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Table of Contents

Introduction	3
Brief information about the Morrisons.....	3
Review of leadership and management theories and models	3
An application of these theories and models to the leader of Morrisons	6
Critical evaluation of the impact of leadership on the organisation	8
A review of your own experience of leadership and areas for your own development.....	8
Action Plan	9
Conclusion.....	9
Reference List	10
Appendices	12
Appendix 1 - Leadership development plan.....	12

Introduction

In this report, there will be an elucidation of leadership models and management theories with the impact of leadership on Morrisons. Morrisons is the United Kingdom's 4th largest chain of supermarkets which was founded by Sir Ken Morrison in the year 1952 (Morrisons, 2022). The theories and models that will be chosen in this report will be analysed with their application to the leaders of Morrisons. In the end, there will be a reflective writing based on the leadership roles and areas of development. There will also be an Action Plan that will help the organisation to improve its goals.

Brief information about the Morrisons

Morrisons is one of the most growing supermarkets in the UK which has transformed to the state of being the 4th largest supermarket chain in the UK from being a small Bradford market stall. The brand is having a 100 years plus history of running supermarkets while the level of serving customers across the UK is achieved through a strong network of about 497 supermarkets that are conveniently located (Morrisons Corporate, 2022). The basic business of the brand lies in sourcing and selling food and grocery products. However, the fresh food items are sold from its manufacturing facilities only to ensure quality and provenance.

The brand has its headquarters located in Bradford, United Kingdom and currently the brand employs approximately 118,000 colleagues, whose hard work serves 9 million customers every day (Morrisons Corporate, 2022). Among them, 10,000+ employees are provided with training for modern slavery and Labour Exploitation (Morrisons, 2022). The collective effort of the brand employees from all hierarchical levels has resulted in annual revenue of 17,598 million GBP in 2020/2021, irrespective of the barriers due to the Covid-19 pandemic (Statista, 2022). One of the major contributors, in this case, has been the brand's coverage of 97% of UK postcodes for the online product delivery system. This initiative of David Potts, CEO of the brand, and other directorial board members has resulted in the brand's strong brand existence and consistency in growth irrespective of crisis (Morrisons Corporate, 2022).

Review of leadership and management theories and models

Leadership theories and models

Transformational Leadership Model

The ***Transformational Leadership Model*** is reliable in the motivation of teams to increase the efficiency, morale and confidence within the team members with an objective to attain success (Ugochukwu, 2021).

Idealised influence

Idealised influence depicts the leaders with charisma and who are interested and capable in tactfully delivering messages with simplicity. Charismatic leaders are responsible and have the ability to praise individuals with every success.

Inspirational motivation

Inspirational motivation from leaders works as a simple constructive framework for team members to understand their tasks and perform well within an organisation.

Intellectual stimulation

Intellectual stimulation describes the leaders who encourage their team members to think out-of-the-box and implement innovative ideas to flourish and organisation. Such leaders promote skills of solving problems and the habit of thinking critically.

Individual consideration

Individual consideration is the process where leaders provide constructive training to polish the individual areas of specialisation for initiating positive impacts on the goal of an organisation.

Contingency Theory

The ***Contingency Theory of Leadership*** includes certain factors revolving around which leadership style would be more impactful in a particular situation (Villanova, 2021). This contingency theory has four distinct views that are mentioned below.

Fiedler's contingency theory

Fiedler's contingency theory puts forth the idea that efficient leadership is not only the result of how the leader manages a team but appears dependent on the control exerted on the methods.

Situational leadership

Situational leadership is also known as ***Hersey and Blanchard's Situational Leadership Theory*** implies the four maturity levels of selling, telling, delegating and participating.

Path-Goal theory

The Path-Goal Theory enables the leaders to hold the responsibility to make sure that their subordinates are having the information and support required for attaining the goals set ahead.

Decision-Making theory

This theory is also called the ***Vroom-Yetton-Jago Decision-Making Model of Leadership*** and it emphasises the effective leaders who measure situations and assesses them to determine the level of support required for an effort.

Management theories and models

Behavioural Management Theory

The behavioural management theory is also known as ***the human relations movement*** by Abraham Maslow and is classified into five specific dimensions (Hussain *et al.*, 2019).

Physiological needs

Maslow grouped the physical need of human beings to maintain healthy and basic well-being that comes from food and water.

Safety needs

A human being needs to feel stable and secure and should have freedom with protection from fear and this need is required to be kept satisfied.

Belonging or love needs

After the safety or physical needs become redundant, human beings tend to develop their needs for affection and belonging where love emerges to be the primary motivator.

Esteem needs

Every individual has the desire to embrace self-confidence and follow the steps to achieve fame and success.

Self-actualisation needs

With all the aforementioned needs considerably satisfied, this requirement in a human being motivates an individual to seek for oneself.

Max Weber's Theory of Bureaucracy

Max Weber's bureaucratic theory is a rational structure with improvements in the treatment of labours and their equal allocation. He has categorised six principles as marked below (Thinkinsights, 2022).

Task specialisation

Based on their working capacities and efficiency at conducting tasks, each individual must be allotted equal tasks is what Weber's theory signifies.

Impersonal relationships

Weber states in his principle that the relationship between employees and their managers must always be professional.

Formal selection

Nepotism or any other informal means of selection are not supported by Weber. He emphasises the importance of hiring employees based on their talents and skills.

Authority hierarchy

It is the responsibility of team leaders and managers under whom employees work to bring perfection in the performance of such workers.

Rules and regulations

To maintain uniformity within an organisation, there must be a set of regulations that employers and their employees must abide by default.

Career orientation

Every individual must be selected as an employee based on their fields of specialisation and competency skills.

An application of these theories and models to the leader of Morrisons

The leadership approaches of the leaders determine the level of effectiveness of their decisions in managing situational fluctuations. It can be observed that a higher level of

business success and growth is achieved when an adequate rate of managerial decisions and actions are made. In the case of **Morrisons**, the leadership approach of **David Potts** can be identified to be significant as his approaches have a deeper application of the transformations and situational treatment. Transformational leadership is prominent in the decisions made by the leaders of Morrisons as the brand is highly transforming for crisis management. As mentioned by Grill-Goodman (2017), the supermarket has implemented a five-year business transformation project, which might be costing in total around £310 million. Also, the brand has been planning for the ordering system automation over the previous few years since 2017, most of which has been seen in practice too. This has proved the level of contingency in the leadership approach of Potts being the CEO of the firm.

The contingency leadership approach proves the level of compatibility of the leaders in determining the change based on the situations. It can be observed that the level of differences and difficulties in situation leads to the systematic application of the contingency theory of leadership, in this case, the application of contingency leadership theory has been witnessed as the decisions of the brand have been evidenced to be getting manipulated based on external factors. During the Covid-19 pandemic, the brand's policy of online food and grocery delivery coverage has boosted the level of consistency and this has supported the firm to manage the rate of profitability. Also, the brand takes an adequate rate of responsibility for the systematic manipulation of business collaborations during a crisis.

Morrisons believe in the "**Fix, Rebuild, Grow, Sustain strategy**", which guides the firm to be more competitive in meeting consumer needs and investments. The improvements consistently made in the business firm are achieved through the practice of the usage of higher behavioural management. Potts has been identified to be using the behavioural management theory and model not just in the case of the customer and employee management but also use the same for local integration and to serve the community (Morrisons Corporate, 2022). This shows how the brand utilises the relationship development approach and behavioural management approach to keep the organisational growth consistent.

The **Max Weber theory** guides the shaping of business tasks, considering the systematic processes and organised hierarchies. According to Langer (2022), the theory suggests that a more rational distribution of the tasks among the employees of the firm proves to be beneficial, in order to achieve the required level of competency among the employees.

Therefore, the usage of this particular theory can lead to the brand's major application of the rational work distribution method, which would not just help to gain the expected level of competency but also would be helping in achieving a higher rate of consistency in profitability. This can also help Morrisons to use team working capabilities and coordination among the employees of the firm.

Critical evaluation of the impact of leadership on the organisation

There are several of the aforementioned theories and models on Morrisons. **Contingency theory** helps in achieving higher levels of business success and growth is attained when an adequate rate of managerial decisions and actions are made that comes from **Max Weber's bureaucratic theory**. Morrisons has been developing its crisis management skills with the help of **Behavioural theory** where employees are kept safe. Morrisons has been able to allocate equal tasks to the workers based on their skills and fields of specialisation. The organisation is also working on team managerial capabilities along with an improvement in competency level.

However, there are several adverse impacts of the theories and models explained above on Morrisons. The organisation is currently facing issues regarding the lack of multi-medium outlets. This is due to the situational leadership quality in the contingency theory where leaders are not able to accommodate the methods of selling and participating. Max Weber's bureaucratic theory does not let tasks be entitled to individuals other than those who have knowledge of it, rendering a few tasks incomplete. Covid-19 has brought about a huge change within the organisation and the leadership theories and models are not applicable within the work-from-home environment (BBC, 2021).

A review of your own experience of leadership and areas for your own development

As per my experience, I have been working in a small-scale coffee shop in the UK during my academic tenure and this has helped me to gain real-life insights about management-based tasks. I have observed that the higher level of crisis and demand in the market also leads to the intense need for management approaches in the application. Through the systematic inclusion and performance of the leaders, a brand gets successful. Similarly, my position as assistant supply chain manager has proved to be highly significant in my tenure to help me learn about the role of leadership in business growth.

I have observed that my strong communication skill in me has helped me to manage the level of leadership among the teams. It has been observed that the higher management of the authorities and my significant management capability of mine have helped me to mitigate or control the supply can issue while there are high fluctuations in demand. However, my poor analytical skill has often proved me to be witnessing challenges in terms of growth and performance. Moreover, I have observed that my time management skill as an assistant leader has always been intact and I was successfully able to manage the level of completion of tasks within the stipulated time period. However, my lower rate of patience of mine to stay consistent with one decision and my incapability to become a visionary has often proved to be generating strict challenges for me causing gaps in the system of management. Also, my poor level of creativity often leads to me incorporating solutions that are conflicted by others. However, Somehow I manage to maintain the team's interest based on my strong communication skill used for them to convince.

Action Plan

(Please refer to Appendix 1)

Conclusion

From the above report, it can be concluded that the leadership models of transformational theory and contingency theory may have both advantageous and adverse effects on Morrisons. The management theories of Max Weber's bureaucratic theory and behavioural theory help the organisation to build a strong employee base and a professional environment that would bring success to Morrisons. The leadership theories also support building good teamwork strategies and regulations to keep employees safe as well as disciplined. To conclude, Morrisons could make proper use of the leadership and management models or theories to flourish the organisation with efficient systems.

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Appendices

Appendix 1 - Leadership development plan

What are my Leadership development Objectives?	What leadership activities do I need to undertake to achieve my objectives?	Where will I develop my leadership to achieve my leadership objectives?	The target date for achieving my objectives
To improve my creativity and enhance creative problem solving	I would be observing how leaders use their creative skills in varieties of areas and follow their suitable patterns for the situational usage of creativity for problem solving and management.	I will be developing this skill of mine while participating in the workplace, however, my research and learning from home would also encourage me to polish my practice and constant development.	26 September 2022
To develop my patience	I would be observing how leaders manage an entire team with the patience where they do not get disoriented and I would try to develop this skill for my own convenience.	I would be developing my patience level by remaining calm and finding appropriate solutions in critical situations.	26 th September, 2022.
To develop my analytical skills for better leadership performance	I would be observing Max Weber's professionalism base between workers and their employers.	I would be trying to conduct proper team work and assign equal tasks to employees.	26 th September, 2022.