



Unit 3

Organisation and Behaviour

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Contents

Introduction	3
TASK-1	4
P 1.1 Organisation structure and culture of ASDA PLC and British Airways.....	4
P 1.2 The relationship between ASDA's structure and culture impacts on its performance.....	7
P 1.3 Factors which influence the behaviour of ASDA's employees at work, give relevant examples.....	8
TASK-2	10
P 2.1 The effectiveness of the leadership styles used by the CEO in ASDA to that used by British airways CEO.....	10
P 2.2 Organizational theory practiced at ASDA and organizational theory underpins the practice of management.....	11
P 2.3 Different approaches to management used by ASDA to that used by British Airways...	12
Task 3	14
P3.1 Type of changes could ASDA has engaged in, and the impact that different leadership styles may have on motivation of ASDA'S staff in period of changes.....	14
P 3.2 The application of different motivational theories with special reference to ASDA's employees as Maslow's hierarchy of needs, Vroom expectancy theories and McGregor's theory X and Y – Which theory is most applicable and why?.....	16
P 3.3 The usefulness of a motivational theory for managers and the theory like Hertzberg's motivational theory be useful and relevant to the managers of ASDA.....	18
Task 4	20
P 4.1 The nature of the various groups that may exist among ASDA's staff and the influence on the behaviour of staff.....	20
P 4.2 Factors that may promote or inhibit the development of effective teamwork among the employees of ASDA PLC.....	22
P 4.3 The impact of technology on team functioning within ASDA PLC.....	23
Conclusion	24
REFERENCES	25

Introduction

Organisational behaviour is an essential area of study that studies the impact that individuals, groups and structure have on performance within the organisations. (Kaifi and Noori, 2011) In light of their essential role the perceptions of organisational behaviour plays the modest role and reveal with real life example like ASDA and British Airways Company. Motivation, perception, leadership, decision making, organisational culture and structure, team and groups offer the profounder understanding of theories in real context of organisations.

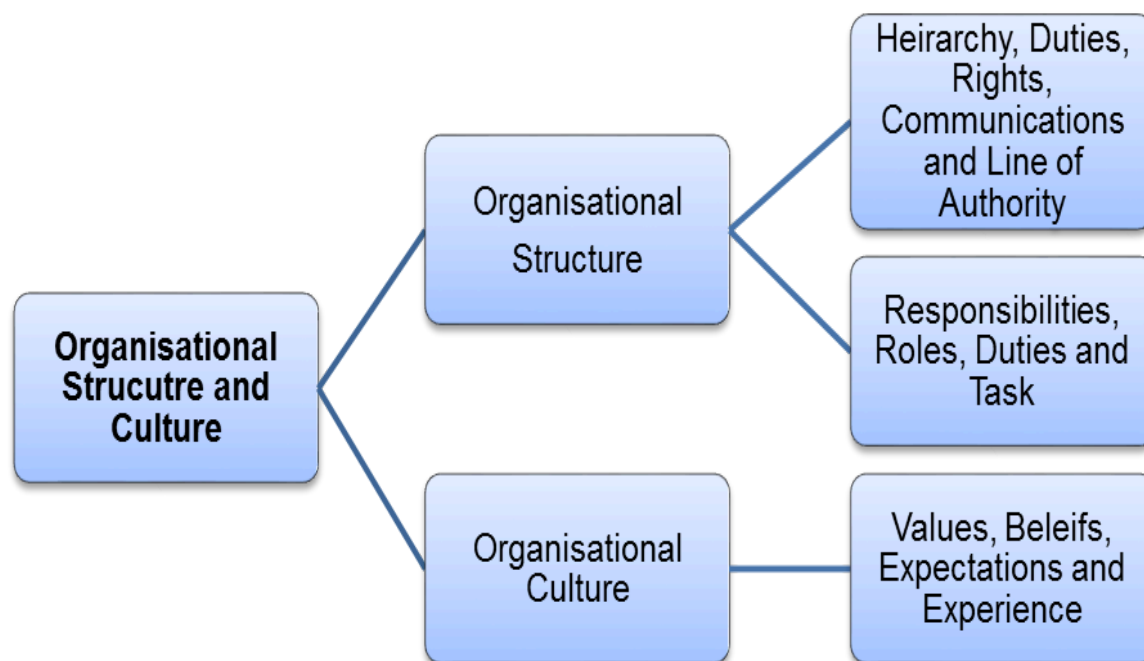
ASDA was known as Associated Diaries and Farm Stores earlier and it was founded in 1949. ASDA acquired by Wal-Mart so major operations of ASDA are similar as in the Wal-Mart. Due to that it is recognized as leading retailer. The growth of ASDA causes to have large size of employees which are the requirement of an hour to run numerous stores in UK and outside of UK.

To understand the organisational behaviour there is one of the well-known and reputed organisations of Airline industry is the British Airways. British Airways is most successful organisation in the world because of structure, system, technological development, and above all in providing the utmost customer satisfaction.

TASK-1

P 1.1 Organisation structure and culture of ASDA PLC and British Airways.

Hierarchical arrangements, communications, duties, rights and line of authority define the organisational structure. It also determines the allocation of responsibilities, roles, duties, power and tasks it affects the flow of information among different levels of management. Organisational culture consists of organisation's philosophies, values, expectations and experiences are the part of corporate and it influences the productivity and efficiency level. (Watkins, 2013)



While there have been changes in the way organisation structures are designed, the cotemporary organisations are becoming more virtual in nature similarly with British Airways. British Airways is huge in size, complex organisation and diverse workforce which are a challenge itself to manage. British Airways has a leaner organisation where it builds the distinctive high performing culture and change program. The change has

started as restructuring of top management team consist of nine directorate heads that led by the Chief Executive till the operational management. This shows that British Airways follows the clear lines of authority and control and shared the responsibilities among employees according to their role. (British Airways, 2014)



Source: management-class-global.com

ASDA

The structure of ASDA is completely different from the British Airways. We have seen that British Airways has flat structure whereas ASDA has lots of layers of management. It is hierarchical in nature means many employees report to one manager and it comprises of many levels which is controlled by one person. It consumes much time to reach particular information to one person. ASDA also has much paperwork done by the people which consume time again.

Organisation structure defines the roles and responsibilities of people in the organization. Different people carried varied role and they maintain the relationships

with others. Organisational structure leads to division of the work so that people can justify their jobs they are holding. The culture of ASDA reveals the trust factor among employees who takes care of the customers and their needs. It created in the conscience of doing the right things with customers, communities and colleagues. Pride in ASDA, opportunity for all, respect for others and fairness at work are parameters of ASDA culture. (The Times 100, 2014)



Source: learnmanagement2. com

According to Handy organisational culture can be classified in four types: Power culture, Role culture, Task culture and Person culture. (Handy, 1989). Power culture can be found in small organisation where the power culture place significant demands on workforce. Role culture can be found in big organisations like Asda and British Airways where this type of culture is considered by high stages of organisation and conventionalism. In Asda and British Airways the norm is descriptions by the rules and procedures. Task culture can be found in matrix organisation and in the Person culture the important factor is the individual. (Handy, 1989)

P 1.2 The relationship between ASDA's structure and culture impacts on its performance.

The relationship of structure and culture will move on any organisation's performance as they both are interrelated to each other. So as the ASDA working culture, in the above question we come to know that organisational structure is hierarchical and has certain parameters. It is hierarchical in nature so the functioning should be under control and parameters define the trustworthy culture for everyone. This helps the company to retain employees for longer period of time. Not only employees, company has also managed to create huge customer database where customer enjoys their shopping due to its culture and structure. (Mullins, 2013)

ASDA is biggest organisation and provides employment opportunities for people to work. The organisation needs to understand that it should enable their employees with sense of motivation to work and flexibility working times as well. The job in the retail sector is full of challenges where everyone needs some morale to do the work. After reviewing some of the other employees input in the blog of the company, realised that company gives satisfaction to customers but neglecting somewhere to give employees satisfaction. ASDA requires reorganising the internal system after conducting some research which helps the company to understand the needs of their internal customers. (Glass Door, 2014)

P 1.3 Factors which influence the behaviour of ASDA's employees at work, give relevant examples.

People behave differently in different situations. Even in the same situation people do not behave in the same way. They behave differently as influenced by factors like personal factors, psychological factors and organisational factors.

A. PERSONAL FACTORS

Personal factors reflect the personality of the person and determine the task according to the abilities of a person that suits best for him. After analysing the personal factors, recruitment manager decides to select the candidates as per the potentiality of applicant or employee of the organisation. (Ratha, n.d.)

Ability is required in ASDA to work more diligently as the environment is very challenging because ASDA is retail store it invites the direct communication with the customers.

Creativity is needed in the organisation by bringing new ideas, methods and services. If an employee enclose with creative skills ASDA gives many opportunities to grow in the organisation.

Education is again personal trait of the employee which decides the specific path of performing. ASDA studies the educational background of ASDA and provide the specialised area to work.

B. ORGANISATIONAL FACTORS

Physical facilities designed by ASDA to provide its staff so that they do not feel any injuries and dangerous.

Rewards system of ASDA helps ASDA to retain its staff and motivates employees to do the work competently and productively.

Organisational structure is also a contributing factor of determines the behaviour of ASDA's employees.

Organisational structure is one of the most important key which influence the effectiveness of organisation performs in relation to challengers and the attitudes and comportment of workforces. (Brooks, 2009).

All these includes line of communication and span of control. The span of control is the number of the persons working under a manager. (Huczynski and Buchanan, 2001)

For ASDA's employees is very important to understand organisational behaviour to improve ASDA's performance and also to improve relation between employees.

C PSYCHOLOGICAL FACTORS

Psychological factors are related to mental attributes of a person that significantly affect his behaviour at the work place. Personality, perception, learning and attitudes are the part of psychological behaviour showed by the employees at workplace

TASK-2

P 2.1 The effectiveness of the leadership styles used by the CEO in ASDA to that used by British airways CEO.

British Airways

Leadership is defined as a process which includes non- coercive influence on the part of leader and considered as a set of characteristics which are related to the leadership traits. Effective leadership can be tailored with five different types of leadership styles which need to be adopted by the leader depending on the need and circumstances around about the leader's environment. The culture and goals of an organization determines the kinds of leadership style to be adopted. (George and Jones, 2011)

There are forms of leadership style used in the organisation which fuel the employees and management to attain the objectives of British Airways.

Keith Williams is the current CEO of British Airways who is a leader and his leadership style affected the organisation very much.

His transactional leadership style tells that rewards helps in gaining the efforts of the employees. Keith understands each and every detail and accordingly he used his leadership styles.

After considering the leadership style of Keith which relates to trait theory. As his intelligence and analytical skills makes the organisation more effective.

Situational leadership is by British Airways because it has seen many times that leadership vary with the situation.

ASDA

The turnaround of ASDA is the only result of effective leadership style. ASDA chief executive Andy Clarke has given his view on leadership as follows:

- He was always confident about his leadership skills because leadership skills are in born quality it cannot be made. He uses his skills for the betterment of the organisation.
- He emphasises to have mentor because mentor plays the important in the growth and development of employees and organisation. (Jefford, 2014)

ASDA has conducted the leadership survey where it focuses on 'I Know Myself'. The survey has included many aspects of leadership qualities which act as development guide of their employees. With the help of survey leadership is identified easily in the organisation and workforce feels motivated and confident in showing their talent to company. (Green, 2014)

P 2.2 Organizational theory practiced at ASDA and organizational theory underpins the practice of management.

ASDA is a British retailer chain operating in UK with heavy distribution of food. The change theory followed by the organisation at the time when the organisation was at bankruptcy level and when it was acquired by the U.S retail giant Wal-Mart. The entire organisation goes in to the practice of change management. The meaning of organisational theory dictates the meaning of interrelationship of organisation with external environment .As the company pursue the change management it also adopts other theory are modernisation theory and the contingency theory so that company would identify the importance of external environment. To underpin these organisational

theories company conducted analysis like SWOT analysis and PEST analysis. As a result ASDA find various information of business where it is able to recognise several factors like threats and opportunities contains in the business environment. (Senior and Fleming, 2006)

ASDA emphasise on internal environment of the environment which is made up of structure, policies, rules and regulations for the management and employees as well. It restructures the whole organisation by providing the career progression to employees and it was all done under the leadership of Norman Archie who introduced many changes in the structure of organisation.

Planning, co-ordination, directing, controlling and organising are the key characteristics where all the above stated theory plays major role for the betterment of the organisation. (Legaard and Bindslev, 2006).

P 2.3 Different approaches to management used by ASDA to that used by British Airways.

Companies follow the two different approaches social system approach and human behaviour approach.

Social system approach refers to the culture system followed in an organisation where people are working there to contribute in the achievement of organisation objective. (Brooks, 2009).

This system is well understood by ASDA and British Airways. Initially, ASDA had faced failure of business operation with the help of employees ASDA has recover all the working operations reach at the state where company has establishes many stores inside UK and outside of UK.

British Airways is a part of airline industry which contributes to the service sector. To makes its customer happy it becomes important for the company to provide favourable working environment for everyone. British Airways is pursuing the social system approach where everyone understands varied and culture of others and clarity of roles makes the system constructive.

Human behaviour approach is the study of human behaviour at workplace. Even in our days 'the Hawthorne effect' is a term used by numerous to define the changes in behaviour that arise when individuals groups or whole organisations are in some way verified. (Brooks, 2009)

ASDA and British Airways recognise that the behaviour of employees influence by three factors personal, psychological and organisational factors. At the time recruitment both the company takes care of these three aspects. Organisation emphasise on compensation and rewarding structure, leadership style, motivation and effective communication. (UK Essay, 2014)

Task 3

P3.1 Type of changes could ASDA has engaged in, and the impact that different leadership styles may have on motivation of ASDA'S staff in period of changes.

ASDA as known is a British business firm of large distribution with food prevalence. In order to improve their organizational system through effective change implementation, organizations managers make it sure that proper tools are available with them to measure the downfall of the enterprise. The types of changes which ASDA would have engaged in for the betterment of their organisation landmark success as identified by (Tucker, 2007) are:

1. Developmental: The on-hand aspects of a company are developed and corrected and focuses on the enhancement of methods is known as developmental change. This change occurs when the company is making an up gradation to its current business, but this is not the concept with ASDA.
2. Transitional: A known preferred state is accomplished here and is different from on-hand one. With the help of Transitional change one replaces existing processes with something which is entirely innovative for the company.
3. Transformational: This type of change is the best to be implemented by ASDA organisation, requires assumptions made by the company and its members in variety of ways. If too many problems are faced by a company and the transitional or the developmental are not able to give solutions that are needed by organizations then forced transformation can be done with them.

(Senior & Fleming 2006) discusses to conceptualise any organizational change the methodologies being used and thereafter argue on the fact that there is correlation between organisation's environment and the type of change to be implemented.

Leadership concerns with the influence that one person has on the behaviour of another person in the organisation. There are different leadership styles and each one has its own impact on motivation in ASDA and those are autocratic, democratic and Laissez-faire leadership.

- Autocratic Leadership: The autocratic leadership style is one in which leaders have absolute power over their workers or team. Instead of asking employees about their opinions, they tell people what to do. For instance in a business organisation like ASDA require autocratic leaders as the company needs the tasks won not to be approved out inside the business and their managers make most functioning decisions and the leaders gives employees their roles and responsibilities. So for the organisation to run in an effective way autocratic style is required to be adopted.
- Democratic Leadership: As democratic leaders make the last decisions so other members of the team are being called by them in order to add to the decision-making process. For example ASDA accepts democratic leadership to boost up the job by involving team members and helps to develop people's skills. Under such leadership style the employee staff of ASDA feels esteemed, in this manner the staff is encouraged to work hard despite monetary remuneration.
- Laissez-faire leadership: "Is a style of leadership where the manger observes that members of a group are working well on their own" (Mullins, 2011). At ASDA

during period of change managers adopt laissez-faire leadership where all the authority and power is given to the employees and the determination of the goals is also left on them, as well make decisions and resolve problems on their own. In this way employees can improve their communication skills, teamwork skills and as well increase loyalty.

P 3.2 The application of different motivational theories with special reference to ASDA's employees as Maslow's hierarchy of needs, Vroom expectancy theories and McGregor's theory X and Y – Which theory is most applicable and why?

Maslow was an American psychologist who believed in individuals working so as to satisfy their necessities. For this he established the needs hierarchy like a pyramid on paper. The base of pyramid starts with the basic needs (Psychological Needs) which are to be fulfilled by the personnel and after the achievement of those needs he moves further to satisfy the Security Needs, after that comes the Belongingness Needs which are to be satisfied of the employee in order to move up in the hierarchy and be satisfied or motivated. Moving up in the hierarchy the next level is the satisfaction of Esteem Needs and last but not the smallest comes the satisfaction of Self-Actualization Needs which are at the top of the pyramid and involves being satisfied of the employee. (Greenberg, 2012)

This theory is well understood by ASDA' employees.

Maslow Hierarchy Needs



(Source: Robbins, and Judge, 2012)

Herzberg theory proposes that there are two basic needs of individuals and those are Hygiene factors (environmental factors) and Motivation factors. The factors which motivate employee at ASDA are motivation factors and those factors which avert job dissatisfaction are hygiene factors.

Porter says about the human act according to their conscious expectations that a particular comportment will lead to specific necessary aims. The three component of expectancy theory are "E-P (Expectancy): The employees of ASDA have a belief that their efforts will result in acceptable performance.

P-R (Instrumentality): The employees of ASDA have a belief that acceptable performance will lead to desired outcomes or reward.

R (Valence): The reward is being valued by the employee or it is the degree of attractiveness or unattractiveness that a particular outcome has for a person” (Moorhead and Griffin1999).

ASDA employees believe in McGregor theory ‘Y’. They absolutely have a positive approach towards handling their employees and create awareness between employees to collect information about their field. They don’t have to instruct their personnel frequently. Employees working as ASDA either separately or as team learn to face challenges. The different methods which are adopted by ASDA is that they make different teams and make them challenger between themselves by providing same mission and so their performance is increased for the progress of the company. Where staffs are worried there Theory X also applies to ASDA as emphasises is on use of money and encouraging employees to perform in a correct mode. In addition to this the employees at ASDA are provided time and a half pay on Sunday as motivation. (UK Essays, 2014)

P 3.3 The usefulness of a motivational theory for managers and the theory like Hertzberg’s motivational theory be useful and relevant to the managers of ASDA

The motivational theory is important for the managers as well as for the organisation. As motivation needs to encourage people to work independently or in groups in order to create best results. In organisations managers motivate subordinates so that they perform in a way to meet the needs as well as objectives of the organisation. The most important task of the organisation is to motivate others as in abilities to communicate, to challenge, encourage, to develop and train, getting feedback, to provide a unbiased reward and to inform on time as well. The manager has to perform both the roles as to

be friendly and at the same time maintain distance with his/her staff (Robbins, 2012). The staffs always see a leader in their manger and so expect rationality, maturity and understanding from their superiors. A feeling of belongingness spreads when people are called by their first name, by having a general enquiry about their wellbeing, or even chatting. A treatment which is motivating one might not motivate other. Understanding the difference between character and temperament of each individual is important. Well managers try to create low tasks so that feeling of non-achievement is not there between employees. For instance the theory of Herzberg would be useful and relevant for the managers of ASDA as the motivational factors are specified so as to motivate the staff of ASDA and proper hygiene factors will satisfy them intrinsically.

Task 4

Meredith Belbin has conducted a personality test where he identified the nine roles of team and their behaviour. It enables self –knowledge and benefits of individual and team role as it reflects the strengths and weakness as well. There are nine team roles which have represented below in a diagram.



(Source: Pacific Consulting, *The Belbin Model*, http://www.pacificconsulting.com.au/services/leadership/belbin_model.html)

P 4.1 The nature of the various groups that may exist among ASDA's staff and the influence on the behaviour of staff.

"The term group can be defined as two or more people who interact with one another such that each person influences and is influenced by each other person." (Shaw and Marvin, 1981) Identically the work group of an organization is the most important thing for the social identity of employees in the organisation. Therefore the nature of groups

influences the performance at work and relationships outside the organisation.
(Business Study Guide, 2011)

The groups can be classified in two types: **Formal groups** and **Informal groups**

Formal groups are made to obtain special organisational purposes and are involved with the co-ordination of work activities. In this group individuals are brought together on the centre of defined roles within structure of the organisation. Objectives are recognised by management, and positive rules, relationships and rules of behaviour well-known.

Informal groups are created more on personal connection and arrangement of group participants than on defined role relationship. They attend to satisfy emotional and social necessities not connected certainly to the mission to be accepted. (Business Study Guide, 2011)

Organisations form groups for a diversity of motives and different classical theories of groups try to explain why managers form groups. Based on these concepts explain how the comportment of ASDA's workforce is affected by the foundation of groups. The theory of proximity describes the employees' confidence as the reason as individuals who are working at places situated close to one another incline to form groups. According to the balance theory group formation is the result of similitude of approaches and values between participants. Like the staff at ASDA having mutual interests sustain their relationship by keeping equal balance between their approaches and common benefits. Another theory which describes the effects of comportment on the formation of group is the exchange theory explaining "reward-cost" results of collaboration as the purpose. For example staff of ASDA by becoming members of group completes their

need for association. Behaviour of ASDA staff may also be affected on the basis of the five stage model of group development, which includes five stages and those are forming, storming, norming, performing, and adjourning stages.

P 4.2 Factors that may promote or inhibit the development of effective teamwork among the employees of ASDA PLC.

Effective team is one which achieves high level of task performance, team viability and satisfaction of its members. Number of factors is required in order to develop effective teamwork as such; effective communication, appropriate leadership, plan for disagreement resolution and diversity.

ASDA has shown good leadership traits and are passionate about seeing people succeed in their business. At ASDA there is a robust people succession process which enables them to identify colleague's potential and what could be next for them. They are huge believers in teamwork and maintain a culture which enables them to make transitions within and across functions, thereby developing their staff as individuals and for them as a business. The more flexible the employee is at ASDA the more opportunities come along their way and the company continues to develop (ASDAJobs, 2014). They also train their employees in a way to have good and effective communication as it is important factor in interpersonal interaction.

However, team members have a way of saying their opinions without fear of causing any offence. It is also highly recommendable for the team leader to actually sit and settle the disputes with the parties at work in the organisation.

When the manager tries to improve effective work team his attention should be given to those aspects that influence the formation of the team personality and cohesiveness. All

this result in bigger communication between member's communal help and social satisfaction, lower turnover and absenteeism .Performance differs with the extent to which the team accepts and rejects the objectives of organisation.

Strong, organised team may develop a critical or even unfriendly attitudes towards persons outside the team or members of other team. All this can produce an inter-group conflict. (Business Study Guide, 2011)

When this come in organisation like ASDA, the manager must keep a high level of communication and collaboration between the groups to keep the harmony.

P 4.3 The impact of technology on team functioning within ASDA PLC.

As one cannot live without accepting change as change is the necessity of life. The most important factor to change is technology which is rapidly changing and the world is gradually accepting new technology. Today's organisations are adopting new technology for bringing advancement in their organisation. To this many adopt new technology for increasing profit and staying competitive in the marketplace. Team of ASDA is affected by adopting new technology at workplace and it effects the product life cycle of the organisation as it seeks to ensure that mangers spend more time on shop floor, driving efficiency and productivity and as well listens to its customers and aims to make shopping more convenient by helping them move seamlessly between store and online channels. In terms of technology ASDA has adopted new technology rapidly, thereby making the team of ASDA more efficient at work. The team gets motivated to work as they come to learn new things and adapt changes which help them work faster and in efficient manner. The communication between them becomes more effective as Email

allows the staff to communicate with each other easily. They achieve the maturity stage of the product life cycle easily. (The Economist, 2014)

Conclusion

The different motivational theories affect the working of the staff in the organisation. Any organisation requires effective motivation for their staff to remain in the organisation and work whole heartedly for their organisation towards achieving its goal. Specific leadership style is required by the manager of the organisation to adopt so that the employees work according to the instructions given by them. For the effective working of the organisation formation of groups is also important so as to make the staff of the organisation feel satisfied with their need of recognition. Therefore the organisation not only work on monetary aspects but the human resource aspect is also to be considered for its growth.

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