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Assessment Title: ASSESSMENT 1

Module Name: Leadership and management, theory and practice

Module Code: LCBB6003

Module Lecture's Name: TAYE OSADIYA

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Introduction

This assignment is based on my internship experience in a management role at Tesco Plc. Tesco PLC is one of the largest food retailers in the world. The whole discussion is about the management and leadership theories and models of Tesco Plc. The application of these theories and models, the experience of leadership and management of Tesco Plc. and how to develop them are also been discussed. Both the primary and the secondary sources of information have been used in the assignment. Finally, this was a great opportunity to develop new leadership and management skills.

Company Overview

The British supermarket chain Tesco PLC has its headquarters in Welwyn Garden City, England. Tesco PLC operates in the United Kingdom as a major retailer and also one of the world's major food merchants. Tesco Plc has built a significant brand value over time through the provision of high-quality products and exceptional customer service. By offering non-food items like electronics and clothing in their stores, Tesco Plc has broadened its business. One of the strong reasons behind the success of Tesco Plc is its leadership and management team. Tesco Plc's leadership and management team have made Tesco Plc one of the most renowned brands in the world. That's why there is a strong correlation between a company's size and the sort of management and leadership styles it employs. For example, the sales of Tesco Plc have gradually increased from 55,917 to 63,911 million GBP from the year 2017 to 2019 (Statista, 2022). Because of the pandemic situation, the sales of 2020 and 2021 have gone which is completely a different issue.

When it comes to corporate culture, Tesco has undergone several changes in management with the company's expansion (Corporate Watch, 2022). They may not be able to adopt the similar management style which has worked in the UK in other nations, such as China and Japan. Because of that Tesco Plc doesn't have as successful a management team as the UK in other countries. The fundamental reason for diversity is because of the various cultures and values that have been embraced by such individual countries, and this is something that will be taken into consideration. Tesco Plc has also had a proactive management team, for that reason they can sense detect the problem in the earlier stages. The theory and the model of Tesco Plc's management team have been discussed below (Kim and Hallsworth, 2015).

Leadership Theories and Models

McGregor's Theory X and Y

Douglas McGregor (1960) developed concepts X and Y, two of the most important ideas in leadership, which have had a significant impact on the field. Executives who subscribe to Theory X believe that people only perform because they must do so (Gannon and Boguszak, 2013). When it comes to their perception of employees, they see them as lazy individuals who seek to escape responsibility, lack desire, and prefer to be guided instead of taking on parts of commitment.



Figure 1: McGregor's Theory X and Y (Gannon and Boguszak, 2013)

There is an enormous difference in management styles between Theory X and Theory Y. Those in the Theory Y management style think that individuals view working as a regular event and truly accept and aspire to such a degree of responsibility. This theory can be said to be effective as it simplifies human nature. So does the leading of them. In contrast, the theory stating the broad genre of human nature is not realistic. In reality, people are a mixture of good and bad work nature.

Ohio State University Model

Here, supervisors are concerned about how to guide employees toward meeting output goals. As a result, managers are more directive and focus on finishing work by their plans. Leaders who focus on their job as well as on achieving production or service objectives are known as "initiating structure leaders" (Briscoe, Tarique and Schuler, 2015). This theory can be said very much effective as it focuses on the attainment of the goal that ultimately leads to organisational efficiency. On the other hand, this model of leadership can be said to be myopic as it focuses mostly on outcomes ignoring the human resources.

Blake and Mouton's Management Grid Theory

There are five different configurations of task-centred leadership and person-centred leadership, and the Blake Mouton Grid shows how they work together and how they lead. Management theorists Jane Mouton and Robert Blake first came up with the concept of a "managerial grid" or "leadership grid" in the 1960s (David and David, 2016). There are 2 dimensions of Blake and Mouton's Management Grid Theory,

- 1) **Concern for Results:** A leader's focus on specific goals, organisational efficiency, and greater productivity while selecting how effectively to execute any job is measured by this parameter.
- 2) **Concern for People:** This shows how much a leader thinks about the goals, interests, and areas of personal growth of the people in his or her group when deciding how to do a job.

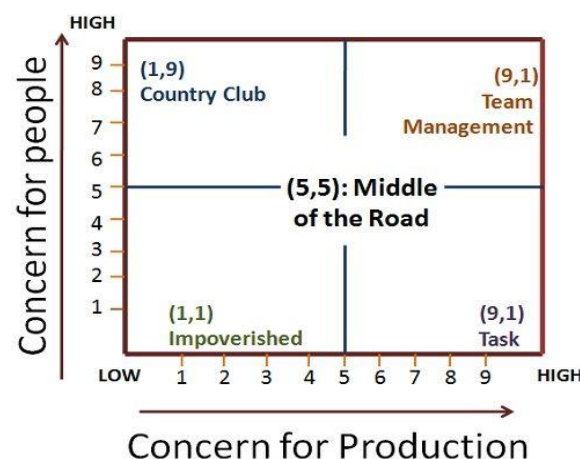


Figure 2: Blakes and Mouton's Management Grid Theory (David and David, 2016)

To improve performance and productivity, the managerial or leadership grid can be implemented. Grid training is one technique used by managers to examine their unique leadership characteristics (Yashak et al., 2020). Then the appropriate changes will be made based on the data produced by the grid. Managerial grid leadership has a disadvantage. Internal and external restrictions have been overlooked in the model, which has a negative impact on productivity.

Application of These Theory & Models to Tesco Plc

McGregor's Theory X & Y

In Tesco, the management intends to take a theory X approach in their organization as they have a huge number of subordinates, a manager is likely to supervise those subordinates, it will not be possible to use the latter approach in the company. The tasks that need to be carried out by the workers do not need many skills also, such as shop flooring duties- self stacking, checking out as well as assistance in sales carried out major duties. For this reason, the manager should supervise and direct them constantly for ensuring consistency and continuity in their work for achieving the goal of the firm. For the company, Tesco the X theory approach in the management of their stores is the most effective and most efficient style of management. The CEO of Tesco take a series of steps to develop the workforce, they directly supervise their employee, they have given priority to supervision, they are trying to make the job interesting as well as they reward those who perform better and gives penalty those who performs worst (Briscoe, Tarique and Schuler, 2015).

Ohio State University Model

This is a behavioural approach. This approach to leadership is related to Tesco in that, the managers in the company Tesco are more concerned with getting the job done as well as reaching the targets of the store, rather than getting a consideration dimension that involves more concern for the people. For getting the job done and accomplishing the goal the CEO of Tesco ensured that the leader must provide four things for motivating and satisfying them. Those are a chance to get on in life, make the job interesting, treat them with respect and help them in problem-solving (Samantara and Sharma, 2014). Allocation of a specific job to the subordinate, establishing a standard of job performance, apprising the subordinate about the requirements of the job scheduling work that needs to be done by the subordinates as well as encouraging them in the usage of the uniform procedures (David and David, 2016)

The Management Grid of Blake & Mouton

In the company Tesco, the management would be identified themselves mostly in the Authoritarian management style, when we notice the structure of Tesco we see they tend to focus on the hierarchy structure that is applicable for highly authoritarian companies. Tesco is controlled by the individual and the individual takes all the decisions.

There is little contribution to the decision-making of the group members of Tesco (Kukreja and Gupta, 2016). This style has a high concern about the production and the efficiency of production, but it does not concentrate much on people.

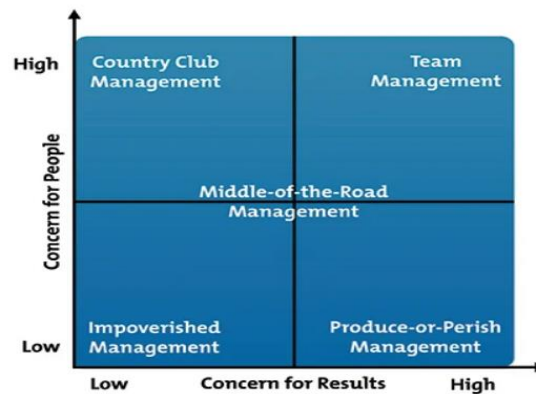


Figure 3: Management Grid Model (David and David, 2016)

They receive an approach that is task-oriented that concerned about the need of the task rather than the need of the subordinate. At Tesco, they take the task-oriented approach, they are concerned with the need for the task, not the need of subordinates. They make the employee do the work at any cost and for production, they fulfil all the needs of production like providing sufficient raw material, mechanisms and other things. This is again similar to the approach of X theory stated approach, this is effective as well as efficient for the company Tesco as they have a huge number of less-skilled employees in their organization.

My Leadership Experience & Area of Development

I was working as an intern in the management department at Tesco. I targeted to get in touch as well as built a good relationship with the top five members of the company. I face a struggle in communication with the top five members of the company as my skill in communication was quite poor. I developed my communication skill through some methods like attending a communication-related workshop and doing case competitions, I had done fieldwork that help me to grow my skill of communication rapidly. I wanted to build relationships with those top five members of the company because it will give me benefit in the future, it will also help me to learn more about them, and how they achieve success in their professional life. This lesson helps me a lot to decide how to grow my career. I also had to supervise and administer the daily workflow of the organization. Managing the workforce is so tough I feel, I experienced many problems in managing the employee. Through this, I learned to solve the problem, and how to take immediate decisions. I surveyed the employee on how much they are motivated to work. This survey helps me a lot to find out about how to handle the employee. But making a survey is so tough, it is hard to find out the authentic information. After then I presented the survey to the authority, this helps the company to know the psychology of the employee, and this also helps to know how to motivate the employee. When the company can motivate the employee this helps to get the most and most efficient output for the company. I also encouraged other employees to do their work with effectiveness and efficiency.

This is my leadership experience in a company. Through this fantastic experience, I think have been successful in attaining the quality of transactional leadership. In this I have learned how to communicate, those top five employee communications help me to build my career, and I have learned how to solve problems, and how to manage employees. The experience shared by the top five employees of the company helped me a lot to manage all these workloads and work with efficiency. From the experience, I have learned how to be patient and keep calm in a problematic situation, I have learned how to get work done by others, and how to be with a colleague.

I think I have to improve my critical thinking ability because a leader has to take many critical decisions, and I have to be more informative and more logical in interacting with others. I have to grow my confidence.

Conclusion

The success of Tesco company proves that the management and the style of leadership that the company used are immensely successful. The management style that is used like The Theory X approach and authoritarian management is operating so well which has no doubt.

Tesco is looking forward to diversifying into foreign countries such as China, and Japan, for this they have to reconsider their style of management and leadership style that they already have adopted. Though changing the leadership and management style will be hard for the company which has been so successful for the firm but it is essential to adopt a new strategy.

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Appendix: Personal Development Plan

The leadership Development Goals	Why do I have to develop this objective & what do I have to do to achieve these objectives?	Where will I achieve my leadership objectives?	Probable Date of achieving the objectives
To improve my Strategic thinking.	Reasons: This will enable me to identify and solve the problem effectively that will leverage the effectiveness of organisational decision making Way to Develop: Have to focus on the wider context. Predicting the big picture is another objective. It's important to leave issues like "what" or "how" and focus on the details like "why."	At the educational institute	December 31, 2022
To improve my Listening	Reasons: Listening skill helps a person to have a better understanding of the environment that	With Friends & Family	May 30, 2022

	serves as the basis for effective decision making. And it will help me raise as a good leader by synthesizing information more effectively. Ways to Develop: Giving priority to everyone's opinion. Focusing on the speaker's words rather than their body language.		
Change leadership	Reasons: This skill will enable me to learn about the situation and develop planning in terms of contingency which will lead to effective leadership skill Ways to Develop: I will try to become an activist for it. It will improve my ability to successfully execute and maintain change inside the company.	At the workplace	December 31, 2022

Collaborative Skill	Reasons: Collaboration skill helps a person to develop and manage a team more effectively and acts as the basis for an inclusive environment Ways to Develop: Have to be friendly with your coworkers. Improve the relationship with the partner by getting to know their demands and aspirations and then collaborating with them to attain those goals.	At the workplace	June 30, 2022
To improve my ability in Talent management.	Reasons: It will enable me to develop strategies and contingencies for ensuring accurate human resource and reward them that will enable me to ensure a motivated pool of resources. Ways to Develop: Participation in the hiring process. Maintaining a simple	At the workplace	December 31, 2022

	way to replace the underperformers with the "A" players.		
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