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Introducing the Modern Workplace

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Organisational Behaviour in the airline sector

Assignment 2

(Group report)

Paolina Markova (leader)- 2113318

Desislava Hristova – 2113192

Dobri Kachulev - 2113193

Sevila Gorahmedova - 2113595

Lecture : Md Sadeque Imam

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Introduction

The modern workplace is a nexus of technological, physical, and psychological elements. This setup is intended to make workers happy while simultaneously increasing output and effectiveness for businesses. The specifics of what makes a modern workplace are always being adjusted to meet the needs of both the current and future workforces, in addition to the evolving needs of businesses. Many modern workplaces have been developed on the principle of activity-based working. This plan takes use of expansive open spaces while also including purpose-built facilities for a range of activities. There have been many shifts in how workplaces are laid over the years, but activity-based working is among the most recent developments.

British airways company profile

British Airways PLC, based in the United Kingdom, is by far the largest airline in the world. Partners including USAir in the United States, Qantas in Australia, and TAT European Airlines in France help it operate a global flying network. Heathrow Airport in London is its headquarters; Heathrow is the busiest international airport in the world. Transportation for British Airways' 95 million annual passengers is provided by a fleet of more than a thousand planes that fly to more than 441 airports in 86 countries. In 1916, the precursor of British Airways, Aircraft Transport & Travel, Ltd., first flight. This company established the first scheduled international air service on August 25, 1919. The first flights were made by a modified de Havilland 4A day bomber from Hounslow Airport (now Heathrow Airport) to both London and Le Bourget Airport in Paris. London's Cricklewood Field was linked to Paris and Brussels with a new trans-Channel service eight days after the first company did so, provided by Handley Page Transport, Ltd.

A plan for a worldwide airline network linking Britain with Canada, India, South Africa, Australia, and New Zealand was put out in the same year by Britain's advisory council for civil aviation. Because planes capable of crossing vast oceanic distances are not yet available, the committee suggested giving priority to a route to India controlled by a private enterprise with governmental aid. The situation began to improve swiftly. The government of the United Kingdom established a service to Karachi and a network of 43 landing fields for the Royal Air Force (RAF) stretching from the Cape of Good Hope in the south to the Horn of Africa in the north by the end of the year. Many privately held British airlines at the time could not compete with their international counterparts that received government subsidies. Beginning in early March of 1921, all British aircraft companies suspended operations. As a reaction, the government pledged to keep British firms afloat by providing its special kind of financial aid.

To merge all existing British international air carriers into a single national airline, the British Parliament formed the Civil Air Transport Subsidies Committee in January 1923. On March 31, 1924, Daimler Airway, British Marine Air Navigation, Instone Air Line, and Handley Page all merged to become Imperial Air Transport. At the same time as it was researching a route over the Arabian desert from Cairo to Basra, in what is now Iraq, Imperial Airways flew some other routes throughout Europe in 1925. The airline had several problems on this

specific flight. There were no landmarks in the desert, so it was easy to become lost. There were a lot of water breaks, weather stations, and radio stations to keep track of, and it was difficult to keep up. Basra was a crucial stopping point on the route to India. However, on January 7, 1927, the Iranian government forbade British planes from crossing Iranian airspace, thereby ending all flights to India. The airspace was restored after two years of discussions, but only when longer-range aircraft was necessary. Tourists using the train to India did so from Basel, continuing to Genoa. Their trip began off in London and carried on to Paris. Following that, a flying boat took them to Alexandria, and then many flights brought them to Karachi. When travelling to India by water, the journey would take three weeks, but today with modern air travel, the trip just takes a week.

British Airways flew the first ever Concorde in 1976. The British Aerospace Corporation and the French business Aerospatiale collaborated to create the Concorde, a supersonic aircraft that could carry 100 passengers at speeds of up to 1,350 kilometres per hour at a cruising altitude of 55,000 feet. The Concorde was able to reduce in half the time it took to fly from New York to London, a trip that previously took seven hours. British Airways reintroduced the London–Singapore service, which had been suspended from 1976 to 1978 due to "political problems," using additional Concorde for some international destinations. Due to Virgin's poor performance, British Airways' overseas partners piled up massive losses, with Qantas losing \$271 million in 1993, TAT losing \$60 million, and USAir losing \$350 million in 1994. As a result of USAir's poor financial situation, British Airways declared that it would not invest an additional \$450.0 million in the airline until profitability was established. When British Airways was forced to write down the market value of its stake in USAir in May 1995, it took a charge of \$200 million. But the long-awaited liberalization of the European airline industry in 1997 posed the real test of British Airways' global strategy, even as the carrier was having trouble with its alliance plan.

Relationship between organisational structure and organisational performance

Performance and organizational structure have a connection in which the former may determine or at the very least impact the latter's level of productivity. Depending on the dimensions of an organization or the sector in which firms compete, different organizational structures may be better suitable for enterprises. Employees often end up becoming a

consequence of the management structure that is applied at a company, and they start behaving and operating in a way that reflects and, ideally, supports the framework that is established by employers. This phenomenon is known as organizational inertia. Companies that are short-handed on workers may expect their employees to "wear many hats," or take on various responsibilities, both those directly related to their jobs and others that are unrelated. It may be for the best if a company keeps going about its business as if it had a full complement of employees, even when it doesn't. In a corporation that follows a functional organizational structure, this would not be the case at all. The workers are more likely to grow progressively skilled at their job as a result of the precision and regularity that has been allocated to duties, which is the connection between corporate structure and performance in this situation. In addition, people may have limited options for redress if their productivity falls below expectations due to the employer's implementation of explicit targets.

Even though British air's quality and expertise have been and will likely continue to be at the core of the company's development, the system approach also has a significant impact on the situation. There are too many competent management teams in British air's global airline business. It's excellent that the firm is involved in so many various types of projects. British air, as a massive airline, needs a framework that will allow it to maintain a competitive presence across several industries as it grows.

Hierarchies are held in high regard inside most organizations. Many large companies, even ones with a truly global presence like British air, nonetheless utilize organizational structures that date back to the beginning of a business. British air is considered a worldwide organization with many tiers of management that each have significant influence over the company's daily operations (PerformYard, 2018). Britishair.com, Inc. has a structure that allows it to work at its highest level of efficiency. In this architecture, actions are prioritized above other criteria for establishing dependencies between modules. Following is a rundown of the most crucial parts of British air's structure:

Groups determined by their global functions: Function-based groups are British air's most important contributors to the company's organizational structure. Each key aspect of a company's operations has its dedicated team at work, as well as its upper management. British air has to have this structural characteristic to be able to effectively manage airline operations throughout the whole organization. This is the primary objective of possessing this

structural feature. The following is a list of the primary function-based groups that make up British air's organizational structure:

- Corporate Development Offices of the CEO
- The Financial Department of British Air Services
- Accounting for Retail and Commercial Transactions in International Markets
- Administrative and Administrative Services for Businesses That Serve Consumers

2. The current state of the world order of things: A classic component of organizational structure is called the hierarchy. Using British air.com, Inc. as an example, one can see how a global organization with vertical chains of command might facilitate airline business organization. This is a true characteristic.

3. Classifications according to the location: Geographic divisions are, in fact, an integral part of British air's overall organizational structure. Within this structural feature, groupings are formed based on geographic areas and the corresponding business goals of those regions. For instance, British air.com Inc. utilizes a variety of market segments to simplify the process of running its airline business by the state of the economy in each region. This aspect of the organization's architecture was included to enable the company to address problems or concerns that are unique to each geographical location while also taking into account differences in regional market conditions. British air takes a clear strategy to this building element, separating its operations into the appropriate geographic divisions, which are as follows:

a) The Northern Hemisphere

b) On a global scale (Meyer, 2019)

According to the findings of several studies, it has been demonstrated that the structure of an organization affects the performance of its employees. A poorly organized organizational structure will result in low productive output, less decentralization of tasks, no perks being provided, and decisions being made centrally.

Different tasks and Skills, the manager can apply to ensure operational effectiveness

There are various tasks and skills that the British airline manager can implement to have an effective operation. Such as-

A behavioural approach to the notion of leadership: The leadership theory focuses on the actions and behaviours of leaders, as well as how those leaders may make the most effective use of their talents. The behavioural technique is the single most important instrument for evaluating the capacity of a leader for a given circumstance. The behavioural strategy may be used in this scenario, and it aims to emphasize the behaviour of the employee inside the organization. This idea seeks to offer a result of efficiency in the organization so that it makes it possible for a particular degree of outcomes and boosts the company's overall efficiency.

The traditional model of management: The traditional school of thought advocates for delegating decision-making authority to various individuals or sections of an organization. The conventional method takes into account the significant part that management plays in determining how an organization sees things as well. This approach would be used by managers, who would then take the time to clearly explain the work at hand to ensure that the organization's production and efficiency are maximized. To put this theory into practice, managers will analyze the project beforehand to determine which of the available options is most suited to the capabilities of their teams.

The contingency approach to management: The application of contingency theory inside management is predicated on the effectiveness that will push the behaviour and the response of a certain department in the direction of an outcome. The application of useful strategies to the effective expansion of an organization is the most important part of risk management, which is why its focus is on these kinds of strategies. Depending on the specifics of the situation and the resources at hand, this hypothesis may or may not be applicable. Even in brand-new scenarios, both good and negative variables will emerge; the management team's job is to guarantee that they make the best judgments possible given the circumstances.

Leadership with an emphasis on the action: This element assures the adoption of procedures that will be utilized to influence the outcome that will see development for the organization, and as such, it serves as the foundation for any management or leadership that

may exist inside an organization. Managers will be responsible for rolling out the activities that are required to create outcomes, and leaders will be responsible for developing the productivity of the team. This strategy came about as a direct consequence of the higher degree of improvement that was required for the performance that was required to guarantee outcomes for the organization. The team or person in question has to be handled in such a way that allows them to accomplish these objectives for this concept to be successful.

The leadership style known as transactional: The management direction known as transformational leadership is the kind of direction that ensures a rise in an employee's performance in exchange for a greater chance of receiving rewards or facing penalties. Every organization places a strong focus on transactional leadership as a key aspect that will ensure compliance with what is required for administration. This is the case since transactional leadership is the most direct route to achieving compliance. When this theory is put into practice, managers will determine which employees are the most valuable based on two considerations: their historical and current levels of performance.

Theories about leadership qualities: According to this notion, managers should place more emphasis on taking an approach that will boost the morale of workers to generate some amount of enthusiasm for the work they are doing. This notion may be a risky path to adopt since, on the one hand, it might result in a loss of efficiency if the attention is primarily concentrated on a single component, whereas on the other hand, it could be used as a means to preserve the company's image. This could be a consideration to consider. When a company decides to focus on the growth and improvement of its workforce, the development and training of those workers may become the exclusive duty of the organization's managers and executives. Managers will recognize the area for training, but leaders will recognize the intensive class that is required to enhance the employee's performance in both their personal and professional lives.

The management approach is based on setting goals and achieving them: The management process will be outlined here in the shape of a management model, and its goals will be described in detail. This element places a strong focus on ensuring that workers contribute to the organization's aims and objectives to attain those goals and generate the desired outcomes. This theory is implemented to raise and improve the effectiveness of the company, as well as to guarantee that it will be successful in producing outcomes. The organization will place a strong focus on the achievement of a certain goal, which will be the

case for both employees and management. The method of documenting and monitoring the actions of the organization will be how management will be able to perform an analysis of the expansion of the company.

Leadership based on transformation: This is the style of advice in which very little is understood about the strategy being taken. In this type of guidance, leaders will seek to encourage their team to the greatest quality possible, which will ensure that workers will feel motivated in their work. Employees will feel as if they have a say in the choices that are made inside the organization as a direct consequence of the outcome of this situation. Managers will put this theory into practice by asking their teams to identify the areas in which more training and development are required. After that, the managers will work with their teams to agree upon and debate the training and learning utilizing planning, and they will seek approval before getting started.

How Leadership can inspire and motivate staff members to improve performances

It is common knowledge that contented workers are more likely to remain with their employer for a longer time, provide excellent service to clients, and fulfil the requirements set out by their managers. There may probably be instances when they'll feel that cultivating engaged staff is unattainable. On the other hand, contented workers don't have to be elusive unicorns that can only be seen once in a blue moon in the woods. It is possible to cultivate an atmosphere at work that contributes to the joy and satisfaction of one's coworkers via careful planning and persistent effort. Additionally, they may find that it is not as challenging as they had anticipated. The most important thing for them to do is to differentiate between managing and leading. This is the secret to success. A manager is responsible for planning, organizing, delegating tasks, and following up on those tasks. A leader can influence others as well as inspire and encourage them. Both of these capabilities need to be at the top of their game if they want to be successful in their position as a supervisor at the organization. On the other hand, the leadership aspect of the job necessitates that they cultivate strong connections with the staff members to successfully influence, inspire, and encourage them.

Revolution in the workplace tends to bring up feelings of uncertainty, worry, and anxiety not just in the workers who are directly impacted by the change but also in the leaders who are administering the change. Unfortunately, this always affects the motivation and performance

of the staff members. It is more probable that employees will be engaged in their job and that the workplace will be successful if they inspire their colleagues. In contrast to the extrinsic component of team building, which consists of receiving benefits from the outside world, the intrinsic component of team building, which involves transforming oneself from the inside out, is a difficulty for the majority of team leaders. Unfortunately, some managers still rely on outdated strategies to accomplish outcomes, such as authority and terror, or they lean on the goodwill that has been built up among their personnel. Be cautious if they behave in this manner. This only functions for a short time and, in the long run, it might harm their reputation as the leader of the team. One of the most important factors in keeping the team motivated is, in one person's perspective, adopting a style of leadership that places a primary emphasis on the work of the employees.

Paying Attention- It's been stated before, but it bears repeating: managers owe it to their employees to show they care about them as individuals. This means making an honest attempt to learn about their lives outside of work by asking specific questions about their trips, family, and passions. Giving them a window into their life and character is also part of this. Not even the most personal details are needed from them. While their coworkers are reminiscing about their weekends, feel free to drop a few details about how they spent they are, such as watching the big game and attending their daughter's school play. They may also share how challenging it was to see a loved one's sickness or how tough it was to explain the death of the family dog to a little kid. When there's too much to do in too little time, it's easy to feel that putting in the effort to build relationships with other people is pointless. Nonetheless, knowing their team members well—their interests, their passions, and the pressures they experience both at work and home—can be a powerful asset in determining how to motivate and inspire them to achieve their full productivity potential. This doesn't mean they have to be best buddies with their employees all the time. To do so risks fostering feelings of partiality among the staff, which in turn might lead to discontent and decreased productivity. People often interpret interest as a kind of concern. Managers who make workers feel valued as individuals rather than cogs in the machine are more likely to retain and motivate their staff. This is the single most crucial factor in inspiring their workforce to do their best.

Make compromises for their present circumstances- Whether or not we like it, the socialization we acquired in childhood follows us into the professional world. They, as the

team captain, need to be aware of the leadership style that comes most naturally to them and be flexible enough to adjust to the needs of all your employees. If they were raised in a military environment, for example, they could be used to display their authority in blatant ways. The key to success is realizing that different employees will tackle the same assignment in different ways. When they change their strategy to fit the needs of their team, they show that they care about them and gain their respect.

Factors influencing Group and team behaviour

In contrast to the more casual work groups, formalized groups sometimes fail to foster emotions of deep affinity among their members. The development of traits such as loyalty and cohesion among the members of the group is a very essential task for the management. For a management group to be successful in creating a productive team, they need to cultivate a culture that is open to, and appreciative of, the contributions that come from, and ideas generated by, its employees. Learning how to make better use of groups is a difficult management task, but one that must be done.

Individuals- A group is only as strong as the people who make up that group. If the members of the group are committed to their work and are self-aware of the roles and duties that they play in the achievement of the group's and organization's goals, then the group has the potential to be productive. All members must share the excitement of the group about the activities and achievements of the organization.

Members in the group- It is challenging to determine what the ideal size of a group should be; nonetheless, such a capacity would be determined by the level of difficulty of the issues that a team is expected to resolve. On the other hand, in most cases, minority units are more productive than bigger ones. Research carried out by Cummings, Huber, and Arendt has resulted in the formulation of the following suggestions.

- i. For difficult situations that call for high-quality choices, utilize a group with between seven and twelve members and a formal and knowledgeable leader.
- ii. When it is essential to reach a consensus in a contentious circumstance, utilize a group of three to five people who do not have a formal leader.
- iii. When reaching an agreement and maintaining quality are top priorities, a group of between five and seven people seem to be the most effective size.

It is vital to have an unusual number of members of the team so that a decision may be made by a majority vote and there is no chance of a stalemate occurring.

Group expectations- Group norms are the unspoken principles of behaviour and a conduct code that provide activities and operations inside a group the semblance of structure. Everyone in the organization is responsible for making sure that these standards are followed. In most cases, these unwritten expectations are developed gradually as members of the group understand what behaviours are required for the group to work efficiently. These group standards may include things like attendance, performance, interpersonal contact, dress code, and other such topics. Through a variety of different methods, the organizations ensure that members comply with the rules. They may show appreciation for persons who conform to group standards by hearing them respectfully, valuing what they have to say, and promoting such individuals to leadership positions within the group. Also, the groups can take horrible actions against all those individuals who diverge from the group norms.

Synergy- To demonstrate synergy, just add two and two together to get five. To generate stimulatory activity, the full target must provide outcomes that are superior to the sum of the performances of the individual members of the group. As a result, it is essential to ensure that the "appropriate" people are included in a particular group. Managers need to be aware of the specific benefits that come with group synergy, whether it be in terms of cost, market power, technology, or operational abilities.

Leadership - Leaders of formal groups are often appointed from the ranks of managers or supervisors. Informally organized organizations often choose their leaders by a process of the collective agreement. In both kinds of organizations, the calibre of the leadership has a significant impact on how well the group functions as a whole. The leader has to be well-informed, patient, and polite to the members of the group. He must provide the group with the appropriate advice and support the group's efforts for them to be successful in not only reaching the organizational objectives, but also the group goals and the individual goals of the members of the group.

Cohesiveness- Cohesiveness is the degree to which and the intensity of the interpersonal attraction that exists among the members of the group. A high degree of cohesiveness is a very motivating factor in the process of reaching the group's objectives. Characteristics such as devotion to the group, conformity with the rules of the group, friendliness, a sense of role obligation for the efforts of the group, and a readiness to protect the group against unwelcome

intervention from the outside may be used to identify cohesiveness. The degree of consistency between individual and collective objectives is one of the numerous aspects that determine the degree of cohesion in a group.

Conclusion

The capacity to communicate is facilitated by today's advanced workplaces. In addition to fast Internet connections, the integration of voice, texting, audio/video conferencing, file sharing, real-time collaboration, and other technologies enable individuals to work together and exchange information in the manner that is most beneficial to them. Modern workers deserve human-centred cultures that emphasize employee well-being and include clear communication, autonomy, the opportunity for professional growth, and adaptable workplace arrangements.

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