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Module Title: INTRODUCING the MODERN WORKPLACE

**Assignment Title: Organisational Structure and Culture of Marks
& Spencer**

Module Code : LCBB4003

Module Lecturer's Name : NADEEM MIRZA

GABRIELA BANDAC PART 1

Executive Summary

The report has described the company background of the chosen organization. It has described the overview of the Marks and Spencer. The report explained the history, products, services, and market share of the firm in the UK market. The report has described that M&S offering a wide range of product, and also deal in a different sector.

Introduction

I discuss about the company background of the chosen organization. I explain the detailed information about Marks & Spencer. The report illustrates M&S focus on product expansion to capture the market segment. M&S is the oldest brand working in the fashion market. The Company also sells and operates more than 200 brands to meet the demand of the customers. Also to do this in my best way will use Gibbs Reflective Cycle. As a leader I got the opportunity to lead a team but the responsibility to make this presentation. And for myself, maybe the most difficult part of being assigned this role was working and the ability to communicate effectively with our team in a clear and positive way.

Project Background

The top of the project is divided into five parts. Firstly, the report discusses the company background. The report has explained the objectives, structure, management, and leadership behavior at the workplace. It has described the group and team perception. Furthermore, it explains the motivation and perception of the M&S.

I am describing the company background of Marks & Spencer.

Sevita explains the structure and relationship with the organizational culture of M&S.

Maria describes the leadership and management behavior at M&S. It also explains the management approaches in brief.

Elena will explain the factors that influence the team or group behavior.

At last, Gabor explains the importance of motivation and perception linked to improving organizational performance in the M&S.

Company Background (Marks and Spencer)

M&S is the leading retailer in the United Kingdom, and the Company has more than 300 stores in its local market. It is the traditional brand dealing in the fashion market. In 1884, M&S was established by Michael Marks and Time Spencer (Wilshaw et al., 2021). The Company deals in different sector such as Food, Clothing & home in the UK and international market. At present, M&S employing 78000 people while operating 1519 stores in more than 62 countries. The Company started its business activities by selling socks, biscuits, needles, and buttons. The company mainly focuses on the quality of the product to grab the customer's attention (Leite, 2020). M&S has sourced the raw materials from above 2000 supplies to manage the production. The grocery market return development of 2.7% for the 52 weeks ended 22 March'2020 to expand to £117.6billion with pandemic impact on customer spending. During the pandemic, the Company provides the fastest home delivery services as compared to other retailers. M&S has maintained a 3.4% market share around the year, within the largest four superstores that hold 59.6% share, discounting retailer holds market share 11.4%, and Ocado retail 1.2% (Szydlowska, 2020). The Company has maintained a strong connection with society, suppliers, and customers to accomplish the organizational goals.

Tom has invested 300 pound and their considerable skills such as administration and accounts while Michael Marks has good in selling and distribution with people (Swinney, 2019). Both have created a history and formed a company named M&S. from 1900 to 1920, M&S has brought several competitors as well as it a public company. In the year 1901, Marks & Spencer has developed a warehouse at Derby Street, Manchester. The Company has a period of growth that led to M&S having 145 stores by 1915. The company also focuses on improving the product quality and services to improve the financial condition of the firm (Leite, 2020). M&S has catered to with open a display, browsing, and self-selection areas for customers. Period of 1920-1940: After the First World War, Britain has faced many challenges. In the market, there is a shortage of products, unemployment is about 3 million and many companies closed their business. M&S has faced tough competition from reasonable rates product at local stores (Eccles et al., 2012). The Company has changed the pricing strategies and also deals in different sectors for survival. The Company established its research laboratory to test the product quality. It helps to offer a high-quality product at concessional rates. In the year 1970, the home freezer has become cheaper that helps to offers pizzas and lasagnas (Eccles et al., 2012). During the mid of 1970s, M&S provides a guideline to the supplier to create new products to capture the market. In 1919, The Company has focused to create improved the product and get them to its

customer faster than competitors. At present, over 31 million customers visit the store of Marks & Spencer every week. The Company also focuses on customer taste and preference to meet the demand effectively. During the Covid-19, the clothing market of M&S has declined by 5.7% in the year 2020 (Szydlowska, 2020). Moreover, online has continued to be the fastest-growing channel to increase sales and profit margin. Marks and Spencer have held 50% investment in the Ocado retail, a relationship between M&S and Ocado, from September 2020 to increase the online sales. Marks & Spencer has become the fastest-growing grocery sales channel (Swinney, 2019).

The UK food business outperformed the market, increase the UK food sales by 2.1%, as changes to range, value, and customer communication (Szydlowska, 2020). In 2019-2020, UK clothing & Home sales reduced by 8.3% with an income decline of 6.2% including an estimated 2.2 adverse impact from the pandemic. Operating profit before adjusting the reduction of 37.0%, due to low sales margin and gross margin and also impact on the crisis. The Company offers a wide range of products and services to meet customer needs (Wilshaw et al., 2021). They provide great value, quality food, attractive clothes, and home products to fulfill the customer requirement. Currently, M&S has improved search function and enhancing customer journey to the good they want faster. In 2020 year, M&S a British retailer has generated 10.2 billion British pounds (Szydlowska, 2020). Currently, above 1000 M&S stores are located in the UK and 444 stores across the world.

Conclusion

In conclusion, the report has analyzed the company overview of Marks & Spencer that is the leading UK retailer. The report has described the product and service, history and employees detailed. It has illustrated current and future trends of Marks & Spencer. The report also examined the market share and size of the M&S.

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SEVITA IZET PART 2

Executive Summary

The report has explained the organizational culture of M&S. It also illustrates the corporate culture of the chosen organization. Furthermore, the report has described the organizational structure relationship with the culture of M&S.

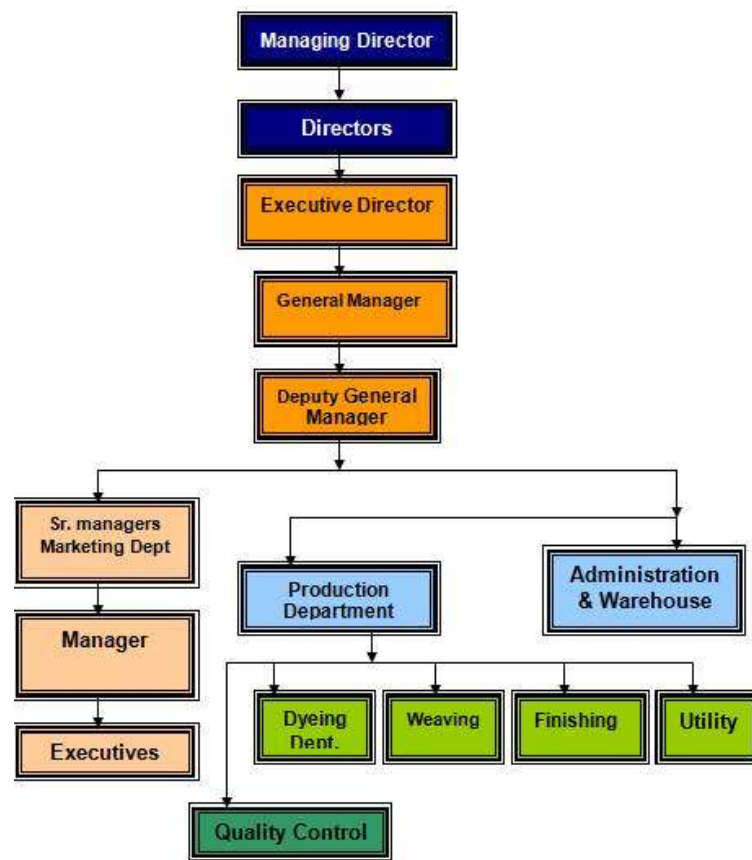
Introduction

I am Sevita and I am discuss the team member of the presentation explained the organizational structure of Mark & Spencer by using Gibbs Reflective cycle. I explain its relationship with organizational culture. Organizational structure is very important for the smooth running of the business. Moreover would like to add some personal feelings about the presentation, discuss some of the benefits and hardest part for myself. One benefit is the opportunity to rectify issues that can impede performance. 'To improve the self, shows courage, persistence and effective determination.' As about the hardest part, we never meet each other before so it felt a little uncomfortable for first to talk in a group, however, after the first try we get familiar with each other so it was easier.

Organizational Structure of Marks & Spencer

An organizational structure mainly deals with certain operations that are delegated to accomplish the organizational objectives (Akpamah et al., 2021). It is the set of rules, regulations, relationships, and responsibilities that help to provide guidance and direction to meet the organization's goals. Steve Rowe is the CEO of the Marks and Spencer (Soderstrom and Weber, 2020). Effective organizational structure helps to take a faster decision and improved business efficiency. The Company's organizational structure provides an opportunity to reduce the duplication of work, reduce conflicts and make the right decision to become successful in the competitive market. Marks & Spencer follows the flat organizational structure (MacQueen, 2020). In this structure, M&S limited the level of management among administrative level and front line staff. This structure is similar to a pyramid shape, and it has

a fewer level of management from the top to bottom. M&S has used a flat organizational structure to reduce the layer of authority and through delegating that increases individual responsibility of employees and its departments (Pant et al., 2021).



Source: (Dedahanov et al., 2017)

Different Types of Organizational Structure

Functional Organizational Structure: This is the most common functional or department form of organizational structure. In this structure, each department has separate management staff and updated report lines of authority (Akpamah et al., 2021). A department manager has the authority to report to the top level for effective management of different staff. It is the effective organizational structure within similar products. The main advantage of this structure to focus on a group of professionals on its particular knowledge. It also helps to increase work satisfaction for a specialist who manages the activities. The disadvantages of the structure are no direct boss or control, lack of discipline, and reduce opportunities (Pant et al., 2021).

Divisional Organizational Structure: In this structure, companies mainly focus on teams based on products or projects to meet the organizational goals. The companies manage

operations into geographical, product, and market or service groups. Each division has a complete set of the functional department to manage the business operations effectively (MacQueen, 2020). Staff members at each department have developed their own culture. The merits of organizational structure are clear with divisional structure, each department responsible for managing its activities, etc. The main disadvantage of this structure is the high cost of set-up (Soderstrom and Weber, 2020). Companies with a single division may lose economies of scale.

Matrix Organizational Structure: It is the combination of divisional and functional organizational structure to manage the business activities (Dedahanov et al., 2017). In the functional structure, the staff members are specialized while in divisional the operation is divided into parts. In the matrix structure, team members have autonomy and are expected to take more roles and responsibilities. The main advantage of this structure is to maintain coordination among staff and management. It also helps to manage the multiple projects, and effective utilization of resources (Schulman, 2020). The main disadvantage is more than one supervisor, continuous communication, and different to maintain balance in the project (Warrick, 2017).

The above discussion of organizational structure stated that Marks and Spencer use matrix structure to manage the specialized people at the different departments to accomplish the organizational goals (Pant et al., 2021). This structure helps to increase the productivity of a team, innovation, and creativity and also helps the manager to resolve the employee's disputes at the workplace.

Organizational culture mainly includes beliefs, values, customs, and norms that affect employee performance at the workplace. The Company mainly follows the original culture derived from the founder and family. The company mainly focuses on traditional family values and customers. The organizational culture also helps to automatically shape the members in the ways to manage the activities. The team member has deeply rooted in beliefs and values that members effectively manage the internal operations (Akpamah et al., 2021). A successful organization like Marks & Spencer was a witness that organizational culture is important for success. The Company's organizational culture is inflexible, rigid, and resistant to change.

Its relationship with Organizational Culture

Organizational structure and culture are independent. An organizational structure is mainly considered as attitude, value, morals, and strategies that untimely create an organizational

culture to accomplish the business goals (MacQueen, 2020). Marks & Spencer follow a strict structure and decision-making delegated to a different department. M&S has distributed authority and responsibilities as per the employee's attitude and behavior. The decision of the structure forms an organizational culture. The relationship with organizational culture helps to manage the operation and department effectively (Soderstrom and Weber, 2020). The organizational structure and culture have a huge impact on the performance of employees at different levels.

The hierarchy mainly shows the different levels of management that may differ from firm to firm based on the organizational goals. It also helps to control the functioning of all business organizations (Dedahanov et al., 2017). The top management of M&S has the power to delegate the roles and responsibilities among skilled staff. It also helps to control the business operation at a different level and follow the organizational culture as well (Warrick, 2017). The decentralized organizational structure allows M&S staff to communicate and take an active part in decision-making. The Company also encourages the staff to perform better and stay loyal to the firm. Both organizational structure and culture have created a negative impact on firm performance (Schulman, 2020). With the help of business conditions, M&S has taken the right decision and maintain a good relationship among structure and culture to accomplish the business goals.

Conclusion

In conclusion, the report has analyzed the organizational structure and different types of structure of M&S. It has illustrates the organizational culture of Marks & Spencer. The report has also evaluated the organizational structure relationship with the culture.

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MARIA CRISTINA IACOBICI PART 3

Executive Summary

The report has explained different leadership styles like autocratic, democratic, situational, and transformational leadership styles. The report showed that the transformational leadership style helps Marks and Spencer to reduce turnover costs, create enthusiasm, and manage changes. It showed that Marks and Spencer follow management functions defined by Henry Fayol to operate the business effectively. The report examined that Theory Y adopted by Marks and Spencer helps employees to accept challenging work and also make effective decisions.

Introduction

I will discuss about leadership and management approaches in Marks and Spencer. The report determines numerous variables associated with leadership and management in Marks and Spencer. I also explain the different leadership styles like autocratic, democratic, situational, and transformational leadership styles. It includes management functions followed by Marks and Spencer to operate the business effectively and improve employee performance. I am discusses the significance of Theory X and Theory Y for Marks and Spencer. To do this will use Gibbs Reflective cycle to describe my feelings during the presentation, as the most difficult part it was during the presentation as I felt uncomfortable due to my language barrier and I have tried my best to overcome and do the best I could.

Leadership and Management approaches

Leadership is considered as the potential of influencing employee's behavior to attain organizational goals (Hughes et al., 2018). Effective leadership helps Marks and Spencer to bring together a diverse workforce for attaining common goals. Leadership also helps the company to inspire and empower employees to realize their fullest potential to maximize productivity and efficiency. Management is related to administering and controlling tasks to achieve business objectives. The administrative activities of management include setting business strategies to accomplish goals through effective utilization of resources (Willis et al., 2017). Leadership is thus considered as the very important management function to attain organizational goals and increase efficiency. The major variables that determine effective leadership and management in Marks and Spencer are motivated employees, improved business

operation, resource utilization, employee involvement, organizational culture, readiness to change, and teamwork. The different leadership styles that can help leaders in Marks and Spencer to influence employee's behavior are as followed:

Autocratic leadership style: Under this leadership style, one person in the organization mainly controls all decisions and takes very little input from other employees. Autocratic leaders typically make decisions based on their own beliefs and choices by not involving suggestions from employees (Dyczkowska and Dyczkowski, 2018). This leadership style helps leaders in Marks and Spencer to effectively handle a crisis, counter team experience, and improve productivity, decision, and communication.

Democratic leadership style: In this leadership style, team leaders of the organization involve group members to make business decisions (Fiaz et al., 2017). Employees in Marks and Spencer play a very important role in making company decisions through extensive brainstorming and discussion. This leadership style helps Marks and Spencer to allow efficient problem solving, invite employees commitment, and increase employees' morale or job satisfaction.

Transformational leadership style: Under this leadership style, team leaders mainly inspire and motivate employees in the organization for innovating and creating changes to increase business success (Al Khajeh, 2018). Transformational leadership style helps Marks and Spencer to reduce turnover cost, create enthusiasm, and manage changes.

Situational leadership style: In this leadership style, team leaders adopt the best leadership style according to changing circumstances (Willis et al., 2017). Situational leadership style helps Marks and Spencer to recognize flexibility need, create a comfortable working environment for employees, and boost training routine. Using this leadership style helps the company to control possible outcomes and provide socio-emotional support to employees.

Based on the different leadership styles discussed above, it can be said that Marks and Spencer use the transformational leadership style. By using the transformational leadership style managers in Marks and Spencer provide regular feedback to employees to help them improve their performance and deliver better outcomes (Harris and Jones, 2018). This leadership style helps the company to create an enthusiastic work environment for motivating and inspiring people to increase business performance.

Henry Fayol's function of management

Henry Fayol defined five management functions like planning, organizing, commanding, controlling, and coordinating. Marks and Spencer follow management functions defined by Henry Fayol to operate the business effectively (Godwin et al., 2017).



Figure 1: Management functions (Godwin et al., 2017)

Planning: Managers in Marks and Spencer focus on developing strategic objectives and planning for future conditions while securing the achievement of business goals (Al Khajeh, 2018). Marks and Spencer managers evaluate contingencies to shape the future strategic and operational landscape.

Organizing: Marks and Spencer managers effectively organize the workforce and also align the organizational activities based on employees' skills and expertise (Marquis and Huston, 2017). Managers in Marks and Spencer provide training to new employees so that they can attain organizational goals. Marks and Spencer always focus on securing a skilled and educated workforce in the organization to gain a competitive edge.

Commanding: Marks and Spencer managers supervise the daily work of employees. Marks and Spencer managers also inspire employees to attain company goals (Harris and Jones, 2018). The managers of the company also communicate business policies and goals through meetings, training sessions, and emails. The managers treat all employees at the workplace in line with the business standards.

Coordinating: Marks and Spencer's managers harmonize the activities and procedures of the company to enrich the performance of employees (Willis et al., 2017). Managers coordinate the

actions and procedures of team members to see that they are achieving objectives effectively and efficiently.

Controlling: Marks and Spencer's managers control the business activities and check that they are in line with business objectives and policies (Hughes et al., 2018). Managers of Marks and Spencer also observe and correct deviations to improve business productivity and performance.

Theory X and Theory Y

Marks and Spencer use theory X and theory Y in the workplace that helps to control crisis and improve staff turnover. Theory X and Theory Y were proposed by McGregor and this theory helps managers to trust employees can take ownership of their work (Daneshfard and Rad, 2020). Theory X explains that employees do not like working, resist change, need formal direction, and dislike responsibilities. Theory Y on the other hand shows that employees perceive their job role as relaxing. Theory Y employees are more loyal and committed to the organization if the job is satisfying and rewarding.

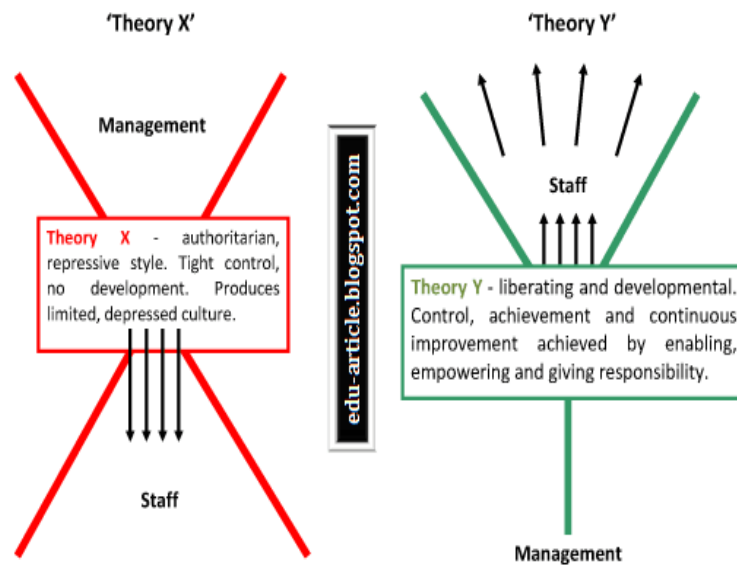


Figure: 2 Theory X and Theory Y (Oluwakayode et al., 2017)

Thus, managers in Marks and Spencer use Theory Y by creating a positive work environment to help employees take the initiative in completing the tasks. Theory Y helps Marks and Spencer to harmonize and match the needs of employees with the organizational aspirations to increase growth and gain competitive advantage (Oluwakayode et al., 2017). Theory Y adopted by Marks and Spencer helps employees to accept challenging work and also make effective

decisions. This theory helps managers in Marks and Spencer to develop a collaborative relationship with the employees that increases their motivation and productivity.

Conclusion

It can be concluded from the report that leadership helps Marks and Spencer to inspire and empower employees to realize their fullest potential to maximize productivity and efficiency. It showed that motivated employees, improved business operation, resource utilization, employee involvement, organizational culture, readiness to change, and teamwork are the major variables of effective leadership and management in Marks and Spencer. The report examined that the transformational leadership style helps the company in motivating and inspiring people to deliver better outcomes.

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ELENA ALEXANDRA ANTOCHI PART 4

Executive Summary

The report has described the concept of team behavior. It will also use the Gibbs Reflective cycle to analyze and explain our team's performance and feelings during and before the presentation.

Introduction

I explain the behavior of the team or group. I am also discusses the different factors that affect the behavior of the team. Furthermore, I explain the Tuckman theory that affects the team behavior or attitude. Also as part of the team felt frustrated and difficult as we never meet in real life and due the pandemic communication between members was difficult as the only way to do it was online.

Factors influencing Group and Team Behavior

Several factors affect team behavior like communication, task delegation, and industrial relationships that have long term implications upon the team (Charness and Chen, 2020). Effective leadership mainly helps team members to gain an in-depth understanding of scheduled tasks. On the other side, Group norms mainly set realistic expectations for staff members. For instance, Marks & Spencer always provide exciting bonus and gift vouchers to customers for delivering exceptional customer service (Poortman, 2015). Marks & Spencer mainly uses different tools & Techniques like a Balanced Scorecard, EFQM Excellence Model, and quality system to track team progress at regular intervals. Different factors affect team behavior are described below:

Leadership: The quality of leadership has a deep influence on team behavior. Strong leadership is all about being respectful and calm towards team members (Barsade and Knight, 2015). Effective leaders mainly serve as guiding sources for team members. Through strong leadership, Marks & Spencer may involve staff members in new projects and make better decisions regarding business operations. With strong leadership, Team members may able to collect positive feedback regarding their performance and job responsibilities. Thus, Leadership is regarded as the most crucial element of strong teamwork (Levi and Askay, 2020). This will

help Marks & Spencer to develop a greater sense of ownership and accountability among staff members.

Communication: It is another significant factor that affects entire team performance. Strong Communication mainly contributes towards higher job commitment and greater emotional connection among team members (Poortman, 2015). Through communication, Team members are more willing to contribute towards team success. Effective Communication mainly helps Marks & Spencer to establish a clear vision for staff members. However, Poor Communication hurts team members. Lack of communication mainly causes greater frustration, loss of interest, and job insecurity among subordinates (Hensley et al., 2017). Thus, Communication plays a crucial role in the development of a dedicated workforce.

Delegation: It is all about allocating equal roles and responsibilities to team members. Good delegation mainly creates huge empowerment and self-confidence among team members. In this way, Team members are highly motivated to produce good quality work and create an incredible impression among senior supervisors (Barsade and Knight, 2015). Good delegation mainly motivate subordinate to concentrate upon significant tasks and gain valuable feedback for self-improvement. Good delegation mainly helps Marks & Spencer to develop greater inspiration and happiness among team members. Equal distribution of tasks mainly helps employees to maintain an appropriate balance between personal and professional life. Thus, Good delegation is quite useful for project management, resource allocation, and implementation of a successful plan.

Cohesiveness: It is an individual ability to build a strong relationship with others. A high level of cohesiveness is quite useful for managing conflict and contributes towards higher team performance. Strong cohesiveness mainly helps team members to share their problems and knowledge with others. Team cohesiveness mainly motivates subordinates to perform well and carry out challenging tasks inefficient way (Charness and Chen, 2020). This may help team members to manage their negative emotions among others. A cohesive team mainly contributes towards the overall development of business. Thus, Strong cohesiveness mainly reduces anxiety and stress among team members and motivates them to reach a common goal.

Tuckman theory that affects team behavior

Tuckman theory mainly demonstrates different stages of building a productive team and completing tasks within a suitable deadline (Poortman, 2015). Marks & Spencer can apply

Tuckman's theory to build a productive workforce. This theory mainly helps team members to become more task-oriented and cooperate with others to attain a common goal. This team development theory mainly establishes greater job commitment and a sense of responsibility among team members. In this way, team members can easily improve their communication and problem-solving skills (Jones, 2019). Thus, Tuckman's theory is quite useful to achieve greater milestones and contribute towards greater team success. Different stages affect team behavior which is described below:

Stage 1: Formation: Here, Team members mainly interact with new subordinates and tried to exchange their knowledge with others (Barsade and Knight, 2015). The ultimate goal of forming stage is to build an emotional connection with others. The forming stage has a deep impact on business productivity and team behavior. At this stage, Leaders tried to set realistic goals for staff members.

Stage 2: Storming: This stage mainly leads to a conflict of interest, frustration, and dissatisfaction among staff members (Charness and Chen, 2020). The storming stage often leads to major destruction in team productivity and leads to lower confidence among employees. At this stage, Team members often feel insecure about their responsibilities and scheduled tasks.

Stage 3: Norming: This stage mainly involves simplifying workflow systems, mutual recognition, and communication preferences that have a deep impact upon team behavior (Hensley et al., 2017). In this stage, Team members tried to build an emotional and authentic connection with other subordinates. Here, Team members tried to demonstrate greater professionalism among others.

Stage 4: Performing: At this point, Team members are quite successful in building strong coordination with others (Levi and Askay, 2020). Every team member supports each other in accomplishing desired objectives. Here, Team members are more willing to complete challenging tasks and make rational decisions regarding scheduled tasks. This stage mainly inculcates a high level of independence and motivation among team members. Here, Team members show genuine respect and kind behavior towards others (Jones, 2019). This stage mainly motivates staff members to complete a given task within a given period.

Stage 5: Adjourning & Transforming: At this stage, Team members were quite successful in completing a certain task (Poortman, 2015). In the end, Team members usually celebrate their accomplishments with leaders. If a new member joins this stage, then the team may shift

towards forming a stage for the completion of the above task. Team members feel satisfied and happier for the successful completion of the above task.

From the above analysis, it is stated that there are several factors like strong communication, cohesiveness, and leadership that affect team behavior (Barsade and Knight, 2015). The above stages have long-term implications upon team productivity and behavior. This stage mainly helps Marks & Spencer to build a successful team and enjoy higher profit margins. A high level of cohesiveness mainly helps businesses to develop a strong relationship with others and gain deep knowledge from other's experiences (Levi and Askay, 2020). Tuckman's theory mainly helps team members to resolve conflicts and come up with innovative solutions to reach desired objectives. Thus, Tuckman's theory has a positive impact on team behavior.

Conclusion

In conclusion, the report has explained team behavior that affects the operation of M&S. it has analyzed the factors that affect the performance of the team. At last, the report has applied the Tuckman theory on M&S that affects team behavior.

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GABOR ISTVAN KOVACS PART 5

Executive Summary

The report explains the concept of motivation and perception. It evaluated the significance of motivation and perception in Marks & Spencer. It also highlights those factors which affect the business performance.

Introduction

My name is Gabor and I has the opportunity to explain the aspects of motivation and perception within Marks & Spencer. I will explain the importance of motivation and perception in the chosen organization and to do that will use Gibbs Reflective Cycle. Moreover, I also provide deep information about the factors that affect the motivational and perceptual aspects of the company. Reflective to the past experience I find out this presentation how important is to develop better communication skills and I really enjoyed the preparation for this presentation as I have a fantastic team. At the beginning I felt a little bit uncomfortable and it was harder to don't think about the pressure I have as I tried my best to present the last bit of M&S concept and objective.

Motivation and Perception

Motivation is the process that initiates, guides, and helps to achieve the goal of the particular organization(De Sousa Sabbagha et al., 2018). It is the ability to encourage employees according to their work that helps to provide better results to the company. Motivated employees plays important role in accomplishing the target. Employee motivation is the main key to a successful organization.

Motivation usually helps Marks & Spencer to reduce the workload, increase productivity and profitability(van der Kolk et al., 2019). Thus, it provides job satisfaction to their employees. It is observed that motivational skill also helps Marks and Spencer to accomplish the business goal. It encourages workers to share their skills and knowledge in the developmental process of the company. Moreover, it helps to inspire work for their effective contribution towards a business goal.

It is depicted that motivated employees of Marks & Spencer performed well and without motivation, they cannot able to nourish their skills. Employees of the company always complete their tasks on time. It provides opportunities to manage and explore their talent in achieving the target(Kauppila et al., 2018). Apart from that, motivation provides a unique pathway to change their thinking, behaving, and feeling.

Significance of Motivation in Marks and Spencer

The motivation of employees is an essential factor that provides main advantages to the company. Some of the benefits are listed below:

- Motivation helps to reduce conflicts as it harms the productivity and productivity of the company.
- Motivation skill helps to boost the engagement power of employees that leads to making collaboration in the organization(Qiong and O.U., 2017).
- It also helps to transform the talent and knowledge of the employees.
- Motivation promotes self-discipline in the company that helps to create a fun-loving and eco-friendly environment.
- Motivation nourishes the working efficiency that maintains a proper balance between worker's ability and business productivity.
- It also increased the job satisfaction level of employees in the company.

These are major benefits of motivation that help in accomplishing the goal of Marks and Spencer. It is identified that Marks and Spencer conduct rewards ceremony programs to motivate their employees according to their work performance(De Sousa Sabbagha et al., 2018). On the other hand, motivation provides an opportunity to accomplish the goal at a given time.

McClelland's Human Motivation Theory

McClelland's motivational theory is based on Maslow's hierarchy of needs. This theory states that every individual has three main driving motivators(AfsharJahanshahi et al., 2021). It helps an organization to identify the dominant motivator of the employee in the team. It also explains the effects of the need for achievement, power, and affiliation. These factors are evaluated below:

Need for Achievement: This driving motivator factor helps Marks and Spencer employees to achieving the goal of the company. It identified that employees who have higher achievement need able to perform better in business operations.

Power: It has the desire to control and influence others. This provides an opportunity for Marks and Spencer's employees to adopt new changes in accomplishing a goal(De Sousa Sabbagha et al., 2018).

The need for Affiliation: This factor helps to form and maintains effective relationships with other members(van der Kolk et al., 2019). It helps Marks and Spencer to adapt to strong acceptance and wants.

Thus, this theory helps the worker to persuade the business goal of the company. It is identified from the above analysis, that it increases the individual willingness to do their work. Apart from that, Motivation helps in providing job satisfaction to the company's employees.

Perception

Perception is the process that helps to determine the environmental elements that affect the organization(Greco et al., 2021). It provides a way to an individual to organize and interpret their sensory inputs. It is important because an individual's behaviors are based on reality perception.

Perception helps Marks and Spencer to handle and managed employee behavior as every individual faced several problems in the global range(van der Kolk et al., 2019). It also provides an opportunity for Marks and Spencer managers to understand the different perceptions of their employees.

It is identified that perception is an important concept that shows that different employees have different perceptions according to the situation of the particular organization. The company needs to know the expectation and requirements of its staff members.

Importance of Perception in Marks and Spencer

- Perception helps businesses to handle a difficult situation easily as every employee has a different point of view(Kaupila et al., 2018).
- Perception mainly examines the need of employees of Marks & Spencer as perception is important to determine human needs.

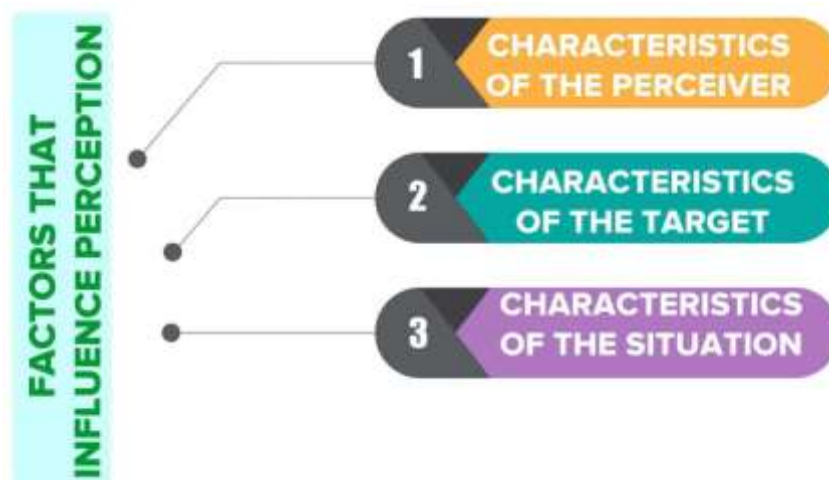
- Perception is an essential element that helps the manager to reduce the error of mistake within the organization.

Perception can be improved by the manager in different ways

- The manager should communicate openly with their employees.
- A positive attitude helps to make business operations absolute correct and appropriate.
- Self-accuracy can also help in creating own' awareness with others(De Sousa Sabbagha et al., 2018).
- The manager should solve problems by taking several perceptions of employees.

The major factors that influence perception in Marks and Spencer

Several factors are described here that influence perception in the company.



Source: AfsharJahanshahi et al., 2021

Perceiver: It is defined that emotional factors that affect Marks and Spencer which include moods, attitude, interest, motives, and self-concept(Qiong and O.U., 2017).

Target: It is identified that several factors that affect Marks & Spencer which come to these factors(van der Kolk et al., 2019). Some of them are size, motion, background, and novelty.

Situation: The characteristic features that affect Marks and Spencer are time, social setting, and work(Kauppila et al., 2018).

Conclusion

It is concluded from that report that motivation and perception plays important role in accomplishing the target of the company. Thus, it also helps to encourage employees for their work. It highlighted that motivational theory is a significant theory of motivation that is helpful for Marks and Spencer. It also described the concept of perception and its importance over the company.

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POWER POINT PRESENTATION GROUP

INTRODUCTION

- The presentation explains the concept and objective of Marks and Spencer.
- It demonstrated the organizational structure and its relationship with organizational culture.
- It also highlighted the leadership and management approaches that help an organization to accomplish the goal.
- It described important aspects of motivation and perception within the organization.

This presentation provides deep knowledge about the organizational structure of Marks and Spencer and its objectives. It evaluated the role of leadership and management theories within the organization that helps to improve its performance. Moreover, it also demonstrates the motivational theory that helps to motivate employees.

PROJECT BACKGROUND

- The topic of the presentation is classified into 5 parts.
- It discussed the company background of Marks and Spencer and its objectives.
- It examines the management and leadership theory.
- The presentation demonstrates the factors the influenced team and group behavior.
- It also evaluates the significant role of motivation and perception within Marks and Spencer.

This slide represents the different topics of the presentation. These areas:

GABRIELA. Prepare ppt. on the project background and Marks and Spence overview.

SEVITA. Prepare ppt. on organizational structure.

MARIA. Prepare ppt. on management and leadership theories.

ELENA. Prepare ppt. on team and group behavior.

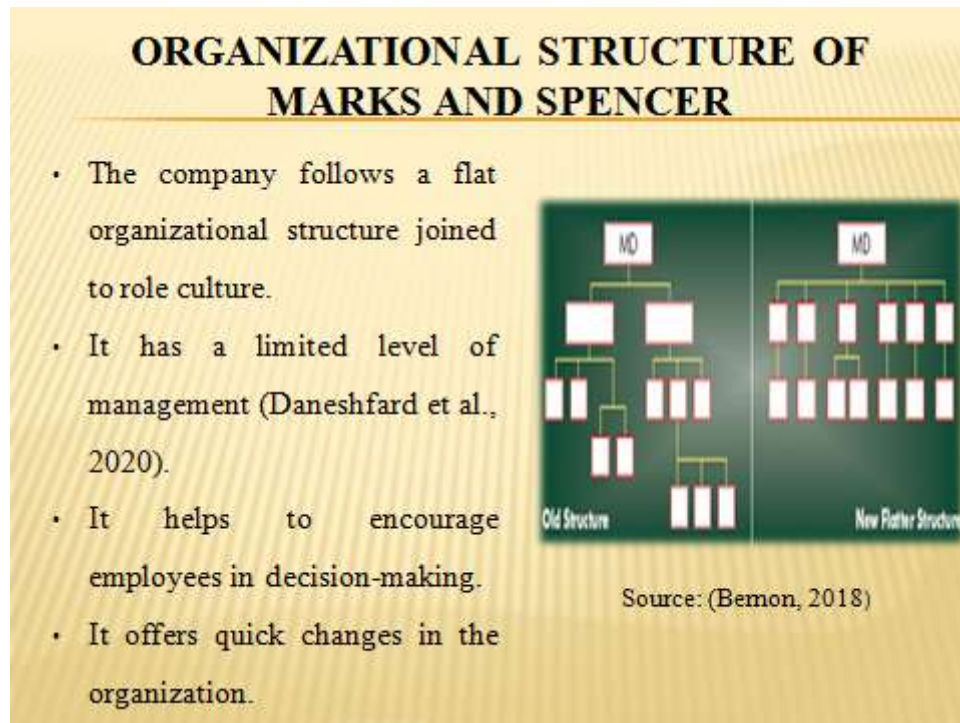
GABOR. Prepare ppt. on motivation and perception within Marks and Spencer.

COMPANY OVERVIEW (MARKS AND SPENCER)

- Largest fashion retailer in the UK (Leite and B.T.D.S., 2020).
- It deals with food, clothing, and home appliance.
- The company earns revenue of 10181.9 million GBP.
- Around 959 stores in the UK.



This slide shows the background detail of Marks and Spencer. It is the biggest fashion retailer in the UK. It is depicted that the company deals with food, homewares, and clothing across the world (Siangchokyoo et al., 2020). Marks and Spencer operates has 959 stores within the country. Moreover, the company earns a profit revenue of about 10181.9 million in the recent year.



This slide explains the organizational structure of the company. It is depicted that Marks and Spencer follow the flatter structure that helps to maintain the level of management. Thus, it balances the relationship with management and front-line employees. Moreover, it helps to motivate the employees of the company to take participate in decision-making. It is effective for the sudden change in the company.

TRANSFORMATIONAL LEADERSHIP THEORY

- This theory states that leaders make effective changes if needed in the organization.
- It is applied by the company for transform and effective change.
- This theory aims to motivate and engaged the workforce (Guttenberg and J.L., 2020).
- Marks and Spencer use transformational theory to motivate their employees.



This slide represents the concept of transformational leadership style that helps the company to motivate their employees according to the work performance (Leite and B.T.D.S., 2020). The company uses this theory to operate operational management and all skills are closely observed by the leaders. The transformational theory helps to handle the sudden situation of the company.

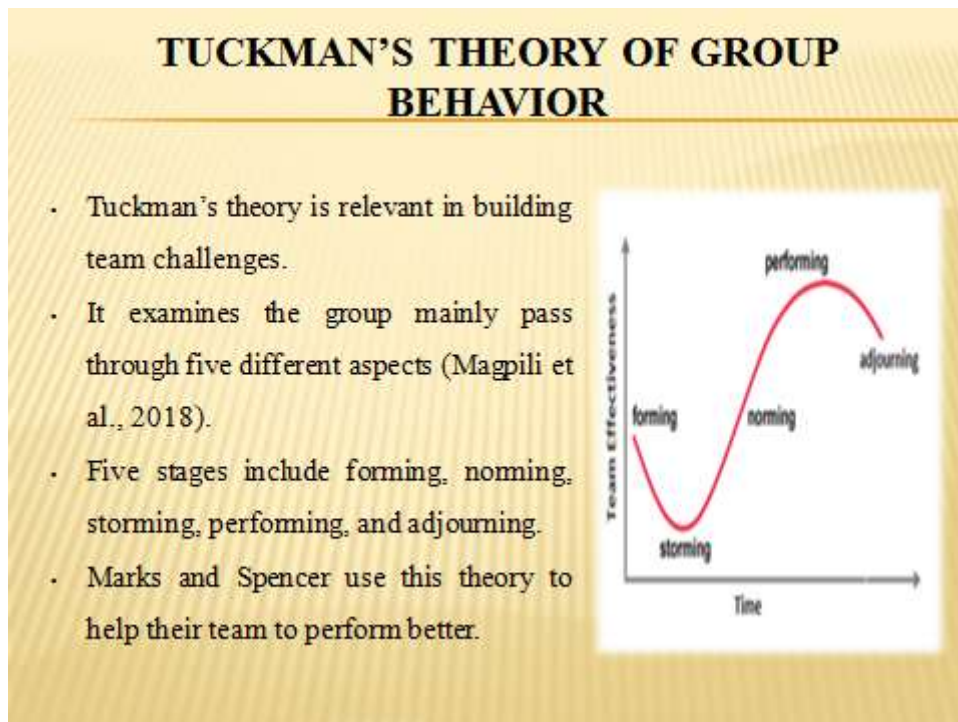
MCGREGOR'S THEORY X AND Y MANAGEMENT THEORY

- It is classified into two styles of management- X represents (authoritarian) and Y represent (participative).
- It is important to determine the management of employees as well as management.
- M&S uses this theory to motivate its employees and provide a bonus (Anderman and E.M., 2020).



This slide explains the theory X and Y which is the management theory deals to manage the employees of the company. The company uses this to maintain the balance between the work

and employees. It is identified that theory X determines that employees dislike the work while Theory Y determines that people are self-motivated for their work.



This slide explains the theory of group behavior. Tuckman's theory is the popular theory that helps to build the team challenges. Moreover, it is identified that this theory states that group mainly passes through five stages. These stages are elaborated below:

Forming: This stage includes the formation strategies. Moreover, the risk of uncertainty is high and employees are looking for leadership and authority (Guttenberg and J.L., 2020).

Storming: It is the critical stage that passes through competition and conflict. It is identified that team performance is decreased in this stage (Anderman and E.M., 2020).

Norming: In this stage, the team starts working together. Thus, it increases the performance of the team (Daneshfard et al., 2020).

Performing: In this stage, the organization is well established and the team is mature. It is the clear structure that helps the team's mission (Leite and B.T.D.S., 2020).

Adjourning: This stage states that the goal of the company is accomplished (Magpili et al., 2018).

Marks and Spencer use this theory to establish effective team spirit and help in achieving the goal.

MCCLELLAND THEORY OF MOTIVATION



- It states that every individual has three motivating drivers such as achievement, power, and affiliation (Leite and B.T.D.S., 2020)
- The company used this theory to improve employee performance.
- Thus, it helps employees to motivate employees.

This slide demonstrates that McClelland's theory of motivation is more preferable for the company to motivate their employees. Moreover, it helps employees to improve their working efficiency and achieve the organizational goal of the company. On the other hand, motivation theory helps to motivate employees and improve work efficiency (Daneshfard et al., 2020). Thus, it important part for the company to motivate their employees by rewarding them and offers gifts according to their performance.

CONCLUSION

- It is concluded that the main objective of the company is to satisfy more customers.
- It is highlighted that management and leadership improve the business operations.
- Tuckman's theory plays an important role in group behavior.
- At last, motivational theory helps to motivate employees.

This slide presents the conclusion of the overall presentation. As it is concluded that Marks and Spencer adopts different theories is to motivate their employees and increase productivity and profitability. Thus, it is also concluded that management theory X and Y helps to determine the employee's willingness of doing work.

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