinos of Las Vegas, which is their key aspect. They try to offer their visitors the feel of the Neon Capital of the World through their ambiance. It works well. People who love to enjoy it come there for its ambiance and plenty of entertainment options. Some people may consider this place a little surprising because of its purple-colored walls while clothes prefer it for its relaxing and sophisticated atmosphere.

Organizational structure: Manchester 235 is very organized in its system as every gaming option has different slots. Each slot is operated by efficient and capable vice presidents who oversee the managers (Lander, 2021). The Managers control the group of supervisors: the dealers, slot attendants, and other entry-level workers. **Control system:** The administrative department of Manchester 235 tightly handles all its operations. The HR managers operate all the staff working there and deliver duty schedules. According to Visitmanchester (2021), the chief

financial officer handles the financial operations of the organization. A dedicated marketing manager post is there to handle the marketing and advertising-related tasks. The general managers take care of the restaurants, and the visitors come to Manchester 235. **Power structure:** Casino 235, owned by Caesars Entertainment, one of the most famous names in the industry. The organization aims to deliver the best-in-class gaming experience to its visitors, and thus they do not compromise on their expenses. Every important decision of this casino is taken by Executive Chairman Gary Carano and Chief Executive Officer Thomas Reeg.

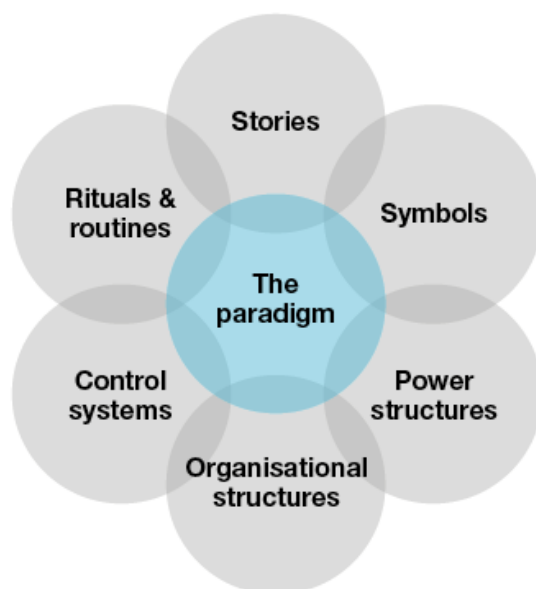


Figure: Cultural Web Framework

(Source: Johnson and Scholes, 2021)

McKinsey 7S framework

Strategy: Customers who visit Casino 235 get a complimentary drink of their choice. Additionally, the casino offers loyalty programs to its customers (Visitmanchester, 2021). Customers who take their loyalty programs enjoy several benefits in Casino 235, such as the organization

pays the parking charge of the loyalty membership holders. **Structure:** Casino 235 maintains a transparent system in the organization, which helps the organization run successfully. The organization follows a strict flow of orders which assists them in maintaining their best-in-class services, and every department communicates with others to convey orders. **System:** Every major decision of the organization is taken by the Executive Chairman and the Chief Executive Officer of Caesar's entertainment group. The vice presidents have conveyed the findings to the respected managers, and the managers are responsible for informing other employees.

Skills: The organization is famous for its comfortable ambiance and welcoming nature. Every staff member of Casino 235 communicates with their visitors clearly and efficiently to understand their concerns (Casinoguardian, 2021). Additionally, their planning and organization skills are excellent, which makes them famous for their arrangements. Casino 235, to run their organization more effectively, needs to consider proper leadership skills. **Style:** Casino 235 maintains a persuasive management style. The managers communicate with their staff clearly, and they can successfully convince the employees that the higher authority takes decisions. According to Khan *et al.* (2015, p.90), following this management style helps employees feel more trusted and valued. **Staff:** The staff of Casino 235 are valued and appropriately motivated to perform their responsibilities effectively.

Additionally, the organization has arranged a reward system for the employees, making them more interested in their work. Apart from this, the employees get a lucrative number of tips from the visitors at the peak hours. The organization has proper staff distribution for every function. **Shared values:** The organization is running successfully because of its

strong foundation. Every department of Casino 235 works cooperatively, and thus they can successfully maintain a positive work culture in the organization. Additionally, as the visitors are the critical focus of Casino 235, they try to make every possible amenity for their comfort, making them more attractive towards its visitors.



Figure: Mckinsey's 7s framework

(Source: Punyod, 2021)

7. Analysis of organization culture and external environment of 235

Casino Manchester

The impact of Covid 19: Covid 19 is the most critical factor that has changed the business environment entirely. The offline stores of 235 Casino Manchester remain closed due to this pandemic effect, but this organization has started more surveys and gaming offers online during this situation. According to Yates (2018, p. 55), it has introduced remote working to its organizational culture for some employees, and this online gaming platform is running successfully with huge sales worldwide.

Higher national growth rate: The UK offers 235 Casino Manchester a higher national business growth than all other countries globally. It also provides free-of-cost marketing for all marketplace of the UK that is also influential to the business growth of 235 Casino Manchester. Thus, 235 Casino Manchester has created a big employment platform in its organizational structure with more than 200 showrooms all over the UK with lots of job offers to local candidates. **New online customers and marketing:** Due to the Covid-19, 235 Casino Manchester has spread their business effectively, which helps them in gaining massive online gamers along with hospitality preferable customers in the UK (Bravesites, 2021). Thus, it has gained huge profits during the lockdown period by offering online games to its new and old customers besides delivering hospitality services door-to-door by maintaining social distancing properly. During this period, it has exhausted its online services more than offline organizational culture as before.

Higher fuel price and use of airframes: According to Murphy (2020), The high rate in fuel price creates a threat in the hospitality business of 235 Casino Manchester. New technologies of the UK have introduced airframes and fuel-efficient engines, which helps in cost efficiency and

energy efficiency. Thus, 235 Casino Manchester has started to use airframes and gives training in this context to their employees through its operation management. **Use of new technologies:** The new and innovative technologies of the UK helps 235 Casino Manchester to run their business successfully through online mode during this covid situation. It successfully helps this organization improve its organizational culture and employee management by conducting online training programs to help them use technology in every department (Bravesites, 2021).

8. Organisation culture and performance

Kottler's eight-step plan

Increase urgency: 235 Casino Manchester may face threats from the competitors like Genting Casino and Grosvenor Casino because these are popular gaming destinations. Additionally, the new entrants also pose threats to the organization as they have better marketing knowledge. With the help of its investors and stakeholders, the organization needs to initiate necessary changes to maintain its position in the market. **Build a guiding team:** To activate the change, the organization needs to create a team with full potential and cohesive teamwork (Lucidchart, 2021). Additionally, the team needs to be correctly influenced and directed with good leadership experience outside the standard hierarchy. **Develop vision:** To initiate the necessary changes like making their services more economical and introducing online gambling, the organization needs to create and share a clear vision with its team members. At the same time, 235 Casino Manchester needs to ensure that the idea does not become too complicated.

Communicate for buy-in: The management needs to communicate with their team to encourage and direct the changes so that their aim and the chosen strategies become clear to the team. Without proper communication, the team may lose its focus or can be diverted. **Empower action:** 235 Casino Manchester needs to empower the team members, such as their employees, to get unconventional ideas to reach their goals easily (Coutts, 2017). To encourage their participation, the organization may arrange incentive facilities. **Create short-term wins:** The progress must be engineered and checked thoroughly. To successfully employ the changes, the organization must create short-term goals to measure their enhanced customer base to sense the difference.

Additionally, short-term success also needs to be celebrated. **Don't let up:** The leaders must use the creditability from their previous experience. Additionally, 235 Casino Manchester needs to hire new employees or promote the existing employees to make them dedicated to the work assigned (Coutts, 2017). Management must keep patients before declaring their victory as new changes can be fragile and subject to regression. **Make change stick:** leaders of 235 Casino Manchester need to articulate connections between new behaviors and corporate success. They must show how the new approaches help to improve the performance. It can be vulnerable if management does not create norms and shared values consistent with changes.

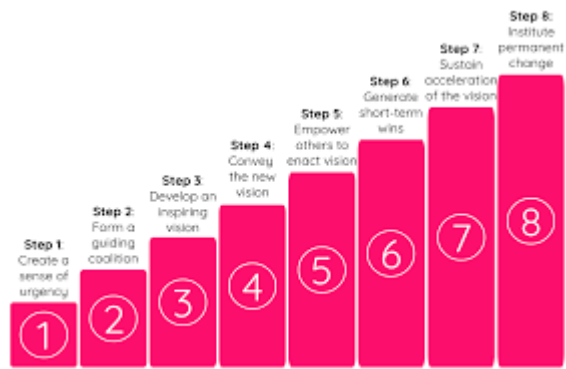


Figure: Kotter's eight steps plan framework

(Source: Kotter, 2021)

9. Ethical Dilemma

Employee hours: Being one of the famous casinos in the UK, 235 Casino Manchester experiences many customers gathering in the evening and night slots (Quilty *et al.*, 2015, p.367). The other places are less populated but need to be stuffed as well. Due to that, the staff often create complaints to assign their duty hours in the evening slots as they get more tips from the visitors. This situation sometimes creates conflict in Manchester235 between the staff. According to Berman (2021), in this situation, the team is over-ruling the work ethics. **The psychological dilemma:** According to Chóliz (2018), gambling is a very addictive activity, as people who participate in this get the chance to earn lucrative rewards. Manchester 235 benefits financially from the gamblers. The organization makes more profits as more people take part in gambling. Thus, the organization publishes advertisements to promote the business so that it can attract more people.

Additionally, most of the time, the after-effects of losing in gambling are shadowed under the attractive offers (Chóliz, 2018). This creates addictiveness among the visitors regardless of their financial situation.

Bribery practices: Manchester 235 is one of the most popular award-winning restaurants in the UK (Manchester235, 2021). Due to that, some suppliers are trying to be a part of this restaurant. In such a situation, they often choose unethical ways of bribing as the competition is too high and the restaurant does not compromise the quality of their food. This is another ethical issue the organization faces that the restaurant is facing (Lord, 2016, p.26). Various employees with the power of determining suppliers have been accused of taking bribes in the form of money or gifts from the suppliers. The suppliers, in turn, get the chance to supply their products to the restaurant.

10. Recommendation

Recommendation to resolve employee conflicts:

Manchester 235, to resolve these conflicts, needs to implement the strict one-way flow of orders. The organization needs to provide the authority to its managers to take strict measures if such a situation happens in the future. Additionally, the manager responsible for delivering duties among the staff must maintain ethical practices to serve at the assigned hours.

Recommendation to resolve the psychological dilemma: Manchester 235 needs to change their marketing policies and present the consequences of losing in gambling with the same Importance they give their offers. Additionally, the organization needs to make norms that the people who come for gambling need to produce their identification details so that the age restriction must be maintained appropriately.

Recommendation to resolve the bribery practices: The staff of Manchester 235 needs to be made aware of the organization's ethical rules. Additionally, the management needs to communicate with the team clearly to understand the ill effects of utilizing low-quality products in restaurants. Moreover, the employees need to be warned about these unethical practices and their consequences.

11. Conclusion

The report is a reflection of the business practices of 235 Casino Manchester. The background of the business has been discussed to understand the organization. With the application of analytical tools, the business framework has been identified. The internal and external business environment has been analyzed with the application of PESTEL and SWOT analysis. The business environment has been investigated with the application of Porter's five force framework. The organizational culture has been evaluated through the cultural web framework and McKinsey's 7s framework. The corporate culture has been discovered by applying Kottler's eight steps framework, and finally, the ethical dilemmas of 235 Casino Manchester have been identified.

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Essay

1. Introduction

The researcher will present the acquired skills from this learning module in this essay. The Importance of the accused skills will be described, and their contribution to the researcher's employability will be described. In addition to that, the required skills to understand the organizational workplace culture will be described in this essay.

2. Description

I have learned to analyze an organizational culture from this module. Exploring the culture of an organization needs to collect relevant data, and Research skills help in searching and analyzing relevant data (Hamburg and Vladut, 2019). Additionally, I have learned to utilize different analytical tools such as the PESTEL framework and SWOT framework from this module. Applying these frameworks will help analyze the impact of internal and external environmental factors on an organization's business (Shabanova *et al.*, 2015, p.705). That assists me in enhancing my critical thinking skills. Improving necessary thinking skills will help me observe problems from different perspectives, providing innovative solutions. Employers prefer people with critical thinking skills as they can provide innovative strategies that support the organization in fulfilling its goals (Calma, A. and Davies, 2020, p.9). I have also learned to analyze the market of a business to sense the possible threats it may have through the application of Porter's five force framework. The application of this framework will help me access the dangers related to my future workplace. Additionally, it also allows me to become successful by enhancing my observation skills.

Besides that, this learning module has taught me to evaluate the organizational culture and its impact on the business. I have learned the

McKinsey 7s framework, Web culture framework, and Kotter's eight steps framework in this module. Studying this framework has helped me understand that to become successful in a business market, a professional organization needs to acquire adaptive and teamwork skills to direct its organization towards the desired goals. Adaptive skills in employees are necessary to be familiar with the changes that happen in the organization (Luo, 2020, 1556). In addition, teamwork skills create a sense of trust among the team members, which will help them to work as a cohesive unit. Acquiring these skills will enhance my employability and increase the chances of my success.

3. Conclusion

The essay is a reflection of the skills that the researcher has learned from the present module. The Importance of learning and its contribution to the employability of the researcher has been explained in this report. The researcher also added the benefits of acquiring the skills mentioned above in other employers' work life.

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