

Module Title: Introducing the Modern Workplace LCBB4003

Assignment Title: Assessment 2. Group presentation.

Lecturer: Gregory Cowan

Group members:

1. Petru Voloceai (2008342): slide 4-6;
2. Catalina Maxim (2011531): slide 3, slides 7-9;
3. Corina Iorga (2008117) slide 10-12;
4. Erika Massa (2011291): slide 13-15;

The individual reflective report of team presentation upon
Burberry Plc structure, culture, people and organisational
performance

Name: Petru Voloceai

Student Number: 2008342

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Assessment 2 Part – 1

In the first part of Assessment 2 each of team member had a topic to research about Burberry PLC. Mine topic that I had studied was :

Slide 4: Organisational Culture of Burberry PLC

Burberry's organizational culture I decided to analyze in light of Hofstede's cultural model. (Insight, 2021) The model has six dimensions, as listed below:

- ORGANISATIONAL EFFECTIVENESS: Means-oriented versus goals-oriented
- CUSTOMER ORIENTATION : Internally driven versus externally driven
- LEVEL OF CONTROL : Easy going work discipline versus the strict work discipline
- FOCUS : Local versus Professional organizational culture
- APPROACHABILITY : Open system versus the closed system
- MANAGEMENT PHILOSOPHY : Employee orientation versus work orientation

Slide 5: Organisational structure of Burberry PLC

Mentioning Organisational structure of Burberry PLC we found that this company approached the **Functional structure** of their board with a **Geographical Division** in America, and supporting this affirmation we have **Slide 6** with **Fig.1** and **Fig.2**

Slide 6: Representation of Organisational structure of Burberry PLC

Here we have representations of the Burberry PLC board with a Division in America

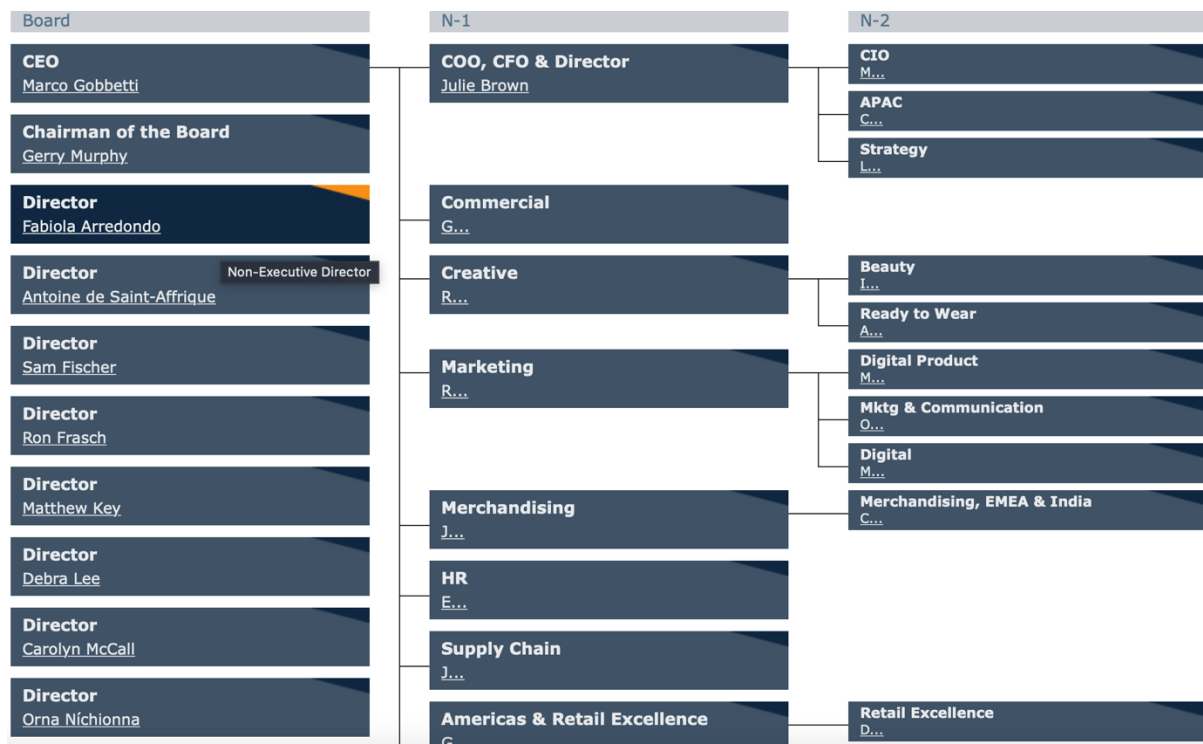


Fig1. Organisational structure
Source: The Official Board: Burberry (2021)

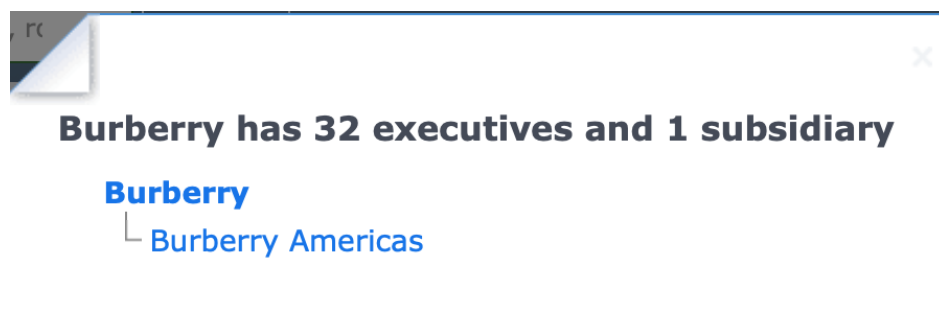


Fig.2 Division of Burberry
Source: The Official Board: Burberry (2021)

Assessment 2 Part – 2

The second part of Assessment 2 consist of analyzing our work as a team, an writing a reflecting report among our experience.

We started by deciding who is going to be our group leader, in this scope we performed a voting pool which ended with result 3:1 in the favor of Erika. At this point we learned to respect decision (vote) of each member of our team which consisted of 4 persons.

Once we had this done we had another group decision to make such as “what company will our group going to research about”, shortly we find that for us will the best choice is investigate the Burberry PLC company.

Along this project our priority was COMUNICATION, that was the key of our success.

For sharing ideas, consulting about concerns we was using platforms as Teams, WhatsApp and E-mails.

Once we decided about which company we are going to investigate we had to decide as well which member is going to research each of the topics that our presentation is consisting of. Here each of us could demonstrate their skills on researching specific topic and express their thoughts.

Along this project I have improved my skills on researching, communicating and working with and as a team. Using techniques as SMART Goal we could finish our project successfully.

- SPECIFIC

Our task was one specific case study, we had to decide which company we will go with, after each of us had presented one company with what information could be available for the case study we voted to go with Burberry. At the beginning we was struggling to understand the tasks, but after emailing our lectures we had a clear idea of what we need to do, in the next step we split the tasks and project started well.

- MEASURABLE

We found that meetings via Microsoft Teams and chatting via WhatsApp is the best way where we can share our progress, by setting some of deadlines for our tasks, in that way we could track our progress.

- ATTAINABLE

As I mentioned earlier, before starting our project, first we investigated few potential company, and we stop at that one which was more accessible in direction of information about it. Using resources from official website of Burberry PLC (2021) and other other resources, bring us to a successful end of project.

- **RELEVANT**

During the project we were sharing the progress of each member and we consulting each other about the main ideas to keep it short and relevant. Because time for presentation was limited and drastically to short for our results we decided to simulate presentation before the deadline of project. In that way we could make it more relevant and closer to the given time of presenting.

- **TIMELY**

Our deadline was 22 of April 2021, but to be sure we will be ready in time we set an internal deadline which was few days before the main deadline. In that way we had time to send our tasks to our group-leader so we can have all presentation together and well structured.

Conclusion

Using the SMART technique we achieved a good result, and we make it in time. By acting as a team and communicating we could set our internal goals and complete them in time and of course in the best way which leads us to the best results. For me was a valorous experience where I achieved good skills as communicating, researching, presenting in front of an audience, and brought me confidence.

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Name: Catalina Maxim

Student Number: 2011531

Module Title: Introducing the Modern Workplace LCBB4003

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Assessment 2 – Part 2 - Reflective report

The second part of the assessment consists of critical analyse of past teamwork. The analyse is based on Dr Roger Greenaway's framework, called "The four F's" (The University of Edinburgh, 2020):

1. Facts

As a part of the second Assessment, my university group was asked to break in smaller teams and work on group presentations. As a result, I became part of a four-person team.

In the early stage, we chose the team leader by voting. The results were 3:1 in the favour of Erika. Consequently, we had to choose a specific company for the case study and the choice fell on Burberry Group, a British luxury garment retailer.

The information was collected from internet sources and the university's online library. The discussions upon the presentation were shared through WhatsApp and video chats via Microsoft Teams.

2. Feelings

First, me and my teamwork colleagues were nervous, as it was our first online Power Point presentation. Our main concern was the technical part, how to organise better the presentation, not to exceed the allowed 15-20 minutes and how to signal when the slide needs to be skipped.

My moment of glory went as I planned, without disruptions or misunderstandings. The success is due to the 21st April's eve repetition of the whole scenario, where all the members had the opportunity to simulate how will the presentation proceed. This helped me to edit my notes for presentation and prepare a fluent speech.

3. Findings

On 22nd of April, the first part of the second Assessment took place. Each of my team mates, including me, were nervous and unsure.

Surprisingly, the presentation went very smooth, without any technical problem, the only issue was the exceeded time limit. As we were the first presenting group, the lecturers were indulgent and listened us till the presentation ended.

At the final, we received positive feedback from our lecturers and the appraisal of our collective work was: "a well-organised presentation that met all the requirements". Although the final feedback is on its way, I truly believe that we will receive a high mark.

Regarding the team work, I think that there is room for better, for example, we could have reached higher results if we had the opportunity to access the Library from Campus and meet personally with the group members.

4. Future

I think this was a valuable experience of team collaboration, as it will help me a lot in my future jobs. The main skills I practised was the respect, ability to listen, understand and accomplish the task in time. Alongside the mentioned abilities, I improved considerable my knowledge about Power Point and Teams online meetings.

For the future I plan to take part in as much university projects as possible, because it enhances my speaking abilities and gives me confidence.

Assessment 2 – Part 1 - Group presentation notes

In the first stage of the second assessment, the Power Point presentation was based on the following findings:

Slide 3: Profile of the company Burberry Plc (3 mins)

According to Forbes (2021) Burberry Group operates as a public limited company, that manufactures, designs and retails garments and exclusive accessories under its own brand name. The distribution of the fashion products is realised through the Wholesale, Retail and Licensing segments. All the mentioned distribution channels operate with Burberry's luxury goods through stores, outlets, e-commerce, franchisees, concessions and department stores.

The origins of the company were established by Thomas Burberry back in 1856 in Basingstoke, England, UK (Forbes, 2021).

The number of Burberry's current active stores was counting 215 retail stores globally, 148 concessions, 57 outlets and 44 franchisees agreements by 26 December 2020, not including pop up stores (Burberry, 2021).

Leadership and management styles within Burberry (5 mins)

Slide 7: Burberry's management has undergone through considerable transformations, in the past 15 years, and thanks to that the company has reached a whole new level of brand recognition and efficiency.

According to Avenel (2017), the most successful leadership and management model was accomplished by Angela Ahrendts as CEO, between 2006-2014, that contributed considerable on brand's rehabilitation, overtook the control on Burberry intellectual property, embraced the social media and doubled the company's market share.

Slide 8: In this presentation were analysed the management and leadership approaches of the mentioned company during the Christopher Bailey's CEO tenure, between 2014-2018, after Ahrendts left for Apple company.

The CEO adopted the **democratic-participative management style** in order to encourage and support colleagues to be more innovative in their own jobs, and he worked selectively with management team and employees, to expand branches globally and increase target incomes each year.

According to BBC News (2017), his management style wasn't founded enough, as it resulted with negative forecast of a second year of declining profit because of weakness in China, Hong Kong and Russia, so the investors and stakeholders welcomed, in 2016, his pay cut by 75% and his position handover to Marco Gobetti, the actual CEO.

Bailey's leadership styles can be associated with **strategic and innovative leadership** in the role of Chief Creative Director, between 2009-2018, as he succeeded to differentiate and reinforce the Burberry brand's image and sales performance on a global scale, which until then was associated with bad taste.

According to The Business of Fashion (2015), by the end of 2016, Burberry incorporated under its dome the Prorsum, London and Brit labels, removing these names from the market and covering new market segments. He also allocated 50 million pounds (\$77 million) for the building of a new manufacturing plant in Leeds, England. The facility was finished in 2019 and had the destination to produce Burberry's luxury trench coats and employed more than a thousand people.

CEO Bailey played a key role into the company's image digitalisation, being the first who streamed live the catwalk presentations, having as special guests, at Fashion Week, the British famous models and artists. In addition, he made available the purchase of the clothing collection straight away the catwalk shows ended (Thomas, 2017).

Slide 9: Conclusion

As a result of this presentation, was underlined a half-successful management model, the CEO tenure of Christopher Bailey between 2014-2017. A big part of his management failure was caused by equivocal circumstances on the British and external market: China's financial bubble, Brexit, the pound's deflation, changing consumers' habits and the shift toward **digital** and ecommerce and the industry's uncertainty, that required more complex decision-making and leadership approaches (Chin, 2017).

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Module Title: Introducing the Modern Workplace LCBB4003

Assignment Title: Assessment 2. Group presentation.

Lecturer: Gregory Cowan

Assessment 2 Part 1

For assessment we had to work as a group and do a research regarding Burberry PLC company structure, management and different motivational theories that are influencing team and group behaviour, each of us has a specific topic to work on. My role in this group was to write a report about Factors that influence team and group behaviour.

Factors influencing team and group behaviour Can be Internal and External (Slide 10)

Internal factors that are influencing team and group behaviour can be:

Leadership- Managers and leaders have a significant impact on team and community conduct. It is the duty of the leadership to direct team members.

Work culture- Has a major impact on group behaviour. Employees must feel at ease on the job in order to be satisfied and optimistic. The same laws and regulations should apply to all..

Effective communication- Managers must efficiently interact with team members. As employees feel abandoned, they become disinterested in their employment. Managers must have a say in the organization's big decisions. Allowing the team to express their views and discuss their issues is also important. Complaints must be answered right away.

Group behaviour can also be influenced by external factors such as:

Environmental factors Individuals in a community are constantly interacting with their surroundings, such as education, culture, and their homes. Environmental factors are those that influence and drive a person's behaviour.

Resources- The availability of services such as work spaces, equipment, and technology has an impact on a group's behaviour. Many organisations are still short of funding, resulting in inadequate support for many groups. Scarcity of resources can lead to rivalry and conflict among group members. These behaviours can make it more difficult for a community to achieve its goals.

Political factors- Politics can influence team behaviour in a variety of ways. Government creates laws and regulations on a broad scale which could change team behaviour.

Family and personal life- If members of a group or team clash with family or friends in the morning, they will be restless during the day..

Internal and External factors that are influencing team and group Behaviour

Brexit and Covid-19 have significantly increased the risk in recent years, and the outlook is unpredictable and overshoot by Covid-19's risk. External factors such as global health and natural disasters are extremely difficult to predict. Uncertainty in the external environment may have an effect on the company's overall financial results and operations.

Given the disruption to trade negotiations caused by the COVID-19 pandemic and the limited time available to secure a substantive free trade agreement, the risk has increased as a result of increased uncertainty regarding the UK's withdrawal from the EU on December 31, 2020.

Burberry, the British luxury goods company and one of the country's most visible exporters has stated that a no-deal Brexit could cost the company tens of millions of pounds per year

Internal Company's factors The following are some of the factors that have a direct impact on team and group behaviour: Culture, which includes a variety of laws and legislation, as well as leadership.

As a result, Burberry's ethos is genuinely accessible and inclusive. The organisation wants to ensure that their workers have the best professional experience possible as well as a sense of belonging, so that everyone feels valued and motivated to succeed, particularly during times of transition. One of the organization's goals is to ensure that their policies, procedures, and resources foster fair gender representation in

leadership positions, and this goal, in my view, is critical for group behaviour because there is no discrimination within the company.

Since group behaviour is strongly linked to leadership practises, Burberry introduced a smarter working model to enhance employee well-being and allow office workers to work off-site one day per week.

Summarising all I mentioned above on slide 12 and I would say that all the external and internal factors affects group behaviour whether its directly or indirectly.

I can notice that company is very focused on their employees well-being as it's affecting company performances so they work hard on motivating people, reinforcing their behaviour and lastly is that they are looking forward and trying build a sustainable future for them.

Assessment 2 Part 2

In the second part of the assessment we had to describe the experience we had while doing group power point presentation. It wasn't very easy as each of us has their own experience and everyone had different opinion regarding the aspect of the presentation. Also I can say that is very important to respect everyone's opinion as all of us has their own life experience and different skills that helped us to build a nice presentation.

In order to examine my experience I will use Gibbs' reflective Cycle.

Description

At the beginning we had first to decide who is going to be the group leader as the group leader is the main responsible person off the look and aspect of our presentation. It was a bit challenging as everyone has a job and obviously limited time to work on the assessment.

Feelings

During our group work I was the one with the late contribution as life is challenging you every day and I had to manage to find time to study and fix my personal problems, luckily I am surrounded by wonderful colleagues that understood me and helped me to finish my work. I am very thankfull to them and appreciate the things they was doing

to me. After that I did understand the meaning of the team and how dependant we are of each others. I felt that I am not alone and in case of something happened my colleagues will rescue me.

Evaluation

The only bad thing was is that I created discomfort to my team being the last one with the submission because everyone is responsible of the result of the work and I felt that I could lead my team to failure, thanks God was everything fine and I managed to finish my work in time

Analysis

This group presentation helped me to achieve a lot of goals and improved my skills also. I did a research about 2 weeks to find the most relevant information for presentation. I realised that being in a team is a very nice opportunity to manifest yourself and demonstrate your abilities to work in group.

Conclusion

In conclusion I want add that I should have been more dedicated to assessments as it affects my final mark. I could continue with a lot of things that I missed to do but in the end I managed to finish everything I had to do.

Action plan

I want to say that in future I would do the things differently I would reserve me more time to do the things properly and to not disappoint my team. Next time I will offer myself as a group leader in order to cover all the gaps I experienced during the presentation.

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Name: Erika Massa

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Module Title: Introducing the Modern Workplace LCBB4003

Assignment Title: Assessment 2. Group presentation.

Lecturer: Gregory Cowan

-Executive Summary

The following report exploiting *Tuckman's model* will relate the steps that helped us in creating the presentation, working as a team. It will include the notes that have been used during my performance, and my reflection analysis of the achievement and the improvements required. The main author that has been consulted is Boddy (2016).

-Forming Stage

During the class, we have been requested to form a group of 4 people. We had the option to choose a member of the team.

I guess for this reason we skipped the *Storming Stage*, and we maintained the enthusiasm and sharing of ideas of the *Forming Stage* during all the work, without arguing.

-Group Leader

We decided before to start work on the presentation to vote for the Leader of the group. I was the one elected.

I am glad that all the member of the group votes me to be the leader, however, the reason is still unclear to me. I should have asked the reason, so I could have a better understanding of my strength to use in a further project.

-SMART Goal and Norming Stage

- SPECIFIC

We were required to focus on one case study. In the first meeting, each of us presented the chosen company and the information available online. We selected the final company through democracy and voting. Burberry was the

chosen company. After numerous emails and question to the lectures, the task was clear. We split our task for the assessment. Everything looked clear, all of us feel to know exactly what to do and ready to start working on the project.

- MEASURABLE

We scheduled regular meeting to track our progress and share feedback. We decided that online meetings in *Microsoft Teams* and texts via *what's app* were the most efficient channel to communicate.

I believe that face to face meeting would have helped us to achieve better results, however for Covid restriction this option was unattainable. We faced several problems of communication for low connection or the busy environment as none of us lives alone in the apartment.

- ATTAINABLE

The online library of the university, Burberry website and other resources gave us everything required to achieve our real goal.

- RELEVANT

During the meeting, we shared our work and the concern regarding the relevancy of the information.

Although the final feedback from the lectures were all positives, I think we could have improved the relevancy of our information, as the result was a presentation that was exceeding the timeline. We have been told that our information was all relevant, however, be capable to skim information to meet the requirement of the guidelines is a skill that we still have to improve.

- TIMELY

The deadline to present our work was set at 22nd April 2021. We decided our internal deadline to be 4 days before the official date. I was the team leader of the group, in charge to join the individuals slide and made it in a harmony for

style and design, and I had to write the conclusion slide. Received the work in time was important, particularly for me.

Besides all our commitment and busy work, we did not have issues meeting the deadlines.

-Performing Stage

We achieved our goal to complete the presentation and on 22nd April 2021, we had the chance to perform it. The notes I used to contribute for the presentation are the following:

Burberry implements a *Reward Strategy* (Armstrong and Taylor, 2017), where financial and non-financial reward are combined to form a total reward system to motivates the employees. According to Burberry (2021), all of the employees are either on a bonus or incentive plan. The company also organise events to celebrate and reward the employees, e.g. the annual Burberry Icon Awards. As the no-financial reward aspect, the company offer developing programmes. E.g. one-to-one mentoring, formal courses and digital training.

The approach used by the company is then *Extrinsic Motivation* (Armstrong and Taylor, 2017), as it motivates the employees to achieve high performance through external reward, as I mentioned already bonus or incentive plan.

There are many different theories of motivation, however ERG, and EXPECTANCY THEORIES can be particularly related to Burberry.

(Armstrong and Taylor, 2017)

- ERG THEORY

ERG stand for 3 primary categories of need: *Existence Needs*, which comprehends physiological and safety needs that are satisfied through the working conditions. The *Relatedness Need* regards the employees' engagement with the human environment. According to Burberry (2021), the company wants to create to their employee the same passion and exceptional

experience that it provides to its customers. In this way, Burberry accomplishes the Relatedness need for its employees. The last category of the theory is the *Growth Needs*, which is recognised as the most important need and involves the opportunities for the employees to develop their skills and achieve self-actualization. In order to accomplish these needs, Burberry disposes a wide range of learning programmes, e.g. the Retail Management Programme, Leadership programme or the opportunity for an international experience.

The theory comprehends part of *Maslow's Hierarchy Needs*. However, although the two theories assume that unsatisfied needs motivate people, the ERG Theory has more a realistic approach with a flexible perspective. ERG Theory recognizes the needs as a range, rather than a Hierarchy. The results are a more efficient management approach that seeks to satisfy all the needs of the employees simultaneously, rather than in the order of the hierarchy.

- **EXPECTANCY THEORY**

(EPM 2018) It calculates the motivation with a formula where:

MOTIVATION= EXPECTANCY (*Effort*) X INSTRUMENTALITY (*Performance*) X VALENCE (*Reward*).

The equation implies that motivation will be efficiently only if none of these factors is equal to zero. To achieve employee's motivation is required a clear relationship between performance and an outcome that have to fulfil the employee's need. E.g.

The Expectancy requires an achievable effort, if the employee believes that more effort would not increase his performance then expectancy would be equal to zero.

The Instrumentality would be equal to zero, e.g. when the employee distrust that better performance would lead to desired rewards.

Instrumentality would be equal to zero, e.g. when the reward would not worth the effort involved, from the employee's perspective.

In conclusion, the Bonus Scheme or the Incentive Plan in Burberry, according to the Expectancy theory, would be efficient only if the link effort-reward is clear and worthy.

-Adjourning and Conclusion

At the end of the presentation with had a meeting. During the meeting, we first celebrated the success of our performance. We received positive feedback and we believed that celebrating success and been reward is a relevant part of team motivation. During the second part of the meeting, we spent time to reflect what drives us to perform well and the area we could have improved. We all believed that was pivotal to understand these factors, in order to repeat and develop our success for further projects. We concluded that our strength was our attitude on completing the task sharing information and opinion. Sharing the ideas, skills and talent brought the added value that would have missed if we worked individually. Our weakness was the lack of formality when we rehearse our presentation. We should have done more professionally, timing the duration to ensure to do not over exceed the duration.

-References:

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Appendix:



Introducing the Modern Workplace - Assessment 2 - Part 1 - LCBB4003 - Dr. Gregory Cowan

Team members:

1. Erika Massa (2011291): slide 13-15;
2. Catalina Maxim (2011531): slide 3, slides 7-9;
3. Corina Iorga (2008117) slide 10-12;
4. Petru Voloceai (2008342): slide 4-6.

Submission date: 29 April, 2021

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Slide 3: Profile of the company Burberry Group Plc

- 1856** Thomas Burberry founded the company
- 1879** The invention of Gabardine
- 1891** Burberry moves to a larger office in Haymarket, London
- 1920** The “Burberry check” becomes the company’s trademark
- 1972** Burberry acquires the factory in Castleford
- 2002** The company is quoted on the London Stock Exchange
- 2008** The Burberry Foundation was established



Number of stores 215 retail stores, 148 concessions, 57 outlets and 44 franchises

Source: Burberry UK (2021)

Slide 4: Organisational Culture of Burberry PLC

- **The organizational culture of Burberry**

Is brief and to the point. This suggests that the corporate has not used long dialects and dialogues to deliver its opinion and stance to the general public and relevant stakeholders. The vision statement should be brief and comprehensive – it should communicate the essence of the business, and its future plans to assist the stakeholders understand its business philosophy and business strategy.

- **Organizational culture in light of Hofstede's cultural model**

The model has six dimensions, as listed below:

- Means oriented versus goals oriented
- Internally driven versus externally driven
- Easy going work discipline versus the strict work discipline
- Local versus Professional organizational culture
- Open system versus the closed system
- Employee orientation versus work orientation

Slide 5:

Organisational structure of Burberry PLC

- **ORGANISATIONAL STRUCTURE:**

- **Functional structure** (Fig.1)
- **Geographical Division** in America (Fig.2).

- **ADVANTAGES AND DISADVANTAGES**

- **Specialisation**
- **Closed communication** → lack of focus
- **Clarity**
- **Accountability**

Slide 6: Representation of Organisational structure of Burberry PLC

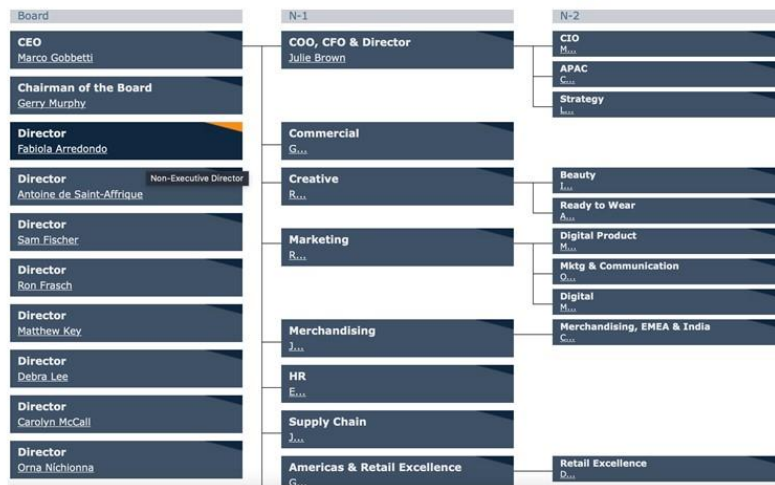


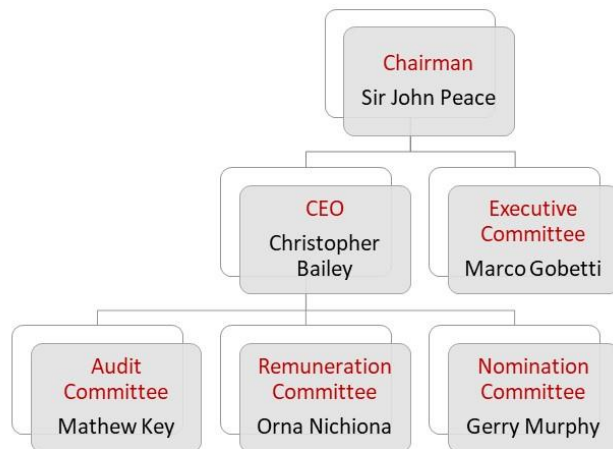
Fig.1 Organisational structure



Fig.2 Division of Burberry

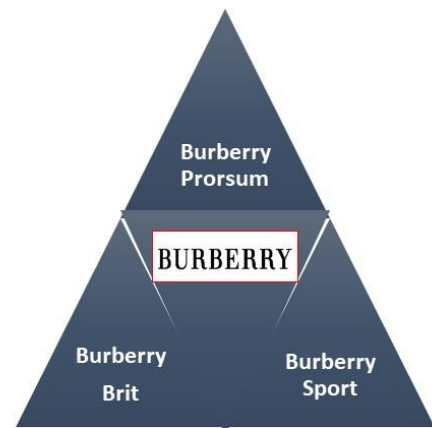
Source: The Official Board - Burberry (2020)

Slide 7: Management transformations at the Burberry Group between 2014 - 2018



Management structure, 2016

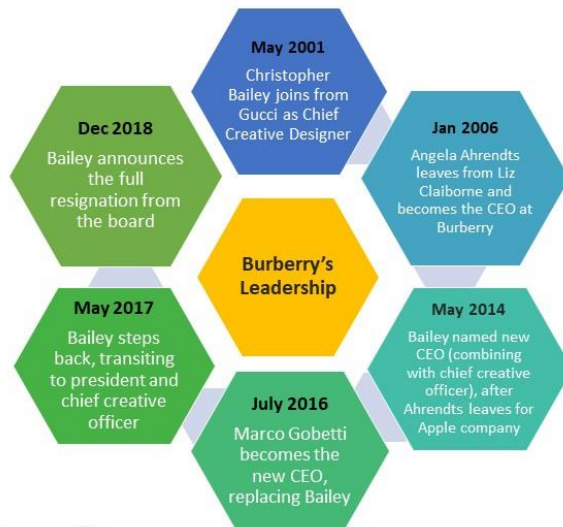
Source: Burberry UK (2021)



The Burberry sub brands phase out
Source: (The Business of Fashion, 2016)

Slide 8: Leadership and Management styles within the company

Source: Chin (2021)



Source: Thomas (2017)



Christopher Bailey's:

Leadership style	• Strategic
Management style	• Democratic-participative

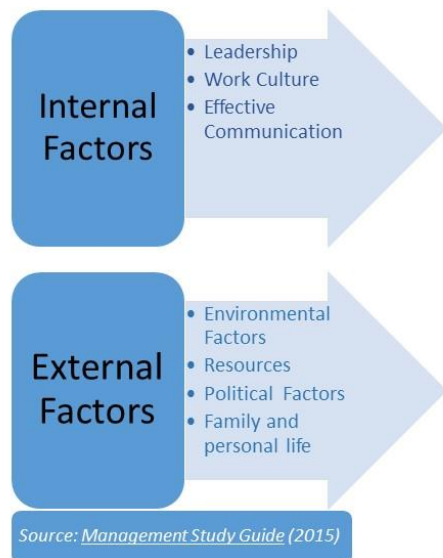
Slide 9: Conclusion upon leadership and management influence on the company effectiveness



Factors that obstructed Bailey's management success:

- China's financial bubble;
- Brexit;
- The pound's deflation;
- Changing consumer's habits;
- The shift toward digital and ecommerce;
- The industry's uncertainty.

Slide 10: Factors influencing Team and Group Behaviour



Source: Günes (2012)

Slide 11: External and Internal factors influencing group behavior within the company

- **External Factors:**

- COVID -19
- Brexit

- **Internal Factors:**

- Culture that make employees feel supported
- Leadership



Source: (Burberry PLC, 2021)

Slide 12: Conclusion upon the factors influencing team and group behavior

Individuals and group behavior is directly connected with company environment and that is why the company has to enhance their lives and make them feel supported and appreciated.



Source: [Burberry plc \(2019\)](#)

Slide 13

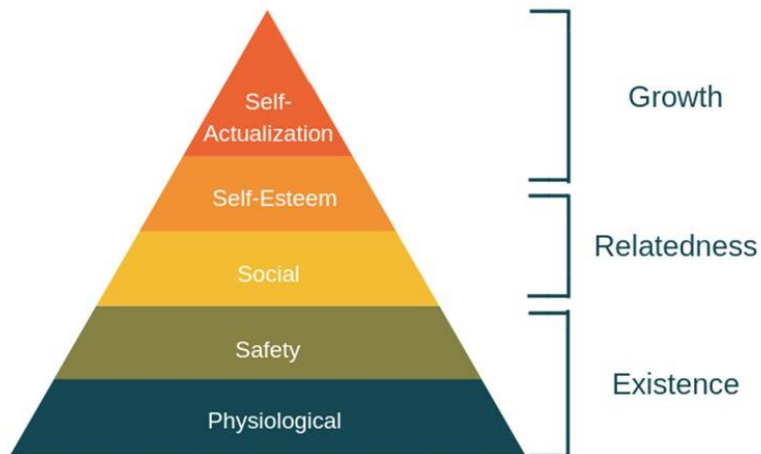
[Source: Youtube (Alex Ma, 2013)]

- **REWARD STRATEGY**
e.g. bonus, incentives plan
- **EXTRINSIC MOTIVATION**
e.g. external rewards
- **THEORY OF MOTIVATION**
e.g. ERG Theory, Expectancy Theory



Slide 14

ERG Theory of Motivation



[Source: website- EPM (2018a)]

- **Realistic approach**
- **Flexible perspective**
- **Needs as a range**



**EFFICIENT
MANAGEMENT**

Slide 15

EXPECTANCY THEORY

$$\text{EXPECTANCY} \times \text{INSTRUMENTALITY} \times \text{VALENCE} = \text{MOTIVATION}$$



[Source: website- EPM (2018b)]

Slide 16

Conclusion

- **Organisational Culture:** Hofstede's cultural model
- **Organisational Structure:** Functional and Divisional
- **Leadership style:** Strategic **Management style:** Democratic participative
- **Internal and External factors** influenced the Management, the Leadership efficiency, and Team and Group Behaviour
- **Reward Strategy** and **Extrinsic Motivation** to motivate the employees.
- **ERG Theory, Expectancy Theory** related to the model applied by the company

Slide 17

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