

**Monitoring the Role of Management
Strategies on Production Managers and
Product Quality in Retail Sector of Ireland**
(A Case Study of Apache Pizza)

Rahul Agarwal

Masters of Science in Management

National College of Ireland

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Abstract

Management plays an important role in overall development towards achieving organization goals by arranging the factors of production, assembling and organizing the resources, integrating the resources in an effective manner. The process of creating products and services is regarded as the most essential part of a business firm in a sector like retail. The inputs like raw materials, the effort of human resources, capital, and natural resources turn into the output of various products and services through the production. Therefore, managing the production activities and fulfil its requirements, come under the responsibilities of operation management.

The study has discussed about determine the roles of the management strategies of Apache Pizza by marinating the quality and the production processes of the company. In doing so, various aspects associated with it are studied such that a proper conclusion can be reached. Furthermore, in order to gather data, the researcher has taken into consideration of both primary and secondary analysis. For primary data collection, the researcher has done interviews and for secondary analysis, the researcher has done thematic analysis.

The results suggest that management strategy is highly important for the companies. Without appropriate management strategies, the business organisation will not be capable of maintaining appropriate business performance per year. In addition, quality management activities are also required for the business organisation as it helps in attracting the number of customers in future. It has been understood that the production managers have been focused on developing the portfolio of product.

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Chapter 1: Introduction

1.1 Research Background

Management strategies are a set of strategies or techniques used by organisational managers to achieve a set of goals or aims in the organisation. Variation in the leadership process within the organisation helps the company to achieve the desired goals. In this proposal, special concern has been drawn towards the role that management strategies play in determining the roles of product management and also in maintaining the quality of the products in regards to Apache Pizza, Ireland. The proposal is divided into three significant chapters that are, the introduction, that delivers a summary of the entire company background and the areas that the proposal is going to cover. The second chapter, a Literature review is one of the important chapters that shed light towards the views and opinions of the scholars and writers about the role of strategic managers in the business of Apache Pizza in Ireland. Furthermore, the research proposal is headed by the research methodology that provides the brief idea about the various types of research philosophy, approach, design, strategy, and data collection method, tool and sampling process of the project. By following the steps and the measures provided in the methodology section, the researchers shall be able to collect data and gather information about the company and role of strategic management in determining the quality of the products in the company (Alexander, 2016).

1.2 Background of the company

Apache Pizza is the chain of fast food pizza Delivery Company that provides its services in Ireland. Emily Gore-Grimes and her husband Robert Pendleton primarily started it in the year 1996. Since last one decade, the company is considering enhancement in its image in regards to the quality of the products and Good Food Company chain. As per the records of 2016, the company has around 150 physical stores across the entire Republic of Ireland and nine stores in Northern Ireland. Under the workforce of the company's current managing director Robert Pendleton, the company has achieved the honour of large pizza chain in the country. Till 2015, the company did not have any online service providing facilities to customers. To overcome this hurdle, the managing director of the company decided to make collaboration with Marvin, which is an online service providing company in the

country to develop the technical innovation in their company. The major competitors of the company are Four Star pizza, Supermac's who are providing close competition to the company regarding revenue generation, and online delivery services (Anderson *et al.* 2015).

1.3 Research Aims

The present research aims to determine the roles of the management strategies of Apache Pizza by marinating the quality and the production processes of the company.

Research Objectives:

- To analyse the roles of the management strategies for the product managers
- To analyse the influence of the management strategies on the quality control of Apache Pizza
- To evaluate the importance of the management strategies in the production process of Apache Pizza

1.4 Research Questions

For better understanding, the researcher has divided the research questions into two broad sections, the primary and the secondary questions that are mentioned below:

Primary Questions

- What is the importance of management strategies in establishing and mitigating quality issues?
- What are the prominent roles of management strategies for product managers and stabilising the quality of the product in Apache Pizza?

Secondary Questions

- How effective are the management strategies in establishing effective control and quality check in Apache Pizza?
- What are the pertinent influences of management strategies in enhancing the quality control system in Apache Pizza?
- What and how is the relationship between management strategies and quality control?
- What is the need for the implementation of management strategies in the product operational cycle at Apache Pizza?

- What are the prominent recommendations for improving the production and management processes at Apache Pizza?

1.5 Research Rationale

With the enhanced industrialisation and marketing strategies, there is greater zeal for companies to enhance the product quality to gain a competitive advantage over its potential rivals in the industry. Moreover, for the efficacious functioning of the organisation, it is crucially essential to strike the right balance between product management and senior management. The excessive focus on enhancing the quality in Apache Pizza has led to the prevalence of myriad issues within the organisation. One of the significant challenges faced by Apache Pizza is the lack of advanced technical support and data protection. The absence of technical assistance has led to further delay in the production process in the organisation. The delays in the production of products and services have resulted in a massive loss of profitability and market share over the years. Moreover, the lack of operational and technical support has caused a significant decrease in the production per unit of pizzas.

The continuous planning, monitoring and direction of the predetermined goals, objectives and processes within an organisation results in increasing the efficiency of the employees that simultaneously leads to enhanced quality of the manufactured goods and services. Therefore, the management strategies help the leaders of a concern to analyse the current position and status of the company. Apart from that, the management strategies are also helpful in chalking out plans and forecasts that are better proven in increasing the performance of the company in the long run.

The effective functioning of the organisation it is sufficient to identify the link between productivity and profitability. Apart from that, the implementation of the management strategies also helps in analysing the factors that are responsible for the decreasing productivity and profitability in Apache Pizza (Khanna 2015). The application of management strategies also helps in the analysing the upcoming risks in the business, thereby minimising the after-effects of the risks. Furthermore, the management strategies are also helpful in analysing the cross-functional decisions before the application of these plans thereby measuring the effectiveness of the plans in stabilising the quality control and production management in the organization.

Therefore, the current study presents lists of specific factors that determine the implementation of management strategies. Apart from that, the study also focuses on establishing effective links between management strategies and product quality. Furthermore, accurate representation of myriad theories on specific management functions is also provided in the study that will help in solving the prominent issues that are present in the operational and functional cycle of Apache Pizza. Moreover, the previous research articles and other scholarly references were majorly concerned in providing a theoretical implication to the expressed management and production enhancing strategies, thereby failing to give a pragmatic end to the study. Apart from that, the present research module helps in the systematic assessment of the related risks and challenges faced by Apache Pizza, thereby, analysing the need for the implementation of management strategies within the organisation. Moreover, the study has also analysed the relevance of production and quality management strategies in the current study.

1.6 Problem Statement

One of the significant problems related to the implementation of an effective quality control management strategy is excessive documentation. The presence of excessive formation and additional documentation hinders the process related to the quality control and management operation within the business. Moreover, the excessive documentation in the implementation of a quality management system deviate the employees regarding the main aim for the implementation of such programs. The lack of effective communication within the organisation is one of the many issues that affect the application of quality management systems (Dunning 2015). The lack of enhanced communication channels not only produces the implementation of quality management strategies but also affect multiple management plans that are correctly chalked out in dealing with the prominent and recurrent issues in the organisation. Moreover, the adoption of quality management strategies also affects the flexibility of operations and assigned tasks in the operation processes. Furthermore, the excessive rigidity of the quality management strategies limits the scope for further improvements in the plan, which directly affects the quality and productivity of the concern (DeAngelo and Stulz 2015). The additional rigidity of the quality management plan further leads in the establishment of the unnecessary hierarchy in various department of the organisation thereby leading excessive pressure on the

middle and low levels of management to achieve quality products and services. The disproportionate focus on enhanced quality also leads to the deprivation of the average working conditions that leads to the exploitation of the employees.

Apart from all these additional problems one of the critical issue explored in the current study is the lack of apt understanding in various organisations that are dealing with the recurring theme of quality and product management (DeAngelo and Stulz 2015). One of the primary functions of the management team in an organisation is to plan and forecast the following factors that would determine the future profitability and productivity of the concern. One of the significant problems for the implementation of quality and product control management strategies is the lack of a rigid framework to analyse the determinants that play a crucial role in the implementation of these strategies. Moreover, the choice and formulation of these strategies are based explicitly on the relevance of situations, which is different for an organisation that is planning to implement a sufficient quality and production management strategies (Khanna 2015).

Therefore, the study critically deals in exploring the efficacy of the formulated production and quality control plan for Apache Pizza. Furthermore, the study also deals in analysing the prominent challenges that arise due to a lack of a sufficient quality check and product management strategy in an organisation. As stated earlier, the study will critically explore the prominent factors that lead to the formulation of quality and production management strategies in an organisation (Shrouf and Miragliotta 2015). Apart from the study is also addresses the prominent issues that are already explained in the previous section of the study. Moreover, to analyse the viability of the management strategies and monitor the role of product managers is the main aim of the study. However, the study also explores the further boundaries of theories that can be implemented for the effective functioning of Apache Pizza.

1.7 Structure of the Dissertation

Chapter 1: Introduction

This is the first chapter of the dissertation that consists of a detailed description of the background of the selected topic. The section includes exhaustive details about the context of the study and the reason for carrying out the current research. Apart from that, the chapter also consists of a brief description of the background of the company

and prominent issues faced by the production and quality management of the Apache Pizza, the chosen company. The introduction chapter also includes a rationale and problem statement. The grounds of the study provide brief insights about the motive for carrying out the research. On the other hand, the problem statement consists of the essential problems faced during the timeline of the study.

Chapter 2: Literature Review

The second chapter of the dissertation consists of the comprehensive analysis of the existing pieces of literature, articles and other scholarly articles that contributes to the further accumulation of collection of informative facts. Apart from that, the chapter also consists of a brief introduction that underlines the prominent sections that are discussed in the chapter. Apart from that, the chapter also includes a literature gap, which is the systematic assessment of the differences that are fulfilled in the current study as compared to the other scholarly references.

Chapter 3: Research Methodology

The research methodology chapter consists of the comprehensive summarization of the prominent methods and practices that are implemented in the data collection process for the study. The section includes a detailed explanation about the chosen philosophy, approach, design and data collection and analysis tools. Apart from that, the chapter also consists of an exhaustive description of the sampling and the data collection sources used in the accumulation of data.

Chapter 4: Data Analysis

After the collection of data, the next step involves the interpretation and analysis of the collected data. The data analysis consists of detailed insights about the analysing and understanding of various numeric and non-numeric data to get to a reliant and pragmatic conclusion.

Chapter 5: Conclusions and Recommendations

The last chapter of the dissertation, which consists of concluding remarks on the entire study that, are evaluated in due course of the study. The section also includes a stringent set of recommendation to solve the prominent issues that are analysed in due course of the study.

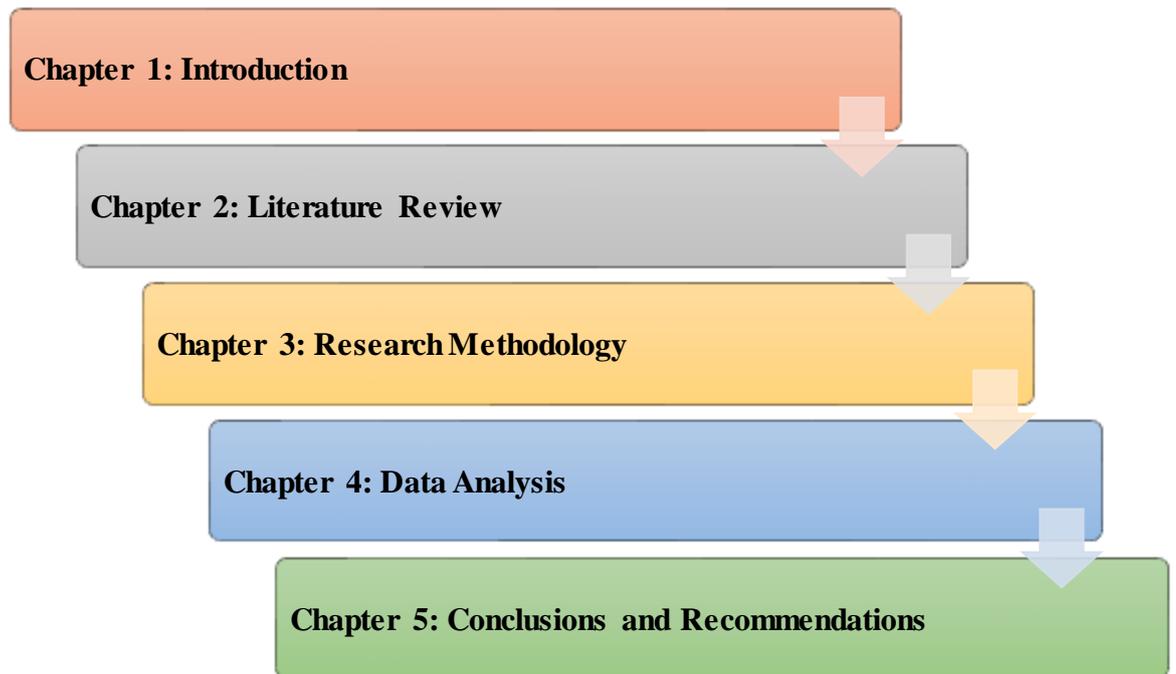


Figure 1: Showing the Structure of the Dissertation

(Source: As created by author)

Chapter 2: Literature Review

2.1 Introduction

Literature review section consists of the critical analysis of various literary articles on a particular topic. A literature review includes the current knowledge of a topic along with a vivid analysis of the substantive findings. At the same time, it also provides both methodological and theoretical idea regarding the particular topic. It is one of the most challenging parts of a research project to collect secondary data relevant to the topic. The researcher focuses on the topic narrowly in the stage of collecting secondary data for the literature review.

This current study is expected to explore the role played by management strategies for maintaining product quality in the Irish retail sector. The following discussion in this part will help to develop an overall idea about the key variables of the topic through extending it from the boundaries of Ireland's retail sector. The initial part of the study will mainly highlight the basic ideas of organisation production, roles of managerial strategies, influence of managerial strategies on quality control and overall productivity of the company.

Furthermore, the study will focus directly on the managerial strategies of Apache Pizza, including its benefits and challenges. The study will try to elaborate on the topic through analysing it from the viewpoints of different authors. Finally, a framework of concept will be provided to make an overall concept precisely.

2.2 Roles of management strategies on organisational production

2.2.1 Management of production

As per the viewpoint of Hitomi (2017), the management remains at the central point of an organisation with the overall responsibilities throughout the entire work process. The critical functions of the managers are - planning, staffing, directing, administering and motivating the employees (Ngouapegne and Chinomona 2018). Apart from the administration, business execution, and leadership, managerial strategies also include the proper management of production, although all these factors are interrelated.

The process of creating products and services is regarded as the most essential part of a business firm in a sector like retail. The inputs like raw materials, the effort of human resources, capital, and natural resources turn into the output of various products and

services through the production (Panigrahi *et al.* 2018). Therefore, managing the production activities and fulfil its requirements, come under the responsibilities of operation management (*Refer to Appendix 1*).

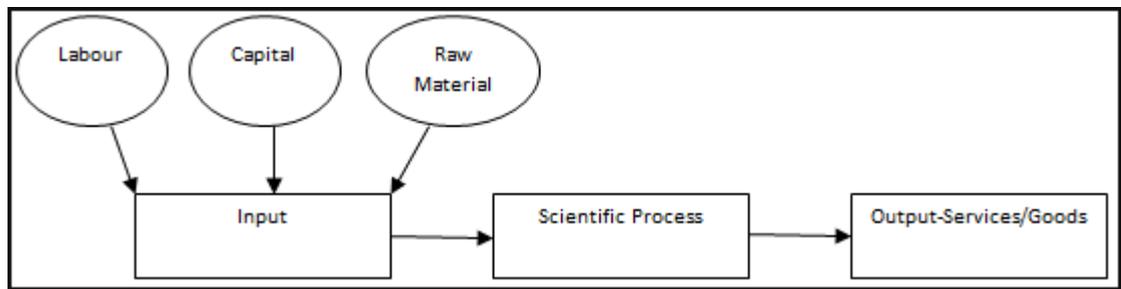


Figure 2: Transformation of inputs to outputs like products and services

(Source: Panigrahi *et al.* 2018)

2.2.2 Analysis of production from the perspective of the Irish retail sector

According to Forslund (2015), managers are also responsible for maintaining a balance between the inputs and outcomes. Selection and implementation of the most suitable strategy or process is the best way to maintain this balance. The Irish retail sector is one of the most highly competitive markets worldwide, where almost 289,000 people are employed. Therefore, improvement of productivity has a substantial impact on the overall economic growth of the country. It is also a challenging phase for the managers to complete the entire process on time, as it is necessary to maintain the cost of production. As stated by Ngouapegne and Chinomona (2018) the managers also need to focus on maintaining the quality of customer services for the improvement of the sales rate and brand reputation of the company.

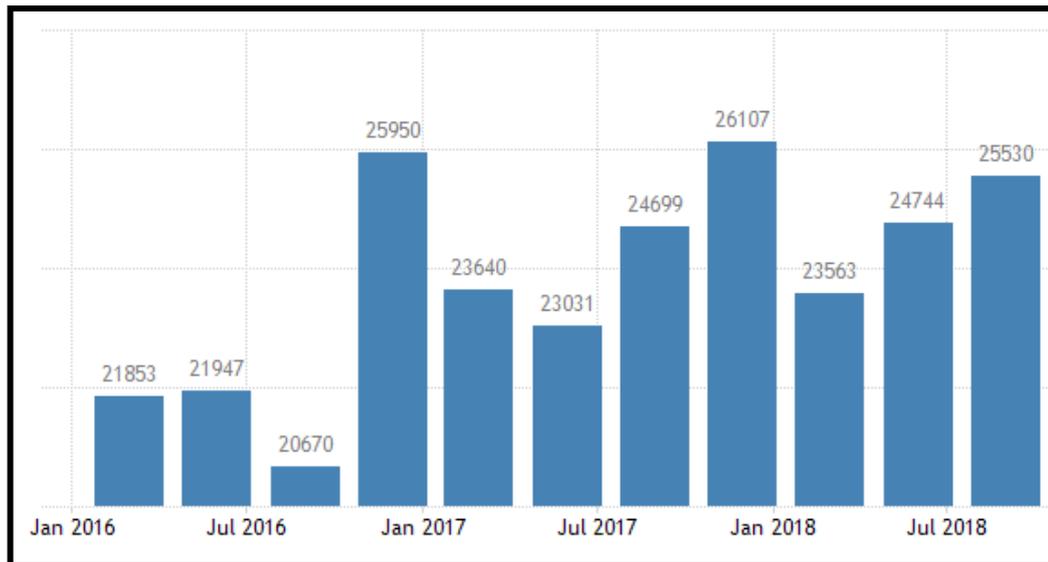


Figure 3: Ireland's GDP from the production in Retail Sector

(Source: Ngouapegne and Chinomona 2018)

The graph is representing a constantly changing GDP rate from the production in the Irish retail sector during the last few years. The production rate was quite low in the year 2016, and it is growing gradually. The companies have experienced successful production growth in the first quarter of 2017 and 2018 (Ngouapegne and Chinomona 2018). Comparatively, the production rate is slightly lower in the first quarter of 2019, but there are possibilities of growth in further time. One of the most successful and largest pizza manufacturing chains, Apache Pizza, has generated estimated to generate almost \$5 Million of revenues. There is fierce competition in the market as the rival companies like Four-star pizza, Pizza Express while the first one has generated 3 times better revenue than Apache Pizza. As opined by Joglekar *et al.* (2016) this failure in production and responding to the market competition, somehow the managerial strategies are also responsible.

As mentioned by Tezel *et al.* (2016), the changing managerial roles sometimes cause different outcomes in production at various times as sometimes the employees feel motivated that affects the overall growth in productivity. On the other side, sometimes, the employees fail to adopt the changes in the workplace regarding managers' activities and follow their leaders in a proper manner. As a result, they cannot follow the guidelines of production managers, and they even do not have a clear idea about how to manufacture products through maintaining their quality (Panigrahi *et al.* 2018). This lack of knowledge results in manufacturing products of

poor quality that causes negative impacts on the brand recognition, sales rate, and overall economic growth of the company.

2.2.3 The relation between managerial strategies and production activities

The key managerial approach of a company is mentioned below that help in running the production activities smoothly.

- Designing the products and services expected to produce
- Ensuring the quality of these products and services (Thompson *et al.* 2015)
- Identification of the most effective process and capacity
- Creating the layout and planning for strategy
- Designing the job and monitoring the employee performance
- Managing the inventory (Joglekar *et al.* 2016)
- Supply chain management

As stated by Thompson *et al.* (2015), managers also need to focus on the marketing management of the company as well because marketing managers play an essential role in establishing the brand reputation of the company in the market. Furthermore, this brand reputation influences the purchasing behaviour of the consumers and brings changes in the sales rate. Sales rate is a key determinant of the customer demands for the products and services. Positive customer feedback and increasing sales rate encourage the company to maximise the production rate. In this way, managerial activities are directly associated with the production management and changing demands of production.

2.3 Effective management strategies for maintaining the quality of product

2.3.1 Key areas of quality management

As asserted by Topalović (2015), maintaining the quality of products and services as assured by the company is one of the primary requirements for improved sales rate because it satisfies the customers. The production manager is also responsible for maintaining the quality of the products; therefore, proper administration and monitoring of the entire process is necessary. There are particular areas in an organisation, where the comprehensive strategy of quality management strongly effects. These areas are as follows -

- a) **Internal process:** The internal process includes the identification of core problems in the process of production and manufacturing if the company faces

any difficulty. It allows the managers to find out the issues based on evidence and ensure that the company will not meet this kind of problems furthermore (Moreb *et al.* 2017). After identification of the problems, the managers have a responsibility to develop a detailed plan of quality management as an attempt to remove the root causes of the problem. This initiative of the managers is helpful for eliminating further errors in the production along with managing its quality.

- b) ***Proper Cost Estimation:*** Proper estimation of the total cost of production is another strategy manager can follow to manage the quality of production procedure as well as the products and services (Prístavka *et al.* 2016). Operational managers need to communicate with the accounting department before starting production. The company needs to spend capital on arranging the resources required for production to perform the process successfully (Topalović 2015). It does not only help the process to be completed as per the schedule but also maintains the quality of products.
- c) ***Regulatory compliance:*** The managers need to have proper knowledge about the regulatory compliances, specifications and legal guidelines regarding the management of product and service quality. Otherwise, the company may face various legal constraints during the production procedure. These obstacles can prevent the successful completion of the process and delay in production (Moreb *et al.* 2017). Majority of the regulatory compliances are regarding the quality of products, especially in case of retail food companies, and it is relevant for Apache Pizza. In Ireland, the "Food Safety Authority of Ireland" sets the legal rules for retail food companies for maintaining the safety of the food items they sell (Topalović 2015). Here the company needs to mention all the ingredients of the food items properly and ensure that the item contains all of these ingredients.
- d) ***Environmental effects:*** It is mandatory for the business organisations in Ireland to follow an 'environmentally conscious approach' to minimise the negative environmental impacts caused by their production system (Siva *et al.* 2016). The strategies of quality management assist in analysing these impacts on the environment in order to identify the methods to minimise these impacts. This is how the business firms in Ireland adhere to effective production

systems and manages the quality of production activities through reducing the adverse environmental effects.



Figure 4: Key principles of Quality management

(Source: Siva *et al.* 2016)

2.3.2 Strategies for Quality Management

There are certain strategies; the managers can follow throughout the entire process of production for maintaining the products' quality. Some of these strategies are as follows -

- a) ***The process design needs to be simple*** with clear detail of the available resources, including labour and equipment, as well as the market demand. The managers need to play an important role in setting the goals so that these can be achieved with the help of available resources (Moreb *et al.* 2017).
- b) It is necessary to give ***continuous attention to the guidelines and regulatory standards*** of Ireland for retail production. The managers need to follow the quality measures during the procedure of production design. It helps in eliminating issues like customer dissatisfaction, missing deadlines, and poor quality products.
- c) ***Involvement of quality vendors*** is also important for maintaining the quality of products. Therefore, the retail companies in Ireland need to take raw materials from reliable and responsible suppliers so that they can arrange the

materials and start the manufacturing process on time (Moreb *et al.* 2017). As noted by Prístavka *et al.* (2016), it is the best way to save money and ensure the quality of products. The following image shows that quality of procedure influences almost 59% demand for food items so this is also applicable for Apache Pizza as well. Therefore, Apache Pizza also needs to take raw materials from reliable vendors who provide quality goods (Topalović 2015).



Figure 5: Key factors in changing the purchasing behaviour of people in purchasing foods

(Source: Moreb *et al.* 2017)

2.4 Impacts of quality control on organisational profitability

As per the viewpoint of Prístavka *et al.* (2016), managers of Apache Pizza also have the responsibility of controlling the quality of products and services during production management. Successful managerial strategies of quality control have strong positive impacts on the overall productivity of the company. At the same time, when a company can successfully deliver products to the customers through maintaining the quality as mentioned. The advantages or benefits of quality control are discussed below -

- a) **Encouraging quality consciousness:** The strategies of quality control introduce a quality consciousness among the employees. As asserted by Rivera-Gómez *et al.* (2016) that, these workers now try to achieve the quality at their desired level at the time of production. In this way, quality

consciousness of individual employee ensures maintaining the standards of quality of all the products.

- b) ***The satisfaction of consumers:*** The improved quality of the products attracts the customers towards a particular brand and influences their purchasing behaviour. Furthermore, customers are also satisfied when they experience quality services, and customer satisfaction is always a key success factor for a company.
- c) ***Reduced cost of production:*** Primarily the managers confirm that the production activities are not including any unnecessary operation and thus they minimised the production costs. Furthermore, quality control again checks that their production system has eliminated any kind of inferior products and unexpected wastages, so it does not cause additional costs to remove these wastes (Rivera-Gómez *et al.* 2016).
- d) ***Set high employee morale:*** When the managers make the employees highly concerned about controlling quality, they change their overall concept of production and focus on improving product quality. At the same time, they also develop a positive point of view about the company as it is concerned about the quality of the products they offer to customers.
- e) ***Improved technique of production:*** Quality control ensures the effectiveness of designs and methods developed for production through supplying engineering and technical data. According to Rivera-Gómez *et al.* (2016), when the employees become more concerned about the quality of products, then they try to use improved methods to produce goods that ultimately enrich the quality of the overall production system.

2.5 Roles of managers in motivating employees for better productivity

2.5.1 Strategies of employee motivation

As defined by Mikkelsen *et al.* (2017), employees are the assets of a company and their effort is used for obtaining the goals of an organisation. Motivation is the best way; the managers can follow to increase the involvement and engagement of these workers. These employees also remain conscious in following the guidelines properly during production and maintaining the product quality. The management of Apache Pizza needs to have the proper idea that motivated employees to work hard and perform at their best to contribute to the organisational growth that ultimately results

in improved productivity. The company already runs a successful business throughout Ireland but recently Spanish company, Burger King has bought out the company by joint venturing.

Some of the effective managerial strategies applied for motivating employees are as follows -

- a) ***Combining business goals and employee goals:*** Employees are divided into teams and leaders play an important role in motivating the different teams individually. These leaders encourage the employees to set the organisational goals as their team goals and motivate each employee to work hard for achieving the goal (Mikkelsen *et al.* 2017). Their healthy relationship engages the employees to listen to their leaders and follow their instructions in a proper manner. The gap of communication and failure in understanding the goals lead towards disappointment.
- b) ***Clear idea about the tools of motivation:*** The team leaders need to have proper idea about the capabilities of all the members individually. The leader has to know about the individual way of motivating each of these employees to make a successful team performance. As mentioned by Mikkelsen *et al.* (2017), the entire team is engaged in production activities, so motivated employees are needed to perform these activities properly.
- c) ***Develop a fair system:*** Maintaining fairness in the workplace, and the absence of discrimination also motivate the employees. Apart from that, giving incentives, celebrating the success of the company, value the employees' contribution; rewards are also helpful for increasing employee engagement. As opined by Kreye (2016), commercial facilities act as the best motivators for the employees in the workplace.

2.5.2 The relation between employee motivation and production management

A business organisation experiences multiple benefits through motivating its employees, and mostly it affects organisational performance and its overall production management. Some of the significant positive impacts of employee motivation on production management are listed below -

- a) ***Employee commitment:*** Motivated employees usually put their effort and perform at their best for improving productivity and overall growth of the company. At the same time, they also proactively take responsibility to

complete all their assigned tasks on time (Mikkelsen *et al.* 2017). This is how the company can successfully increase the productivity of individual employees that ultimately reflects on the entire organisation.

- b) *Development of employees:*** Motivation also helps in facilitating the employees to achieve their personal goals as well as their personal development. The employees can identify the relationship between results and effort, which motivates them to continue the process in further stages at a higher level (Kreye 2016). In this way, individual employees focus on their personal development, and ultimately, they build up a strong team. The teamwork resolves many problems they fail to mitigate individually, and this collaborative effort enhances the overall production management of the company.
- c) *Employee satisfaction:*** This factor is again associated with the motivation and a company first need to satisfy its employees to fulfil customers' demands. In order to satisfy the employees, the managers offer them monetary facilities like incentives, bonus and ensure their career growth, appreciate their hard work and others. It allows the employees to realise that they are important for the company and their authority values their effort (Kuvaas *et al.* 2017). This psychological satisfaction in the workplace engages them to work harder and contribute more to the company, and this is how their effort enhances the production management of the company.
- d) *Employee efficiency:*** Motivation is also associated with the efficiency level of the employees as the managers encourage the workers so that they work with utmost efficiency (Mikkelsen *et al.* 2017). Efficiency is not always determined by the educational qualification and abilities, but the willingness to perform a job is necessary for utilising the capabilities. In this context, the team leaders need to guide these workers to maintain the balance between the skills and willingness to perform their assigned jobs to achieve organisational goals.

In the current management structure of Apache Pizza, the employees are suffering from problems like lack of motivation and interest in serving people in a proper manner. The company fails to encourage all its employees successfully at the same time; there are no proper incentives and facilities for these employees to encourage them.

2.6 Theoretical framework related to product quality improvement

2.6.1 Six Sigma Model

Specification

Six Sigma model is associated with the framework, which indicates statistical, disciplined, continuous and data-driven approach for the ultimate improvement of product or quality. Based on the opinion of Sunder (2016), it can be mentioned that this model is effective in removing defects or errors from a specific service, product or process. The model is additionally considered as a measurement of process performance. The organisations are highly focused on using this model for eliminating DPM (Defects per Million), and it acts as the goal of Six Sigma model. According to Tlapa *et al.* (2016), the range of principles of this model includes recognition, definition, measurement, analysis, improvement, control, standardisation and integration. In accordance with the principle of Six Sigma model, the stages are as follows:

Define, which indicates a faulty process and hence, an organisational team is required to focus on eliminating the errors

Measure, which defines the preliminary performance of a particular process

Analyse, which indicates the process of finding the root cause behind the defect or error

Improve, which defines the steps of the team in system performance

Control, which indicates the monitoring process for omitting the error in the near future

In order to identify the concept of Six Sigma for quality improvement, it is indeed essential to mention that the process is associated with improving the ongoing process of business. The goal of this model is potential in controlling quality in case of manufacturing (Sunder 2016).

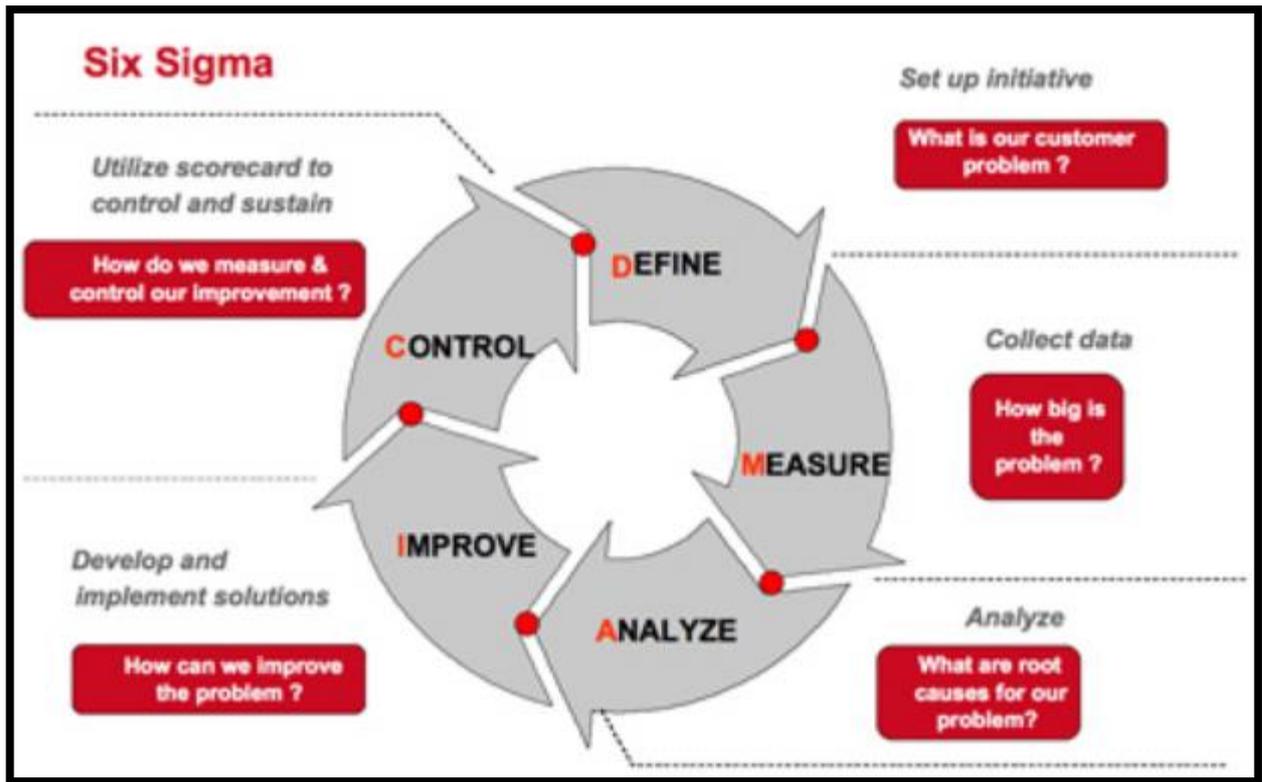


Figure 6: Six-Sigma Model

(Source: Tlapa *et al.* 2016)

Application

In the case of Apache Pizza, the model can be effectively utilised for improving the current process of production. The usage of this model for production improvement is made in a below-mentioned manner:

Define, in accordance with this first phase, the company is required to be focused on finding errors or defects in the production department. It can be better demonstrated with an exemplary scenario. For instance, the error can be associated with the employee disengagement and as a result of it, the productivity level is decreasing day-by-day. Hence, Apache Pizza is needed to be concentrated on recognising this error with the help of definition.

Measure, according to this second phase, the Pizza manufacturing company is required to be focused on measuring the performance level of the employees.

Analyse, as per this third phase, the organisation is needed to find the root cause behind the error or defect. On that note, it can be mentioned that if the particular defect is indicative towards employee disengagement, the root cause can be indicative towards lack of motivation.

Improve, as per this fourth phase, the company is needed to be concentrated on planning the steps, with the help of which, employee motivation can be promoted.

Control, according to this fifth phase, the organisation is required to be focused on monitoring the performance of employees by installing CCTV surveillance camera at the workplace.

2.6.2 Maslow's Hierarchy of Needs

Specification

Maslow's Hierarchy of Needs refers to the framework, which is based on the basic needs of the human being. On that note, it is to mention that the basic needs are indeed effective accelerating the level of motivation at the workplace and hence, the organisations focus on utilising it. As opined by Jonas (2016), the main five needs of mankind include biological or physiological needs, love and belonging needs, safety needs, needs of estimation, as well as needs of self-actualisation. Specification of each need is as follows:

Biological or physiological needs, it indicates a need for survival, such as sleep, drink and food.

Love and belonging needs, it defines the need for social involvement, such as friendship, entrustment and affection.

Safety needs, it indicates a need for ultimate protection, such as freedom from the fear, security and legal frameworks.

Needs of estimation, it defines the need for reputation or respect, such as achievement, dignity and prestige.

Needs of self-actualisation, it indicates a need for personal development, such as self-fulfilment and personal growth.



Figure 7: Maslow's Hierarchy of Needs

(Source: Harrigan and Commons 2015)

Application

In turn of Apache Pizza, this theory can be potentially utilised for improving production through motivating employees. The specification of each need in case of Pizza manufacturing company is as follows:

Biological or physiological needs, in accordance with this need, the company is required to be focused on motivating employees by providing meals at free-of-cost in the office canteen.

Love and belonging needs, according to this need, the organisation is needed to be focused on promoting ways, such as annual cultural events, for ensuring healthy employee and management relationships. It will help in motivating employees by giving them a positive working environment.

Safety needs, as per this need, the company needs to be aware of providing job security to the employees by arranging facilities of provident fund. This will help in encouraging the employees through the provision of financial security in future.

Needs for estimation, according to this need, the organisation is required to be concentrated on recognising and respecting employees equally at the workplace. This will be helpful in accelerating the workforce motivation to a great extent.

Needs of self-actualisation, in accordance with this need, Pizza manufacturing company, Apache Pizza, is needed to be focused on arranging career-related training sessions for the workforce. It will help in motivating employees by the promotion of personal growth of each worker within the organisation.

2.6.3 Herzberg's Two-factor Theory

Specification

Herzberg's Two-factor Theory is indicative towards the framework that includes hygiene factor and motivation factor in order to ensure employee motivation within organisations. According to Alshmemri et al. (2017), poor hygiene factor is involved in decreasing level of job satisfaction of employees. On another hand, the motivation factor is there in increasing level of job satisfaction of employees. Few of the most common examples of hygiene factors are as follows:

- Pay scale
- Supervision process
- Organisational policies
- Working conditions
- Job security
- Interpersonal relations (Alfayad and Arif 2017)

Additionally, the examples of motivation factors are listed in a below-mentioned manner:

- Personal growth opportunities
- Promotional opportunities
- Responsibility
- Recognition
- Achievement (Alshmemri *et al.* 2017)

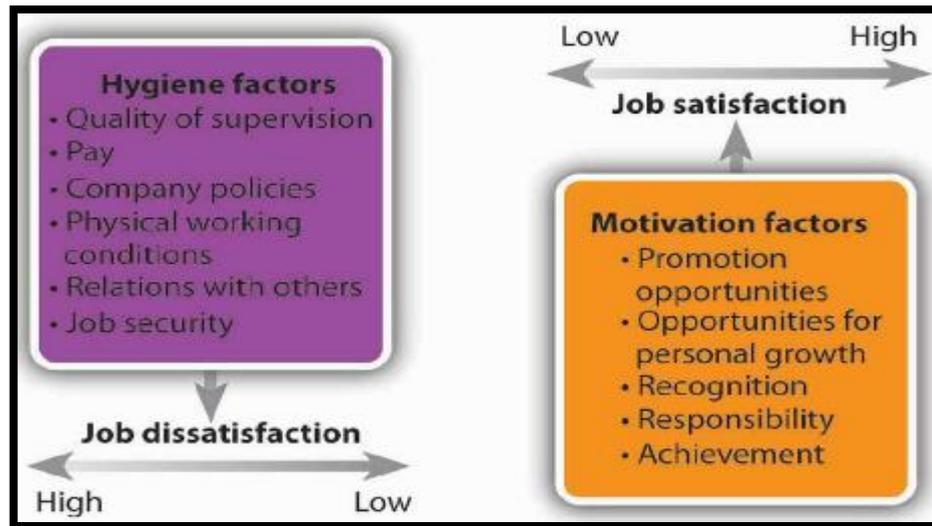


Figure 8: Herzberg's Two-factor theory

(Source: Alfayad and Arif 2017)

Application

In the case of Apache Pizza, this theory can be utilised efficiently for improving production by enhancing employee engagement. It can be well demonstrated with an exemplary situation of the company. For instance, Apache is required to be concentrated on promoting both the hygiene and motivation factors. In that case, it is to mention that the hygiene factors of the company can be:

- Proper supervision through the adoption of a democratic leadership style
- Promotion of fair and ethical organisational policies
- Fair pay scale based on the skills and knowledge of employees
- the healthy working environment for encouraging employees to perform better

Additionally, the motivation factors of Apache can be:

- Arrangement of promotional scopes onto the next level of designation for the quality performance
- Arrangement of the career course programs for promoting the personal development of each employee
- Recognition of employees for individual performance at the workplace

2.6.4 Vroom's Expectancy Theory

Specification

Vroom's Expectancy Theory is indicative of the assumption, as per which, the behaviour of individual results from the choices made. Based on Lloyd and Mertens (2018), it can be mentioned that the individual chooses particular behaviour from the range of behaviours along with the expectation of getting desired results. On that note, it is to highlight that, the range of behaviours is associated with the psychological events, which occur simultaneously.

In accordance with the algebraic formation of this theory, the equation is:

$$\text{Motivation (force)} = \sum \text{Valence} \times \text{Expectancy}$$

There are three stages, which are revolving around the theory of Vroom's Expectancy. The stages are indicative towards valence, instrumentality and expectancy (De Simone 2015). The theory defines that in order to motivate employees, the three attributes, which are required to be maintained, are effort, performance and outcome. Specification of each stage of this theory is as follows:

Valence, it is indicative of the value of expected results to individual

Instrumentality, it is based on the perceived probability, according to which, better performance will lead to the desired results

Expectancy, it is indicative of the perceived probability, according to which, the effort will lead to better performance

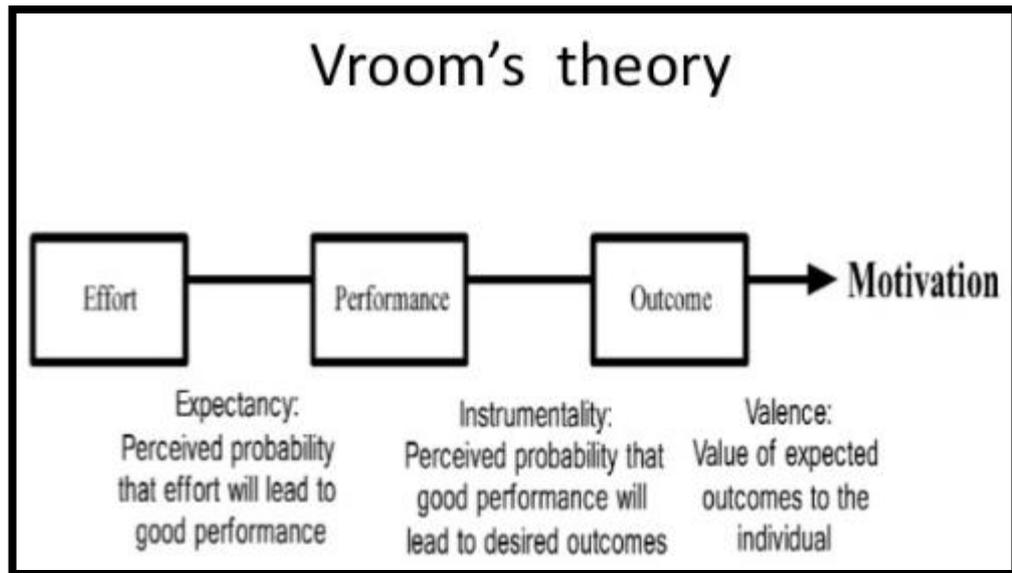


Figure 9: Vroom's Expectancy Theory

(Source: Lloyd and Mertens 2018)

Application

In turn of Apache Pizza, this theory can be used in order to gain desired productivity from the workforce. Each stage of the theory for this company is specified in a below-mentioned manner:

Valence, in accordance to this stage, the company is required to be concentrated on making employees aware of the value of quality performance. It will help in motivating employees for ensuring high-quality productivity level.

Instrumentality, according to this stage, the organisation is needed to be focused on letting employees know about the outcome of quality performance. This will help in predicting the success of high productivity at the workplace.

Expectancy, as per this stage, Apache is required to be concentrated on motivating employees for accelerating quality performance at the workplace. It will help in reaching manufacturing and overall business goals of the organisation.

2.6.5 Total Quality Management (TQM) Model

Specification

The Total Quality Management (TQM) Model is associated with a framework, which has a significant role in describing managerial approaches related to long-term success by ensuring customer satisfaction. As stated by Fonseca (2015), all the organisational people can take part in the process of improving products or services. The basic elements of TQM Model include:

- Customer-centric approach
- Effective communication
- Involvement of the workforce
- Process-centric approaches
- Decision-making based on facts
- Constant improvement
- Integrated system
- Systematic and strategic attempts (Nallusamy 2016)

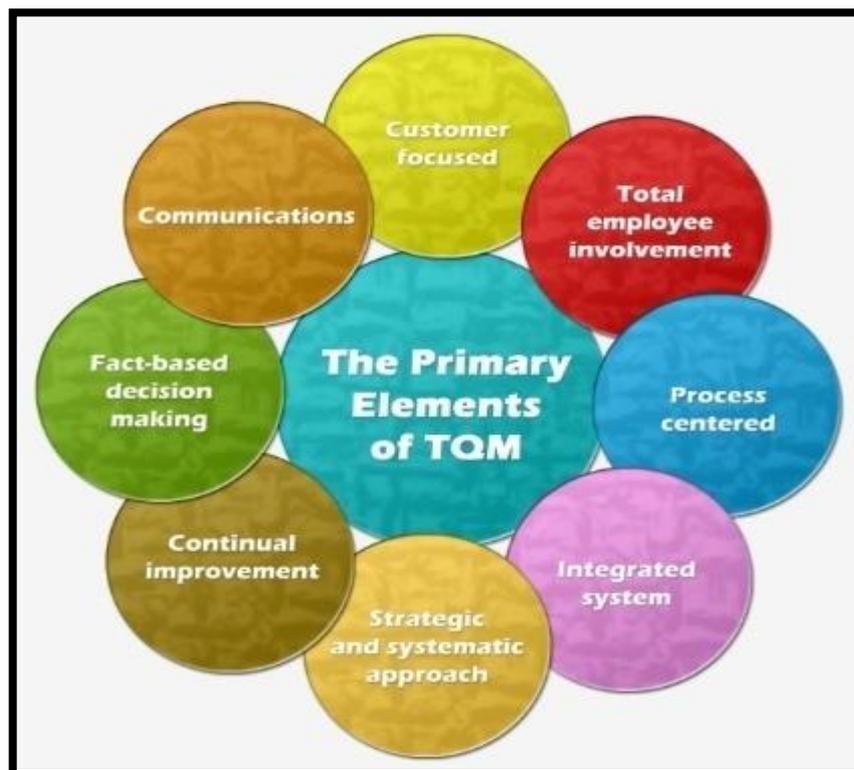


Figure 10: Total Quality Management (TQM) Model

(Source: Fonseca 2015)

Application

In the case of Apache Pizza, the model can be effectively utilised for production improvement by ensuring ultimate quality. The core elements are specified below for the quality improvement of this manufacturing company:

A customer-centric approach, the company is required to be concentrated on gathering feedback from customers for better provision of products and services.

Effective communication, in order to ensure uninterrupted and effective communication with internal and external stakeholders, this organisation needs to utilise the latest mobile and computer technology.

Involvement of the workforce, in case of ensuring the ultimate involvement of the workforce, the company is needed to be focused on motivating employees by both the monetary and non-monetary incentives.

Process-centric approaches, in order to ensure the process-centric approaches, the organisation is required to be concentrated on maintaining quality in each and every stage of production.

Decision-making based on facts, in case of making decisions, the organisation is needed to be focused on analysing the facts regarding customer feedback and employee motivation. It will help in satisfying both the internal and external stakeholders without compromising quality.

Constant improvement, in order to ensure continuous improvement within Apache Pizza, the company is required to be concentrated on arranging training sessions for the employees. The training topic can be related to technology, and it will help in improving operational activities.

The integrated system, in turn of internal interaction among operational departments, the organisation needs to be focused on using advanced and modernised IT.

Systematic and strategic attempts, in order to undertake systematic and strategic attempts, Apache Pizza is required to be concentrated on having an official meeting for ensuring organisation.

2.6.6 Continuous Quality Improvement (CQI) Model

Specification

Continuous Quality Improvement (CQI) Model is indicative of management philosophy, which is widely utilised by the commercial organisations in order to increase efficiency level, reduce waste as well as enhance internal and external satisfaction. Based on Hwang *et al.* (2018), it can be stated that inner satisfaction is of employees, and external satisfaction is of customers. The model is involved in working as the ongoing process that takes part in evaluating the ways, in which the organisation works and improves the business process. In order to ensure quality, the model is categorised into four main parts, such as performance, commitment, strategy and process (Ahn *et al.* 2017). The specification of each part is as follows:

Performance, it defines both the performance measures and purposes of management

Commitment, it indicates shared goals and awareness compelling

Strategy, it defines the organisational mission, vision and deliverables

Process, it indicates both the process mapping and analysis

The principles of CQI Model are listed in a below-mentioned manner:

- Promotion of strong leadership in every level to proceed with the vision and lasting commitment
- High focus on three main areas, such as customers, operational processes and decision-making based on information
- Promotion of the teamwork and group decision-making in order to ensure quality improvements
- Conceptual links to the strategic initiatives of the organisation for improving the process of production (Hwang *et al.* 2018)



Figure 11: Continuous Quality Improvement (CQI) Model

(Source: Ahn *et al.* 2017)

Application

In turn of Apache Pizza, the model can be utilised in order to maintain the constant quality of production. In the case of each of the stages, the specification for the company is as follows:

Performance, the production managers of this company are required to be focused on promoting motivation as one of the management strategies. Additionally, it will be helpful in accelerating quality performance at the workplace.

Commitment, the production managers, need to be focused on arranging face-to-face meetings with employees, twice in a week. It will be useful in staying stick to the goal of business regarding profitability and annual revenue generation.

Strategy, the organisation is required to be focused on setting both the mission and vision based on manufacturing goals and corporate responsibilities. It will help this company in staying strategic in the competitive market in terms of production.

Process, it indicates both the process mapping and analysis

Apache Pizza is required to be concentrated on making process mapping and analysis based on customer feedback. It will help in carrying the positive change or improvement for the long-term.

2.6.7 Kaizen Model

Specification

Kaizen Model is associated with an approach to ensuring constant improvement within organisations. According to Tone (2016), the model is revolving around an idea, which is related to positive change and its role in bringing major improvements. The model combines commitment and cooperation to approaches for achieving organisational transformation. The five major elements of Kaizen Model include personal discipline, teamwork, quality circle, improved morale and suggestions regarding improvement (Tone 2016). The stages of Kaizen's continuous improvement model are as follows:

- Standard work
- Visible problems
- Development of countermeasure
- Determination of root cause
- Assessment of solution
- Testing the hypothesis
- Implementation of solution (Hasan and Dutta 2016)

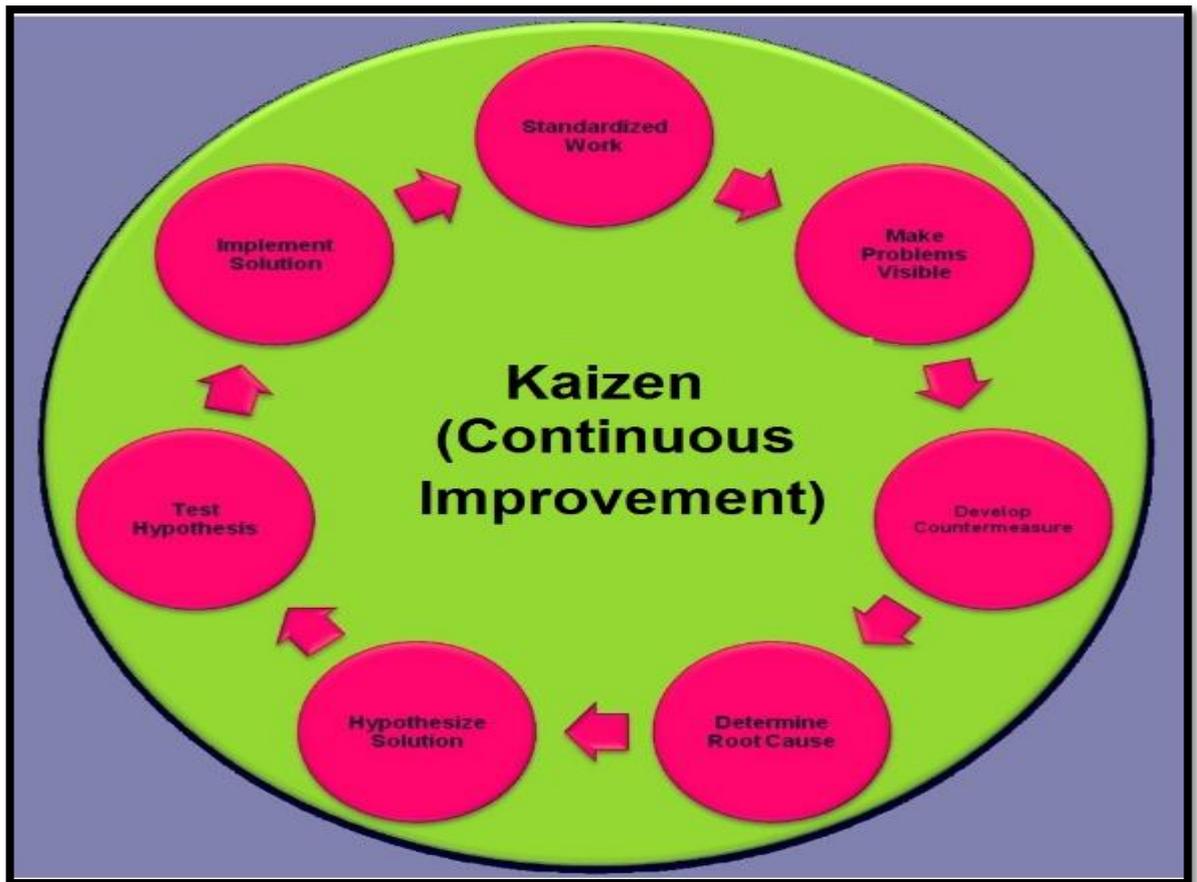


Figure 12: Kaizen Model

(Source: Hasan and Dutta 2016)

Application

In the case of Apache Pizza, the model can be efficiently utilised for production in order to ensure major improvement. Specification of each model for the company is as follows:

Standard work, the organisation is required to ensure standardised work by keeping quality in mind. It will help in promoting continuous improvement within the company.

Visible problems, the company is required to be focused on identifying the current issues that may hamper productivity. It will help in ensuring a better approach to the solution.

Development of countermeasure, the company is required to be concentrated on making a backup plan for a better productivity level. For instance, Apache can focus on recruiting expert professionals for improving the productivity level.

Determination of root cause, the company is required to be focused on finding the root cause behind poor productivity level. It will help in adopting the best solution strategy.

Assessment of solution, Apache Pizza needs to be concentrated on analysing solution strategy, whether it will be useful or not. For instance, the company is required to be focused on analysing whether the recruitment of new employees will be a better idea or not.

Testing the hypothesis, after analysing the solution strategy, the company is required to be involved in testing the ways, in which the solution can be implemented. For instance, usage of online job portal can be a way of recruiting skilled employees.

Implementation of solution, finally, with the help of this stage, the company is needed to be concentrated on enforcing the solution. For instance, it can be made by the selection of new employees.

2.6.8 Benchmarking Theory

Specification

Benchmarking Theory is associated with the adoption of the specific change, and before that, it is required to identify the current position. According to Gieseeking *et al.* (2016), the key purposes of benchmarking include:

- Surveying
- Initiative management
- Competitive benchmarking
- Metrics
- Monitoring

The preliminary phase of this theory is revolving around the identification of the current position. In order to recognise the level of performance, there is the involvement of peers. The tracking phase takes place on a regular basis. After that

activity, the essential aspect is indicative of the identification of high potential areas so that they can be used for improvement (Doumeingts and Browne 2016). Evaluation of performance level is necessary for taking further attempts in the procedure of improvement. Additionally, the theory is involved in increasing the awareness level for identifying the changing needs of customers. Innovation is highly encouraged by the organisational people. Moreover, with the help of the Benchmarking Theory, the development of challenging and realistic goals as well as the establishment of action plans (Giesecking *et al.* 2016).

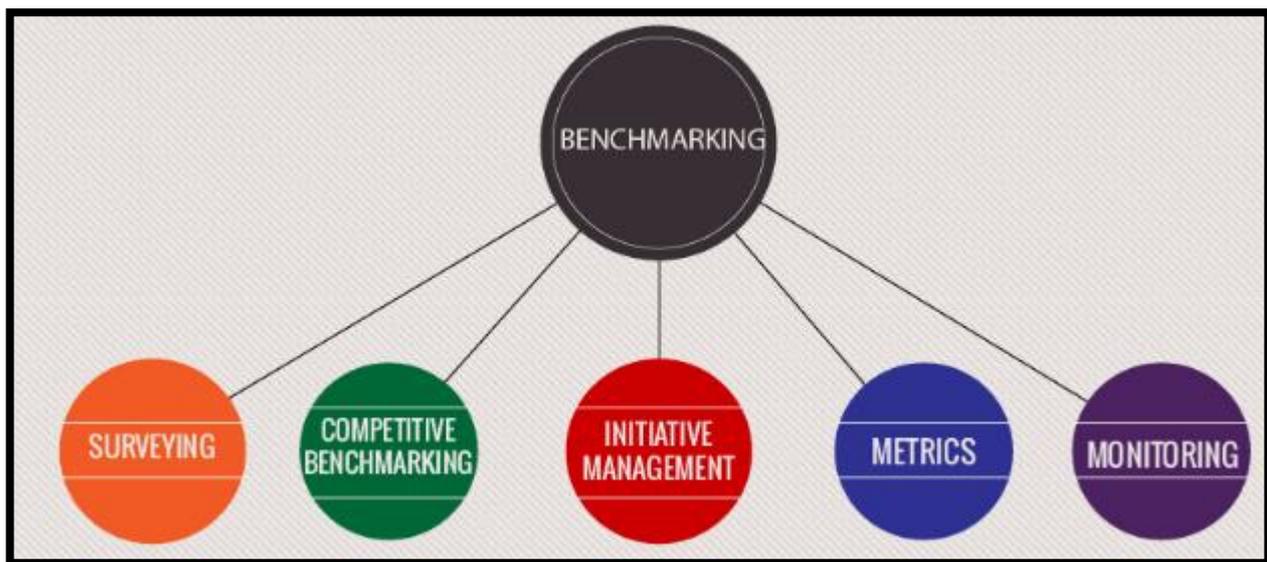


Figure 13: Benchmarking Theory

(Source: Doumeingts and Browne 2016)

Application

In turn of Apache Pizza, the theory can be utilised in order to set the target regarding the quality improvement of production. Specification of each purpose for the company is as follows:

Surveying, the organisation is required to be focused on arranging surveys for customers. With the help of offline or online surveys, the company will be capable of ensuring better quality.

Initiative management, the production managers are required to undertake initiatives on making employees aware of better quality.

Competitive benchmarking, in order to ensure competitive benchmarking, Apache needs to be concentrated on accelerating high monetary incentives.

Metrics, the managerial metrics are needed to be maintained by arranging training sessions for the workforce, with the help of which, the quality will be improved more.

Monitoring, in case of monitoring the continuation of quality performance, the organisation is needed to arrange a personal interview session with employees. It can be conducted by production managers, and this will be useful in generating improved quality.

2.7 Activities in Production Management

Effective production management is the critical aspect of any business that determines both the profitability and predictability of the concern. As opined by Swink *et al.* (2017), a practical production management approach provides additional support to the concern to meet its predetermined goals and objectives. Apart from that, the production management deals explicitly focus on delivering better quality products and services, thereby improving the organisation's supply chain.

Moreover, an excessive focus of the managers for the application of an adept production management strategy also leads in the further deduction of additional costs in the production and operational cycles of the manufactured products (Shrouf and Miragliotta 2015). A list of activities that affect the functioning of product managers is mentioned below:

- ***Reduction in Costs:***

The corrective analysis of the prominent costs involved in the product supply chain is one of the leading ways of decreasing a share of additional costs in the costs structure of the company. Apart from that, in the current business environment, the company Apache Pizza must make a political stance for various countries to affect the local and international supply chain (Gao and You 2015).

- ***Improving Operations:***

The primary aim of the production management strategy is to ensure better efficiency of the employees and the formulated operations. The product managers are specialised

in assessing the prominent factors that determine the effective functioning of the assigned jobs of the employees in the manufacturing of product and services.

- ***Employment of Global talent:***

The facilitation and formulation of the production and operation management strategy is the crucial part of the operation management of the concern. Apart from that, to establish a practical planning and controlling function in the organisation it is equally important to implement innovative and advanced technical and management strategies to be at par with the current development in the operating environment (Khanna 2015). The recruitment and application of global innovative strategies and talent lead to additional opportunities for the company, thus, providing further chances for expansion. Apart from that, the employment of global talent also provides an added flexibility to the workforce, thereby providing an initial competitive advantage to the company.

- ***Differentiation:***

The organisation's attempt for gaining a competitive edge over the other prevalent rival in the operational market it is crucially important to introduce additional specifications and features to the manufactured product. The implementation of specific product management and development plan helps in the further assessment of the prominent risks in the manufacturing process. Apart from that, an exhaustive product management strategy also provides differentiation to the product that further results in the extended sale of the product because of the current add on (Khanna 2015). Apache Pizza is one of dominating concern in Ireland fast food market, but the scope of further expansion of the company is comparatively low; therefore, the company must focus on adding up new product differentiation strategies to take advantage of the large customer bases and the prevailing market conditions.

2.8 Role of management strategies on employee performance

In recent times, numerous companies in the retail sector have focused on developing management strategies as it is directly related to employee performance. The following roles of management strategies have been recognised regarding employee performance.

i) Motivating employees: Retailing sectors in Ireland are using motivational management strategies for developing employee performance. In the opinions of Noe *et al.* (2017), it has been observed that with the assistance of rewards and incentives, the human resource managers are able to motivate the employee toward their job. In addition, promotion based on the skills of employee has helped the senior executives in gaining their respect. On that basis, retailing companies have maintained proper business operations and capture new demands. For example, the management of Apache Pizza has provided incentives to the employees, who helped in developing the product and service quality.

ii) Reduction of employee issues: It has been seen that management strategies regarding employee evaluation have helped in reducing employee issues. In case the employees fail to understand the function of a business idea, they cannot perform their activities properly. In order to mitigate the issues of employees, the management has increased the interaction between employee and senior executives. Moreover, as mentioned by Ansoff *et al.* (2018), it has been understood that the executives provide appropriate solutions for developing employees' activities regarding any business idea. Therefore, employee performance develops, and the firms manage to gain a competitive advantage. The management strategy helps the organisation in developing the business relationship between the senior executives and employees.

iii) Employee engagement: In order to avoid employment issues, managements undertake innovative strategies such as employee empowerment. In relation to employee empowerment strategy, the employees are allowed to take part in a significant business decision. In addition, they are allowed to suggest appropriate solutions for a business crisis. The employee empowerment strategy helps in developing employee engagement (Morschett 2015). As the potential of the employees is improved, the performance of employees has also developed in recent times. Based on that, the companies are capable of providing satisfying services to customers and maintain dominance over the rivals.

iv) Team management: Hiring experienced and skilled leaders in the company helps in developing team management activities in the future. As mentioned by Wheelen *et al.* (2017), it has been observed that teams fail to achieve their business targets if proper guidance or power distribution are not maintained. In order to resolve the issues

of teams, appropriate leadership strategies are required. The leaders evaluate the operations of the team and provide a proper suggestion regarding their issues. Finally, the leaders avoid discrimination and distribute the power equality to each member so that management issues are reduced. Finally, the leaders provide training to the members of a team in order to develop their skills. Based on that, the teams are capable of achieving the business targets in a less amount of time.



Figure 14: Role of management strategies on employee performance

(Source: Wheelen *et al.* 2017)

2.9 Management strategies of Apache Pizza

In Ireland, the demand for pizza is high, which has increased the competition of Apache Pizza. The main competitors are Four Star Pizza and Superman. For sustaining the position of Apache Pizza in the competitive market, the senior executives have undertaken the following management strategies:

i) Evaluation of customers: The organisation has focused on evaluating and understanding the requirements of customers in Ireland. As the demand for pizza is high in Ireland, the organisation has focused on capturing the new trends. In addition, the management has introduced innovative pizza products such as Buffalo Pizza, Apache Special Pizza and Wigwarmmer Pizza. These innovative ranges of pizza have

helped the organisation in attracting numerous customers in Ireland. Hence, the potential sales volume could develop in the next financial year.

ii) Innovation: It is necessary to maintain innovative business strategies in order to develop the quality of the product and services. In recent times, the management of Apache Pizza is trying to generate hybrid pizza based on the requirement of customers. In the opinions of Ginter *et al.* (2018), the company's official website, a facility for creating hybrid pizza has been provided to the customers. Based on this facility, the business organisation can be capable of providing a high-quality service to the customers. The innovative management strategy has also helped the Apache Pizza in maintaining dominance over the rival companies.

iii) Competitive analysis: The competition of Apache Pizza in Ireland is massive, and it is continually expanding. According to Morden (2016), in order to attract customers of rival companies, the organisation has performed a proper competitive analysis. In relation to the competitive analysis, the business organisation evaluated the management operations of Four Star Pizza and Supermac and adapted the operational strategies. It has helped in reducing the production cost of the company and maintaining effectiveness. As a result, the organisation could develop its market reputation and hire the client of rivals.

iv) Financial management: For developing the quality of products, appropriate financial management is highly required for Apache Pizza. The senior executives have created an internal audit team which helps in tracking the financial transactions (Bryce 2017). The internal auditors have evaluated the management operations for reducing the wastage of products. Moreover, maintaining capital management helps to reduce unnecessary wastage of company's capital. Therefore, the organisation would reduce the potential financial crisis and develop market share.

v) Market development: The senior executives of Apache Pizza have maintained innovative marketing strategies for expanding the business. Based on STP analysis, the organisation has targeted relevant people for selling the pizza. In the past few years, Apache Pizza has opened over 150 stores all over Ireland. The market development strategy has helped the organisation in expanding the sales volume in less amount of time (Christopher 2016). Therefore, the profit margin of the company would expand, and it could develop its market share in the international market.



Figure 15: Management strategies of Apache Pizza

(Source: Christopher 2016)

2.10 Importance of management strategies of Apache Pizza in the production process

The management strategies are directly related to the production process as it helps in expanding the number of products. In addition, management strategies help the organisation in conducting the following activities:

i) Packing: In the production process of pizza, the packing process is highly essential. During the delivery of pizza, it is vital that it is appropriately packed, so the product does not face damages. In addition, proper packing helps in restraining the dust and helps in developing quality. Based on that, the organisation can be able to provide adequate service to the customers and develop goodwill.

ii) Reduction of production cost: In order to reduce the production cost, appropriate management strategies such as advanced machines are required. In case the company fails to reduce the potential cost of production, the product price would continuously expand in future (Ethiraj *et al.* 2016). As a result, the customers will not be capable of affording the products of Apache Pizza. The innovative machines could also

develop production and quality, which will attract customers that are more international in future.

iii) Attractiveness: In order to attract the customers, Apache Pizza has maintained creative thinking for developing attractiveness. With the help of various toppings, the outside look of the product has developed. Based on the attractiveness, Apache Pizza has been able to expand the number of customers in recent times (Ansoff *et al.* 2018). Additionally, the company has expanded its sales revenue in the previous year.

iv) Improving supply chain: In the production process, the development of inbound and outbound logistics is highly required. The management strategies of Apache Pizza help in maintaining proper supply chain operations in the market. In the opinions of Ginter *et al.* (2018), the appropriate supply chain activities help the customers to receive the product within a particular deadline. On that note, the organisation will be able to maintain appropriate business performance per year. Similarly, the small business targets of the companies could be achieved in a less amount of times so that the management set a higher target in future. As a result, the companies would stabilise its market position in the international market.

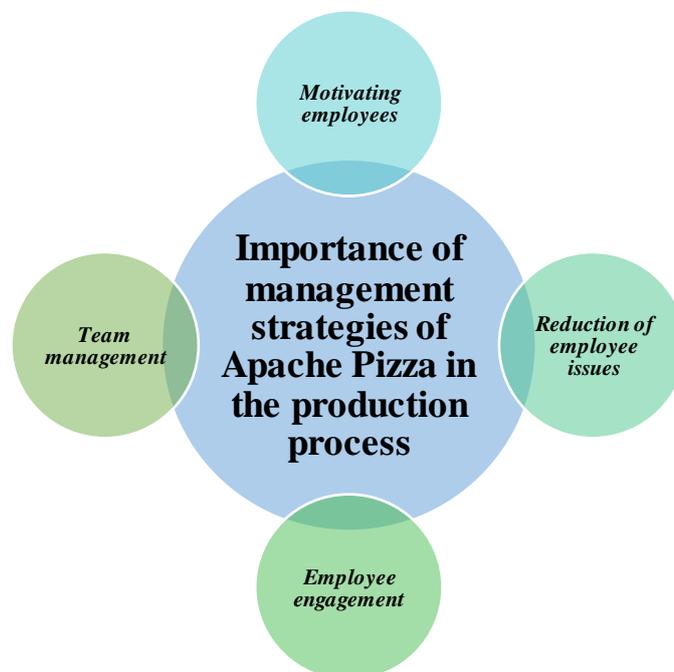


Figure 16: Importance of management strategies of Apache Pizza in the production process

(Source: Ansoff *et al.* 2018)

2.11 Importance of motivational strategies of Apache Pizza in quality control

In relation to quality control, appropriate motivational strategies are highly required as it helped the management operations. It has been understood that with the assistance of quality control, the company will expand the customer satisfaction index in the Ireland market, and the organisation will maintain the proper brand image. The following importance of motivational strategies has been recognised regarding quality control:

i) Analysing the expectation of customers: In order to develop the quality of product and services, the customers' expectations are needed to analyse. The organisation has conducted customer segmentation in which relevant data regarding the customer's expectation has been collected. In addition, as the company maintained appropriate motivational strategies, the employee performance has expanded, and they are capable of fulfilling the expectation of the customers (Aguinis *et al.* 2017). Moreover, employees have maintained a formal behaviour with the customers so that they give a good rating. Hence, the company could set a high business goal for future years.

ii) Adequate management operations: The motivational strategy helps in developing the potential of employees so that they conduct the management operations properly. In the views of Noe *et al.* (2017), the proper management operations reduce the business errors in the firm and the wastage of raw material mitigates. As the errors mitigate, the quality of the product and service improves. Therefore, the organisation manages to provide appropriate service in future.

iii) Establish a long-term plan: As the motivational strategy improves employee engagement activities, the organisation could establish a long-term quality control plan. In the modern era, a long-term quality control plan is hugely required for stabilising the business performance in future. With the assistance of a long-term plan, the organisation can undertake appropriate business strategies for maintaining high-quality products and services (Ginter *et al.* 2018). Hence, the potential risks factors of the company can be mitigated, and the financial crisis will decrease.

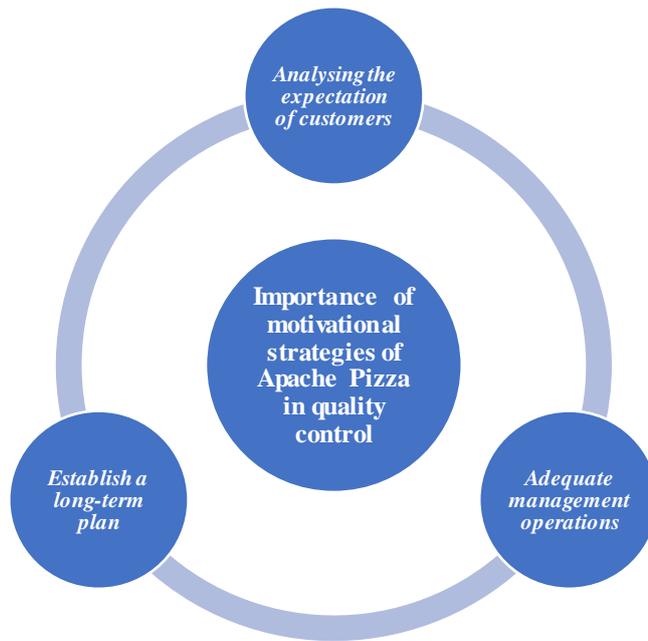


Figure 17: Importance of motivational strategies of Apache Pizza in quality control

(Source: Ginter *et al.* 2018)

2.12 Benefits of management strategies of Apache Pizza

The following benefits of management strategies of Apache Pizza have been recognised in the company.

i) Set high business targets: The current management strategy of Apache Pizza is capable of achieving the small business targets of the company. Based on that, the organisation can set a high business target for the future and undertake innovative strategies for achieving those targets. As the market competition is continuously expanding in Ireland, the organisation has to focus on expanding its business target for maintaining market dominance (Lasserre 2017). On that note, the organisation will be able to attract numerous international clients in future.

ii) Reduction of the additional cost: The financial management strategies of Apache Pizza have helped the organisation in reducing the wastage of capital. As the internal auditor has monitored the activities, senior executives, they are capable of understanding the usage of company capital. Based on that, they have mitigated the pooling of funds, and the wastage of capital has reduced. In addition, the monitoring process of auditors has helped the companies in improving the manufacturing process

and reduces the wastage of raw materials. Hence, the additional cost has decreased in recent years.

iii) Capturing new trends: With the assistance of customers' segmentation, the company has identified the current marketing trends of the company. In addition, innovative ideas have helped in capturing those trends such as hybrid pizza in recent times. Based on the new trends, Apache Pizza has attracted the customers of rival companies (Hanson et al. 2016). Hence, the organisation can determine future financial growth.

iv) Customer engagement: The innovative business strategies of the company have helped to provide a satisfying service to customers. Hence, the potential of the customers has developed, and the organisation has developed employee engagement activities. Customer engagement helps the company to strengthen the market position. In addition, the rival companies fail to attract the customers of Apache Pizza (Morden 2016). On that note, the organisation can maintain appropriate business activities in the market of Ireland and expand its business to other European regions.

v) Development of operational efficiency: Finally, the proper management strategy of the company has helped in improving operational efficiency. It is crucial that the organisation performs operational efficiency so that the customer receives fast service. Based on that, the goodwill of the company could develop in the Ireland market (Durand et al. 2017). As the organisation has achieved the operational goals, the possibility of financial improvement can expand in the forthcoming years.

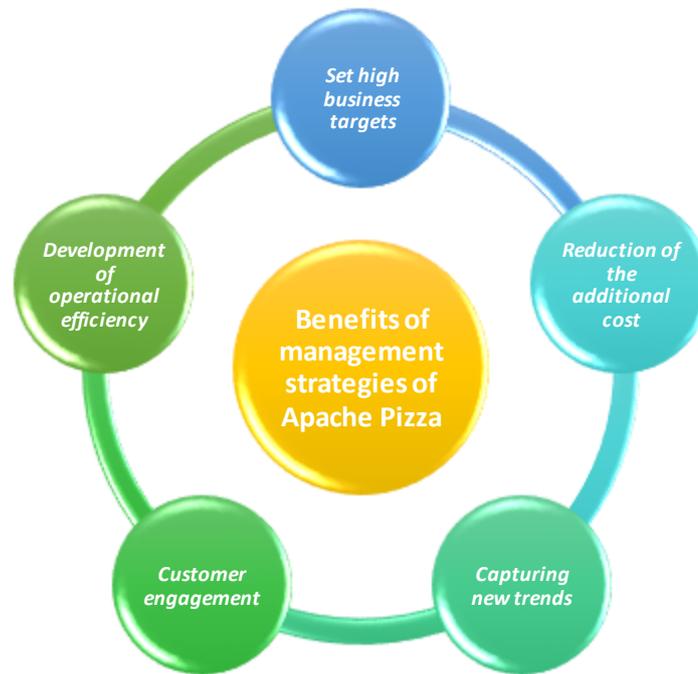


Figure 18: Benefits of management strategies of Apache Pizza

(Source: Durand *et al.* 2017)

2.13 Challenges of developing management strategies in Apache Pizza

Even though Apache Pizza has maintained proper strategic management, few problems have been recognised in the company. The challenges are briefly described below:

i) Lack of sufficient knowledge: In relation to management strategies and quality control, there are numerous aspects of the market. However, the senior executives of Apache Pizza do not have sufficient knowledge regarding all the aspect of management strategies. Due to the lack of sufficient knowledge, the organisation has not been capable of maintaining appropriate business performance. In addition, the insufficient knowledge of the company can increase the possibility of the high financial crisis in the future years.

ii) Improper decision making: As the senior executives fail to collect sufficient knowledge about all the aspects of strategic management, the appropriate business decision has not been undertaken. It can increase the potential crisis of the company in the upcoming years, and it can fail to expand the market share. In addition, it has been observed that due to improper business decisions, the rival companies can take

advantage and attract the customers of Apache Pizza. Hence, the market share can mitigate, and the potential financial performance could corrupt.

iii) Unable to create interest: In recent years, as mentioned by Wheelen *et al.* (2017), it has been seen that Apache Pizza has failed to generate interest in purchasing its product. Even though it is a large company in the Ireland market, the lack of appropriate knowledge has increased difficulties in generating interest. In case the organisation fails to develop an appropriate solution for this issue, the possibility of massive loss could be recognised in the upcoming years. As a result, the organisation had been forced to create a joint venture with Burger King in 2018.

iv) Lack of expertise: In recent times, lack of expert employee has been recognised in the company. In case the organisation fails to undertake an expert marketing decision, it could not improve the quality of the product or service. Moreover, the business partners of Apache Pizza has not been capable of providing a proper suggestion regarding management strategies. Due to the lack of expertise in the field, the organisation can face high financial crisis in the upcoming years.

v) Inadequate motivational strategy: According to Ansoff *et al.* (2018), it has been observed that Apache Pizza has numerous stores all over Ireland. On that basis, the senior executives have failed to maintain appropriate motivational strategies for all the employees in the country. In addition, the training facilities for the entire employee have increased high financial crisis for the company. Therefore, the organisation cannot be capable of maintaining appropriate business performance per year.

2.14 Future steps for developing management strategies of Apache Pizza

In order to mitigate the current issues regarding management strategies of the business institution, the following steps have been undertaken.

i) Business partnership: In recent time, Apache Pizza has created a partnership with Burger King for creating interest. In addition, with the assistance of this partnership, expert advice can be received from the management of burger king. Therefore, the organisation can mitigate the potential business crisis in the upcoming years, and the business performance of the company could develop. The partnership has also helped the business organisation in generating interest regarding its products.

ii) Appropriate market decision: The new business partner of Apache Pizza could help in making an appropriate market decision in the organisation. Hence, Apache Pizza will develop the quality and quantity of products. Hence, the customers will receive a satisfying service from the company. As mentioned by Wheelen et al. (2017), the appropriate market decision can also help in mitigating the production cost, and the organisation can achieve business targets in a less amount of time.

iii) Proper motivational strategies: Apache Pizza can seek for proper motivational strategies from its business partner in order to achieve its business goals. Based on the appropriate business strategies, Apache Pizza will maintain effective business performance per year. Similarly, the motivational strategies will help in achieving the business targets of the company, and the organisation can gain competitive advantage. With the assistance of an appropriate motivational technique, the employee would provide appropriate service to customers.

iv) Innovative information system: The organisation is trying to introduce an innovative information system. According to Noe et al. (2017), the innovative information system of the companies has helped the organisation in collecting relevant knowledge regarding the aspects of the management strategies. On that note, the companies will gain competitive advantage in the upcoming years. In addition, with the assistance of the innovative business strategies of the company, the organisation will be able to introduce innovative business ideas for generating interest in the market. Therefore, the potential business crisis of the company will mitigate.

2.15 Conceptual Framework

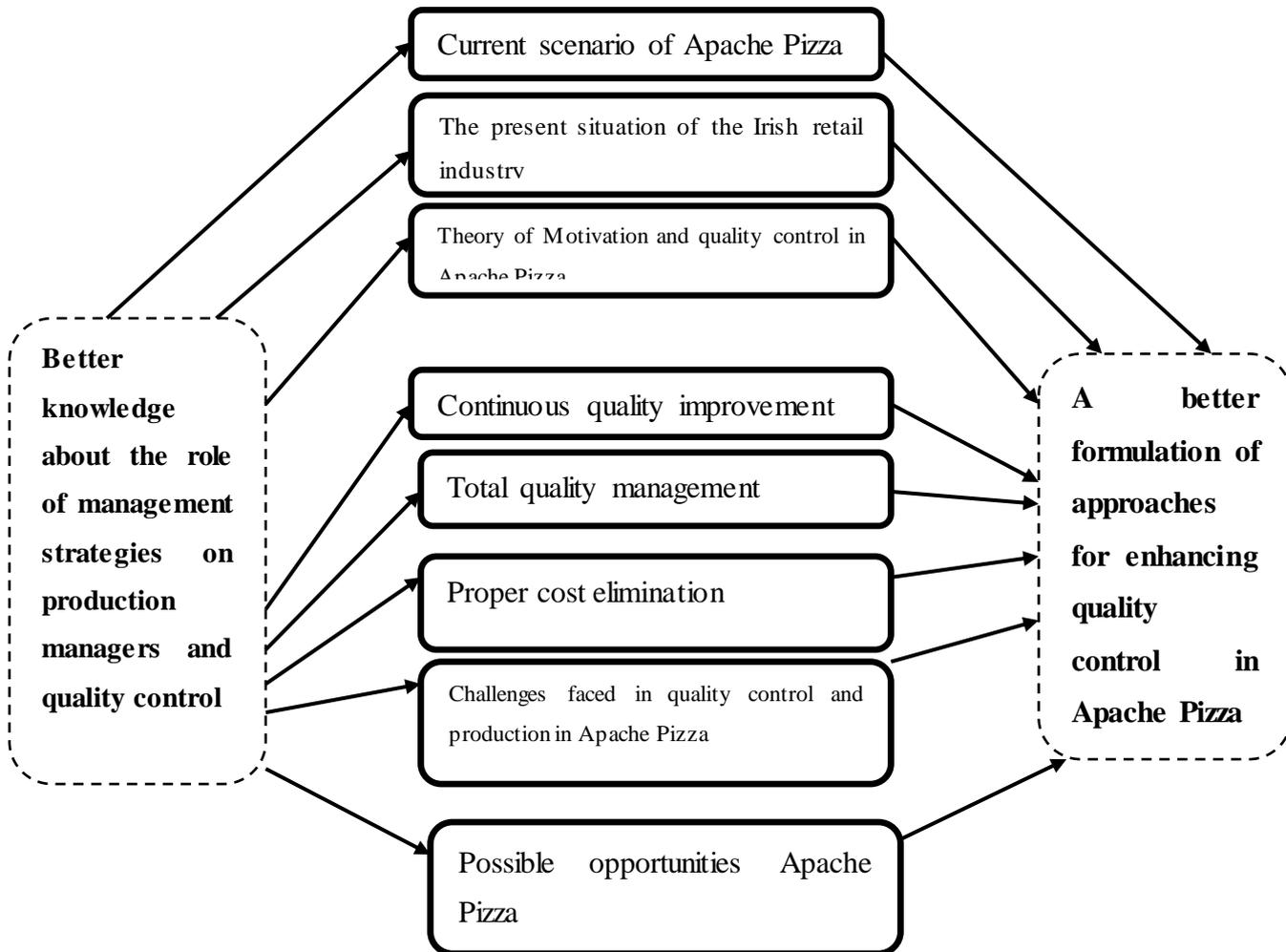


Figure 19: Conceptual Framework

(Source: As created by author)

2.16 Literature Gap

The concerned chapter of literature review in the study consists of detailed inferences about the impact and role of multiple strategies implemented in management functions on the production managers and quality control of Apache Pizza. The study is critically based on the systematic assessment of the prominent factors that determine the formulation of effective management strategies that are better proven in enhancing the control and supervision of the operational and functional processes in the business. Additionally, the research also consists of a detailed explanation of various management theories along with laying down a stringent set of step for the practical application of these strategies in the day to day functioning of the organisation. The previous sections of the study also provide an exhaustive summarisation of the prominent steps that are undertaken by the production management in enhancing the quality. Apart from that, the study has also provided in-depth details about the relationship between managerial strategies and production strategies.

The study has successfully analysed the prominent theoretical and practical factors that provide an extra edge to the study. Therefore, the researcher has discussed many management theories and its application to offer a practical implication to the research, thereby increasing its future association and scope. Based on the functional analysis of the presented scholarly articles, the researcher has critically analysed the recurrent gaps in the article and other scholarly studies that were considered for further research in the study. Moreover, the rightful analysis of the pertinent differences in the study, thereby adds up to the success of the study and increases its viability.

2.17 Summary

The previous chapter is the comprehensive analysis of the various factors and the trends and practices that are involved in determining the role of management strategies on production managers and quality control. Apart from that, the chapter has also been successful in prominently linking the various sections in the Literature Review to deliver reliant facts about the chosen topic. The link between the different parts of the chapter has further helped in the proper sequencing of the contents in the particular chapter for the better understanding of the readers. In the previous sections, the researcher has provided a detailed introduction that specifies about the upcoming parts in brief. Apart from that, the researcher has also provided a detailed explanation of

the prominent roles of management strategies on organisational production but qualitatively defining the function of management in the production function.

Moreover, the research has led particular focus in exclusively explaining the prominent management theories that are proven in enhancing the quality and management function in a specific organisation. Apart from providing management theories, the chapter also comprises of a list of management strategies that are explicitly focused on maintaining the quality of the product. Moreover, apart from giving a generalised perspective to the study, the author has focused explicitly on providing varied company data that would help in providing an extra edge to the study.

Chapter 3: Methodology

3.1 Introduction

The research methodology chapter discusses the methods through which the research could be conducted. For researching the management strategies of production managers, specific research design and approach should be considered. In this research, data collection and the sampling techniques had been described in the dissertation. An appropriate data collection technique should be regarded to get the correct set of data. In this study, a suitable sample size has been selected that helps to collect a relevant collection of data, which can be instrumental in gathering proper information. In addition, certain research limitations had been described in this study in a better manner.

3.2 Research philosophy

Research philosophy can be defined as a set of principles that could be acquired in the current study. The research philosophy has been achieved through various approaches, which could meet the epistemology and ontology. The philosophy can be used to transform the beliefs into reality scenario (Kumar 2019). There are various types of research philosophy, which come under the following heads – positivism, interpretivism and realism. Realism depends on the real factors and scenario on which the research have been conducted. As per the concept of positivism, the reality is a stable scenario, and a specific strategy has been selected from a different viewpoint that could help the researcher to fulfill the research objectives.

The positivism concept establishes from different viewpoints on the realities and the interrelationships between them. On the other hand, another research philosophy falls under the interpretivism (Žukauskas *et al.* 2018). Interpretivism is the translation of the theoretical impacts into a real-life scenario. The advantage of the interpretive approach helps the researcher in identifying the factors on a real scale. For the study on the management strategies of the production managers in Apache Pizzas, real-time research had to be done so that the existing problems could be evaluated quickly. Moreover, in this study, both the primary and secondary analysis have been used for the dissertation. That is the reason why, in this study, positivism concept has been used.

3.3 Research approach

Research approach can be defined as a sequence of actions that would help the researcher to collect essential data so that obtained information could be analysed and interpreted accordingly. The research approach has been divided into two types. In one type, the method of collecting data is described while in the other case, the method of analysing the data would be illustrated (Quinlan *et al.* 2019). There are two types of research approaches, which are the inductive and deductive, respectively. An inductive research has been used to generate a new theory that could help to do the research properly. In this process, the researcher tries to choose the patterns in the study, and after that, a theme is evaluated to conduct the study properly.

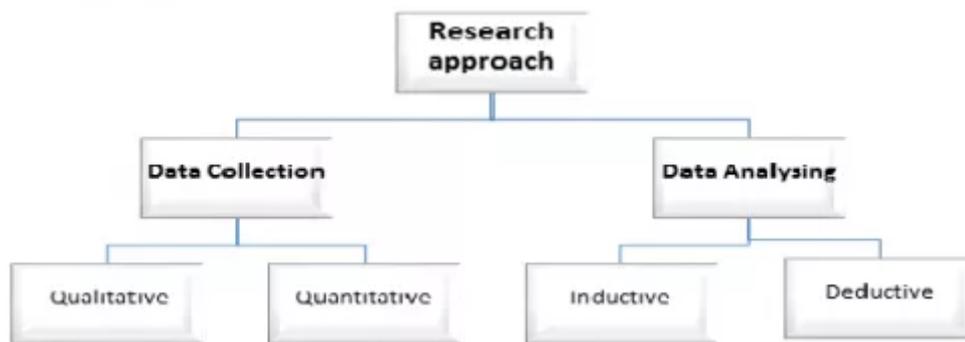


Figure 20: Research approach

(Source: Quinlan *et al.* 2019)

However, another type is the deductive approach, which has been used to develop a hypothesis for the theory. After generating the hypothesis for the theory, it is further checked using several tools to analyse and interpret the data correctly. For the study on the impact of the management strategies of the production manager in improving the quality of the products, a practical analysis has been done. For that, a deductive approach should be used so that the problems in the current activities of the Apache Pizza could be identified and this would help to enhance the production ability of the company.

3.4 Research design

Research design is generally used to understand the framework under which the study would be done. The design defines the mannerism by which the research should be conducted. It could be defined as a scientific plan that would help answer the research questions in an effective manner. The research design is a very critical part and should be used carefully by the researcher. Otherwise, there are chances that the research study might fail. There are several types of research design, which falls under the heads of exploratory, descriptive and explanatory. In the explanatory research design, several factors are taken into account that might create specific effects in the entire study. For this, a causal relationship is framed between the different causes and effects. Exploratory is used to explore the various factors involved in the research study. The advantage of the exploratory research design is that it helps to create a relationship between the two or more variables.

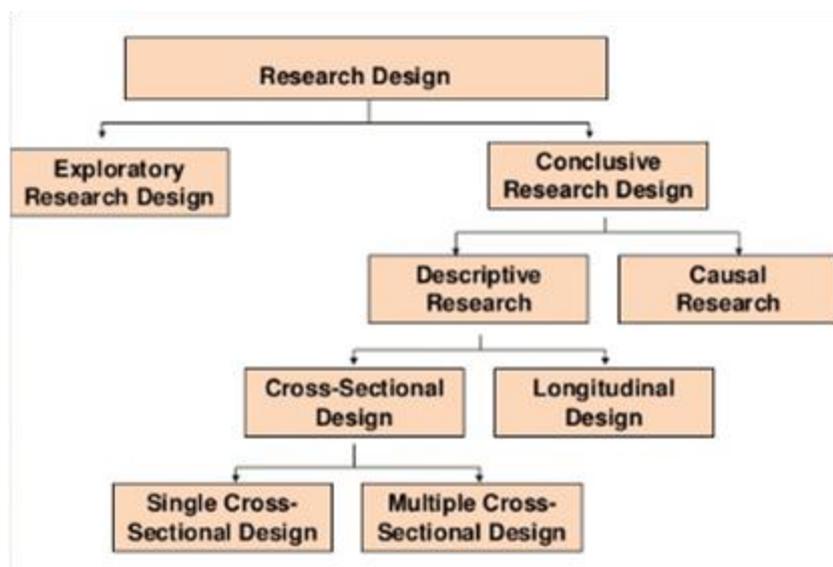


Figure 21: Research design

(Source: Quinlan *et al.* 2019)

The last type of research design falls under the descriptive, which mainly focuses on the behaviour of the subject under a set of certain conditions. The advantage of the study is that better research could be done in a natural environment. In this study, the business activities in the Apache pizza are not going well due to some wrong working mannerisms. Therefore, under such a situation, a better research design should be

selected. In this study, a descriptive research design is used to evaluate the essential factors that would help in enhancing product quality by production manners.

3.5 Research strategy

Research strategy defines the strategic measures that had to be taken by the researcher to conduct the research. It guides the researcher to collect the data in such a way so that the research objectives could be fulfilled (Bell *et al.* 2018). In this study on the role of management strategies on production managers and product quality in the retail sector of Ireland, qualitative data collection would be followed that could help the researcher to gather the opinions of the production managers working in the retail areas of Ireland. In addition, the study would also take some help from the secondary sources like journals, magazines and articles so that the underlying theoretical framework could be gained from the study. The reason of choosing the secondary sources is for conducting a study on this topic, specific information on the management strategies is required, and for that, particular journals could give the necessary data (Morgan *et al.* 2019). Through the interviews, it becomes easy for the researcher to evaluate the strategic management techniques to determine the importance of production managers in enhancing the quality of the products in the Ireland.

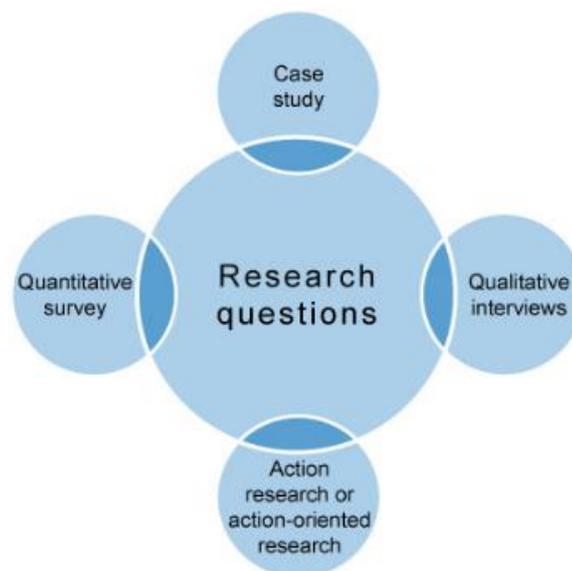


Figure 22: Research strategy

(Source: Bell *et al.* 2018)

3.6 Data collection method

Data collection method is the medium by which the data could be taken from the people or some other source. The data could be collected in two ways. These two ways are primary and secondary. The primary data collection method is used to collect data from the people who sit for an interview, and this helps researcher in getting information about the insights to hold by the attendees (Alshenqeeti 2016). The results obtained from the interview supports the research to conduct a logical framework so that the study could be done effectively. The primary data collection method could be done in two ways, namely the quantitative and qualitative. In qualitative, only interviews are used, and in the quantitative surveys are done to evaluate the numerical as well as statistical data. In this study on the management strategies of the production managers, numerical data would be collected, and the information would be obtained by conducting a face-to-face interview with the production managers (Cyr 2016). In this study, the surveys are not used because the responses received from the respondents might involve a knowledge gap, that could make the entire study quite absurd, and as a result, the study would not be able to yield fruitful results.

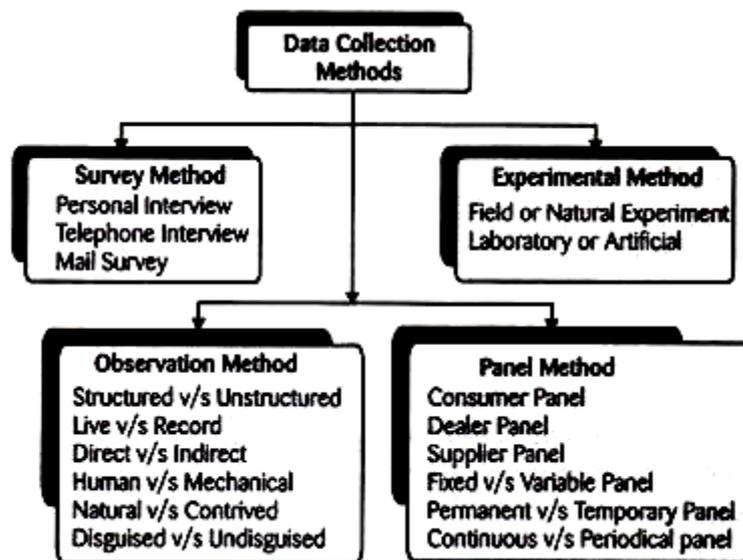


Figure 23: Data collection methods

(Source: Alshenqeeti 2016)

Another type is the secondary sources, which would help the researcher to create a logical framework. The secondary sources could be taken from the academic literature like the journals, magazines and articles that help to conduct the research effectively.

In addition, the knowledge obtained from the literature would help the researcher to know how the study could be done. In the topic of the management, strategies of the production managers in Apache pizzas, a thematic analysis would be used (Alshenqeeti 2015). The reason is that using a thematic analysis helps the researcher to evaluate trustworthy findings that help to create a better framework to conduct the study properly. There are other advantages of the research thematically as it helps to evaluate the critical analysis of the perspectives of the participants in a better way. That is the reason why, in this dissertation, a thematic analysis should be used, which would be based on three themes.

3.7 Data analysis methods

After the data collection methods, the next step is to analyse the data, and this could be done by taking the help of certain methods. The methods to analyse the data could be divided into three ways – qualitative, quantitative and mixed research. One of the types is the qualitative research, which is used to get the numerical data. The qualitative research is used to analyse the information obtained from the participants, and the method falls under the types of naturalistic inquiry. This helps the interviewer to know the insights of the participants and helps them to do an in-depth analysis of the topic, and the results are that a better study could be preceded (Elo *et al.* 2015). The data is generally obtained through the help of an open-end method so that the insights of the interviewee could be gathered. The advantage of this process is that it helps the interviewer to know the several perspectives on which the research could be done. Another method is the quantitative method through which the responses of the respondents could be recorded. In this process, a statistical process is adapted to collect data (Anshul 2015). The last type is the mixed research method that helps the researcher to adopt two manners of analysing data.

In this study on the management strategies of the production managers in the Apache pizza, only qualitative would be used. The interview would be a face-to-face interview with the production managers, and that helps the researcher in understanding the problems that are faced by the industry in recent times (Flick 2018). In addition, in case of analysing the themes properly, a thematic analysis had been used, which could help the company to maintain the production process so that the quality of the product remains better at every stage.

3.8 Sampling size

Sampling size could be defined as the targeted population on which the study could be done. In the study on the management strategies of the production managers in the Apache pizzas, the qualitative analysis would be done mainly on the three managers of the company who are working in the production department (Robinson 2015). This would help the researchers to know the problems faced in the production department in the current scenario.

3.9 Ethical consideration

Ethics are a set of rules and regulations that had to be followed by the researcher in the research study. The researcher should keep in mind that the research that would be done should not violate the norms of the region. One of the most important points that had to be considered is related to the security of the information (Mason 2017). The information that the researcher would be obtaining should match the data protection rights of the particular region. It is seen that for Ireland, the researcher should make sure that the data collected should match the rules and regulations of the *General Data Protection Regulation*. As per the GDPR, the researcher should be ready to face any penalty if any third party accesses the data. The most important data protection law in Ireland is the *Data Protection Act 2018*, which states that the data should be obtained as per specific standards (Raul 2018). This prevents any third party to access the sensitive information that could lead to loss of personal security.

As the entire study would be done using a qualitative method, so, there are specific ways by which the research could go in a different direction. The researcher should make it clear that many people do not access the information, and they should be given the liberty to check the data whenever they needed (Martin 2015). The information obtained by the researchers should remain with them for a smaller period, and after that, the data should be deleted so that they do not sue the information for personal profits. As the study would be operated qualitatively, so, it is the responsibility of the researcher to tell the managers the reason, for which the data had been taken (Haahr *et al.* 2015). Before collecting data from the managers, proper consent should be created between the researcher and the interviewees so that they could feel free to share their information. In addition, the researcher should be able to research in such a manner so that the society could be benefitted.

3.10 Timeline

Main activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Select the subject												
Data Collection												
Formation of Research Plan												
Literature review												
Data Collection (Primary and secondary data sources)												
Analysis and Interpret the data.												

Analysis												
Conclusion												

Table 1: Gantt chart

(Source: As created by the author)

3.11 Research limitations

There had been certain limitations, which was identified, appropriately in the overall research. It is seen that the research project required a higher budget in completing the work. Due to the lack of funding, it is quite impossible to conduct the research properly. The effect could be seen in the research method that had made the study entirely irrelevant to do, and that might affect the entire process. In addition, it is understood that the study had been done mainly on the thematic analysis choosing specific themes to do the study. The demerit of adopting this process is that the themes that had been chosen might not be relevant, and that might conduct the study in the wrong direction. The effect is that the researcher might be developing an irrelevant framework, and the themes created might be not aligned with the topic properly. There might be a lack of inconsistency in the data collected in the whole research work.

It is seen that the sampling size of three managers is very ineffective in doing the research study, and the result is that proper results could not be evaluated from the current framework chosen. Choosing only the production managers cannot help assess the problems in the production system quite effectively because no manager is going to point out their issues. Another disadvantage of choosing this method is that the researcher might not be able to evaluate the problems faced by the employees in their production systems. This would not help the researcher in creating a logical framework that would help them to conduct the study in a proper manner (Saunders *et al.* 2018). In addition, secondary literature like the academic journals or the articles might not be instrumental enough in creating a consistent flow of information required

in these projects. It had been seen that the management strategies in the product managers might not match the same things mentioned in the books or journals. Therefore, it could be seen that there is a huge information gap, and this is one of the significant limitations in the overall research work.

There had been other problems like the time limitations and data protection rights in Ireland. It is seen that to complete this project, a lot of time is required, which was not present with the researcher, and this led to incomplete work. In addition, it is observed that the data protection rights of Ireland created problem in gathering data and the GDPR present in these nations created a huge concern in the researchers that if they can obtain the data for a significant amount of time, then, some legal action could be taken against them. Such issues created problems for the researcher to conduct the study systematically.

3.12 Summary

It could be seen that the entire study would be done in a qualitative manner where the data would be gathered by using the interviews and the secondary literature. There would not be any surveys in the entire study because, in this study, the responses obtained from the respondents might involve a knowledge gap, that could make the whole study quite absurd, and as a result, the entire research study would not be able to yield fruitful results. The primary data collection method is used in the research, and it is done mainly through the set of interviews with the production managers. This would help the researcher to know the production problems that the Apache Pizza is currently facing in its operations. The secondary literature chosen for this topic might assist the researcher in adequately conducting the theoretical study. The reason for selecting the secondary sources is for conducting a study on this topic, specific information on the management strategies is required, and for that, particular journals could give the necessary data.

Through the interviews, it becomes easy for the researcher to evaluate the strategic management techniques to determine the role of production managers in enhancing the quality of the products in the Ireland retail sectors. The interview would be more of face to face with the production managers so that the management strategies could be critically evaluated. In this study, a descriptive research design is used to assess the essential factors that would help in enhancing product quality by production manners.

For the study on the impact of the management strategies of the production manager in improving the quality of the products, a practical analysis should be done. For that, a deductive approach should be used so that the problems in the current activities of the Apache Pizza could be identified and this would help to enhance the production ability of the company.

Chapter 4: Data findings and analysis

4.1 Introduction

The following section of Data Analysis will consist of the analysis of data collected from various kinds of authentic sources. In this current study, the researcher has collected both Primary and Secondary data. The researcher tried to collect data from the board of managers, but finally, the production managers of Apache Pizza responded to the interview questions on behalf of them. The research project has been aiming to identify the various strategies for managing production and quality control throughout the manufacturing process. The primary data is collected through an interview while the books, journals, websites are the primary sources of secondary data. In order to analyse the primary data, a Qualitative analysis will be performed in the data analysis part. Additionally, the procedure of thematic analysis will be followed for analysing the secondary data. After the qualitative analysis of interview data and thematic analysis of secondary data, the further section will discuss the ultimate findings from this analysis.

4.2 Primary Qualitative Data Analysis

In order to proceed with the interview sessions, it is indeed essential to mention that the participants, who have been selected for this research, are the board of members of the Pizza manufacturing company, Apache Pizza. However, on behalf of them, three production managers have been involved with the interview process throughout.

4.2.1 Qualitative analysis

Q1: According to you, are management strategies essential for organisational production?

Production Manager 1, in accordance with the first manager, yes, the management strategies are essential for organisational production.

Production Manager 2, the second manager has responded that no, not really the management strategies are fully involved in accelerating organisational production.

Production Manager 3, as per the response of the third manager, the management strategies are essential for organisational production, without any doubt.

Q2: What is your perspective regarding the quality improvement of products?

Production Manager 1, the manager has responded that in order to enhance product portfolio, quality improvement has a significant role. The manager added further that quality improvement is necessary for holding reputational image in the competitive market.

Production Manager 2, according to the manager, the quality improvement of products is essential for increasing the annual revenue generation and profitability of the organisation. The manager added further that product quality improvement is important for brand positioning in the market.

Production Manager 3, as per the response of the manager, the quality improvement of products is essential for retaining the customer base in the competitive market. The manager added further that product quality improvement is necessary in order to gain brand image in market.

Q3: Among simple process design and involvement of quality vendors, which strategy of quality management is most effective according to you?

Production Manager 1, in accordance with the response of the first manager, the strategy of simple process design is most effective for quality improvement.

Production Manager 2, as per the view of the second manager, the simple process design strategy is the most effective one for quality management.

Production Manager 3, according to the response of the third manager, the involvement of quality vendors is the most effective strategy for quality improvement.

Q4: Do you believe that quality control impacts on the organisational profitability?

Production Manager 1, the manager has responded that yes, the quality control impacts on the organisational profitability.

Production Manager 2, in accordance with the view of the manager, yes, quality control impacts on the level of organisational profit margin.

Production Manager 3, in the view of the manager, it is not that quality control impacts on the organisational profitability.

Q5: What are the most common impacts of quality control in case of the organisational profitability?

Production Manager 1, in accordance with the response of the manager, the most common impacts of quality control in case of the organisational profitability include encouragement for quality consciousness and reduced production cost.

Production Manager 2, according to the response of the manager, the most common impacts of quality control in case of the organisational profitability includes reduced production cost and encouragement for quality consciousness.

Production Manager 3, as per the view of the manager, the most common impacts of quality control, in case of the organisational profitability include improved production technique and reduced production cost.

Q6: Do managers carry role in motivating employees for better productivity?

Production Manager 1, in accordance with the view of the first manager, yes, there is a significant role of managers in motivating employees for better profitability, indeed.

Production Manager 2, in the view of the second manager, the managers do carry a crucial role in motivating employees for better profitability.

Production Manager 3, according to the response of the third manager, without any doubt, there are significant roles of managers in motivating employees for high productivity.

Q7: According to you, what are the most effective strategies of employee motivation?

Production Manager 1, as per the view of the first manager, the most effective strategies of employee motivation are the development of a fair system and combination of employee and business goals.

Production Manager 2, in the view of the second manager, the most effective strategies of employee motivation are the combination of employee and business goals as well as a clear idea regarding motivation tools.

Production Manager 3, according to the response of the third manager, the most effective strategies of employee motivation, indicates a clear idea regarding motivation tools and the development of the fair system.

Q8: What is the most relevant combination for showing the relation between production management and employee motivation?

Production Manager 1, according to the manager, the most relevant combination for showing the relation between production management and employee motivation, is the development of employees and employee commitment.

Production Manager 2, in accordance with the view of the manager, the most relevant combination for showing the relation between production management and employee motivation is employee efficiency and employee satisfaction.

Production Manager 3, as per the response of the manager, the most relevant combination for showing the relation between production management and employee motivation is employee satisfaction and employee commitment.

Q9: According to you, what are the most crucial activities in production management?

Production Manager 1, according to the first manager, the most crucial activities in production management are operational improvement and cost reduction.

Production Manager 2, in accordance with the view of the second manager, the most crucial activities in production management is differentiation and global talent employment.

Production Manager 3, according to the third manager, the most crucial activities in production management is the operational improvement and global talent employment.

Q10: What are the two management strategies on employee performance?

Production Manager 1, in accordance with the view of the first manager, the two management strategies on employee performance, is motivating employees and employee engagement.

Production Manager 2, as per the response of the second manager, the two management strategies on employee performance are the reduction of employee issues and team management.

Production Manager 3, in accordance with the view of the third manager, the two management strategies on employee performance are team management and employee engagement.

4.2.2 Discussion of Qualitative analysis

The first question was asked to the production managers to know their idea about the effectiveness of management strategies for better organisational production. The first and third managers have shared a positive point of views as the third manager has strongly supported that managers need to apply effective strategies for enhancing the overall production management in an organisation. It is identified from the responses of the production managers that they need to play an important role in developing strategies for better production management as majority of them have supported it.

The second question is about the quality management of products where the researcher has tried to know the key reason for product development. Three managers have shared different reasons as improvement of the product portfolio is one of the key reasons as per the first manager. Annual revenue of a company is also associated with managing the quality of products because when a particular company maintains its product quality for a long time, then it gradually develops the brand reputation. This brand reputation positively impacts on the sales rate and overall profitability of the company.

Majority of the managers have suggested that involvement of quality vendors as most effective for the overall improvement of the quality of the products of Apache Pizza. Involvement of the quality vendors allows the company to avail high-quality raw materials so naturally, it improves the quality of products.

The researcher has asked about the impact of effective quality management on the profitability of Apache Pizza in the very next question. Two out of three production managers have given positive responses. These managers have defined in the previous question that they support product development for improving product portfolio, annual revenue and strengthen customer base. All of these actively influence the economic growth of a company, and in this way, quality control impacts on overall profitability.

Furthermore, the researcher has tried to get an explicit knowledge of this organisational profitability as it is not only about economic growth. As per the responses of the production managers, an organisation can improve its productivity in terms of encouragement of quality consciousness, improved technique of production

and reduction of its costs. Reduction in production is also associated with the economic benefits and others impact on the production activities as a whole.

All of the three managers have strongly agreed that the managers have a significant role in laying in motivating the employees for better productivity. It is identified from their reply that motivated employees always try to work at their best and contribute to the company for achieving the organisational goals. Additionally, the employees are motivated by the managers because these managers recognise their contribution and give them incentives to work hard. Therefore, the efficiency and motivation of the workers are completely influenced by the managers.

In question 7, the researcher has tried to know the idea of the production managers regarding the effective tools of employee motivation. As per their answers, developing fair working culture, the involvement of the employees to achieve organisational goals and having a clear idea about the different kinds of motivation tools are the best management strategies that can motivate the workers. The fair working system helps to reduce problems like discrimination and improve the proper recognition of work. The managers are also responsible for eliminating the gap between the organisation's business objectives and employees' goals. Adequate knowledge about the different types of motivation tools allows the managers to identify the most suitable tool to apply in different situations.

Question 8 was about the perfect combination regarding the relation between production management and employee motivation. , and they related it with employee commitment and efficiency. The first manager has mentioned the point, development of employees, although it is associated with their efficiency and commitment. When the employees are properly trained, and they have a clear idea about the organisational goals, then they commit to the company for fulfilling its business objectives. Moreover, when the employees become efficient through training and work experience, then they can perform well, and the company celebrates their contribution. In this way, the employees become satisfied. These satisfied employees can take responsibilities of organisation regarding the best quality services and maintaining efficiency in the production process.

Furthermore, the researcher asked about the most essential activities in production management. The first manager as use of the latest technology help to complete the

production procedure within a short time that also minimises the overall costs replies cost reduction and operations improvement.

It is identified in the last question that employee motivation, eliminating their issues and proper team management plays a vital role in the overall improvement of the employee performance. When the managers can motivate the employees successfully, they become more involved in the production activities and try to use innovative ideas to improve it. Efficiency and total production of a team is determined by the performance of its individual employee. This enhancement of an entire team is possible only by reducing the employee issues and it is possible through maintaining a healthy communication system within team.

4.3 Secondary analysis

Theme 1: Management strategies roles for the product manager

In order to develop the quality of products and services, the product managers of any organisation need to undertake effective management strategies. The following role of management strategies have been recognised for the product managers

i) The effective management strategies of product manager help the company in monitoring and controlling the management activities. It has been observed that while creating the governance structure of an organisation, the managers include effective monitoring activities. In this process, a group of highly skilled employees are selected for evaluating and analysing the operations of the production process (Aguinis *et al.* 2017). The team present an evaluation report in which the activities of the employees are properly discussed, and the wastage of raw materials is recorded. Based on the report, the organisation can take appropriate action against the issues of management. Finally, innovative tools such as CCTV camera can also be used in the monitoring process.

ii) Management strategies play an essential role in employee performance development. In the views of Noe *et al.* (2017), it has been observed that with the assistance of relevant motivational techniques such as rewards and bonus, the managers are capable of developing the performance of the employees. The motivation techniques help in reducing the errors in the management. Based on that, the wastage of products is decreased in future.

iii) In the case of team management development, the role of management strategies is highly effective. It has been understood that with the assistance of an appropriate management strategy, the leaders are capable of evaluating and analysing the issues of the employee. After understanding the issues of employees, the leaders provide appropriate guidance and suggestion that can reduce the management issues. Based on that, the team are capable of achieving the business targets in a less amount of time.

Theme 2: Impact of management strategies on quality control

In relation to quality control, management strategies have a significant role. With the assistance of appropriate management strategies, the organisations present an appropriate market analysis. The market analysis positively impacts on the quality control of the company. The following impacts of management strategies have been recognised:

i) With the assistance of management strategy, customer segmentation has been conducted by the managers. The customer segmentation helps in reducing the issues of customers and the current trends of product and services. According to Lasserre (2017), after gathering the information from the customers, the production managers can be able to undertake appropriate actions which could develop the quality of product and services. In addition, the business organisation can be capable of gaining competitive advantage by developing the quality of products.

ii) The management strategies of the company help in developing an appropriate quality management plan. In the quality management plan, the managers include innovative tools and techniques that could assist the organisation in maintaining appropriate quality management performance. In addition, the organisations are capable of describing the activities of the employee so that they are capable of maintaining appropriate operations. As a result, the organisation will develop a long-

iii) The organisations are capable of reducing errors in quality management with the assistance of proper management strategies. It has been understood that with the assistance of appropriate management but strategies, the organisations will be capable of providing a satisfying service to the customers. In addition, the reduction of errors will assist in mitigating the potential business crisis of the companies regarding

quality control. Based on that, the market reputations of companies develop in a fast manner, and companies sustain their position in the competitive market.

Theme 3: Importance of management strategies

It has been understood that management strategies are highly essential the business organisations as it helps in achieving the potential business targets. In addition, the companies could reduce the financial crisis with the assistance of appropriate management strategies. The importance of management strategies is described below:

i) In relation to effective management strategies, business organisations are capable of developing appropriate financial management activities. It is necessary that the business organisation presents proper financial strategies so that the audit risks are mitigated. In addition, it has been understood due to wastage of raw materials, the additional cost of the company can expand in a fast manner. In order to mitigate the additional cost, the group of internal auditors perform an appropriate investigation of the operations of the employees (Hanson *et al.* 2016). Based on that, the potential cost can be decreased in the future.

ii) The organisations are able to maintain innovative business strategies with the assistance of this process. It has been understood that while developing the governance structure, the managers undertake appropriate business planning regarding innovative tools and techniques. Based on the tools and techniques, the organisations have reduced the potential business cost of the company. In addition, the organisation has managed to expand the number of products so that they can attract a high number of customers in the future. As a result, the potential sales volume of the company will expand in the future.

Theme 4: Benefits of management Strategies

- *Establishes direction to the business:* By analysing the realistic goals and objectives of the company, the consistency in the mission and vision can be retained. The company will be able to gain clear communicated measures for constituents (Al Mehrzi and Singh 2016). Management strategies are therefore regarded as the series of steps and applications that are collectively aimed to manage and maintain the organizational work culture. The first and foremost step for sharing direction to the business is achieved by management strategies

by training and recruiting trained labours. Concerning the stability of the internal work culture of the company, the external environment is equally needed. Focused planning and collaborative work culture of all the employees tend to share maximum productivity in achieving the goals and objectives of the company (Kauppila 2018).

- *Wise decisions can be made:* In any work culture, the competitive advantage is one of the most important aspects. In order to achieve a strong grip in the market, the wise decision is one of the important measures. In a comprehensive view, it is supposed that the distinguished managers of the company make most of the sensible decisions. However, it has been seen that if all the stakeholders are involved in the decision-making process, it usually results in adequate resultant to the company (Khuong and Hoang 2015). Moreover, the employees and the stakeholders also feel much involved and important part of the company.
- *Longevity of the business increases:* Once a secure grip is maintained in the target market, it automatically makes positive impact on the minds of the customers, thereby, making the company an extended lasting service provider in the same target market a range of strategies that can be implemented in the same target market (Kreye 2016). Similarly, the internal work culture of the company also increases. Employees remain persistent and loyal to the brand. Longevity in the business grows by management strategies by penetrating a new target market and analyzing the needs and demands of the customers.

Theme 5: Impact of management strategies on production management

A global approach to the business: If quality management strategies are implemented within a business culture, the production of the company is automatically increased. Once a stable ground is achieved in the target market, it becomes easier for the company to penetrate new target market (Kuranchie-Mensah and Amponsah-Tawiah 2016). For comprehending the global market, the company collaboration with local service providers is the best ways. In this way, the market analysis is done easily by the company, and the brand image is also maintained very well. If a company provides more than one subsidiary, it can provide the choiceble product to the customers depending upon the market demand and capital investment.

Total quality management: It is a never-ending process that has been opted by many companies across the globe to improve the quality of the products and services and satisfy the needs and demands of the customers (Lee and Raschke 2016). Based on the internal resources and capabilities, the companies implement several principles for Total Quality management. Customer focused services, total involvement of the employees; implementing the integrated system and fact-based decision making are some of the most common principles for implementing TQM in business culture. TQM is a systematic process that moves thoroughly from the upper hierarchies to the lower. However, the involvement of each and every stakeholder is the ultimate aim of TQM.

Positive impact on the environment: Systematic changes in the management strategies bring a direct impact on the environment. When the management strategies of a company are implemented, the plans for a better environment are also considered. Involving council leaders, enhancing the natural areas and building up a healthy ecosystem are the primary responsibilities that the company follows (Martini and Sarmawa 2019). The baseline figures for the companies for protecting the environment are mainly addressed by the management strategies. Environmental management strategies and Corporate Social Responsibilities are some of the most prominent environment protection strategies that are implemented by most of the governmental and nongovernmental organization. The IT companies that use a massive number of electronic machines are trying to opt for recycled machines. In this way, the electronic damage to the environment is reduced to several extents. On the other hand, industries like automobile industries and travel and tourism industries are implementing the strategies of CSR by innovating and expending in renewable resources. Usage of Natural gases and automated machines for cars and vehicles are the primary goals for most of the vehicle manufacturing and designing companies (Mikkelsen *et al.* 2017). The future plans of the travel and tourism industries focus on involving eco-friendly baggage, travel equipment and gadgets instead of using plastics and rubber products.

Theme 6: Importance of motivational strategies on quality control

For designing an efficient and flexible workplace, motivated employees are highly needed. In that factor, the role and responsibilities of the management and upper

hierarchies are very important. Redesigning the job role, shuffling the job criteria, implementing effective reward system and empowering the workers to work harder and smarter can build up a responsive culture in the organization (Al Mehrzi and Singh 2016). This responsive culture ultimately builds up healthy and motivated employees who can tackle hurdles and extreme pressure in the organization.

Implementing employee motivational strategies is easy to implement in an already stable and healthy organization within a particular target market. This is because the company already has a durable grip onto the customers and the stakeholders. Therefore, the employees who will be joining the company shall be knowing well about the company's policies and brand name even before joining. However, for the mid and small-sized enterprises, entrepreneurship is the best way to motivate employees (Kauppila 2018). It provides the stakeholders to share new ideas and also provides space to promote and authorise those ideas to the audience or customers. Motivated employees will directly impact on positive growth in production and productivity of the company.

4.4 Conclusion

Based on the above discussion, it can be concluded that management strategy is highly important for the companies. Without appropriate management strategies, the business organisation will not be capable of maintaining appropriate business performance per year. In addition, quality management activities are also required for the business organisation as it helps in attracting the number of customers in future. It has been understood that the production managers have been focused on developing the portfolio of product. In order to develop the portfolio, the quality management strategies have been undertaken by the organisations. Finally, management strategies play an essential role in employee performance development. It has been observed that with the assistance of relevant motivational techniques such as rewards and bonus, the managers are capable of developing the performance of the employees.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

It could be understood from the entire study that management strategies play a vital part in improving the skills required by the production managers. This helps the company of Apache pizza to enhance product quality. The advantage of the management strategies supports the company to use minimum sources and produce maximum output, and that increases the production capacity. This would be done by adopting various steps that had been analysed in the literature review properly. The study had taken a descriptive research study along with a positivism research philosophy. In addition, the face-to-face interview with the three production managers to know the problems in a proper manner.

5.2 Linking with objectives

By linking with the first objective, it could be seen that the management strategies hold huge importance for the production managers. The reason is that the management team could use the strategy to organise the activities in such a manner so that with minimum input, there would be maximum output. The use of six sigma could help the company to coordinate the events in such a way so that the production of the pizzas could be done rapidly. This helps the company to enhance the productivity of the processes and helps to fulfil the demands of the customers.

By linking with the second objective, it could be seen that the management strategies could help in enhancing the quality of the products of the company. It is observed that the use of the correct management strategy would help in reducing the waste materials in the production process. The reduction of wastes in the entire production process would help the company to do the process in a faster manner as there are no barriers in the full operations. The result would be that there would be a higher rate of pizza production, and through the management processes, there would be a complete optimisation of the entire operations. As a result, the quality of the products would be better.

By linking with the third objective, it is seen that management strategies are essential in pizza production. A current management strategy helps a company to manage the resources properly leading to better utilisation of the available units and making better quality products. The result is that with a better quality of products, there would be more consumers and this tends to enhance the sales of the business. The company could use the six sigma policy to manage the resources so that the firm could generate more products and helps in satisfying customer demands.

5.3 Recommendations

It could be recommended that choosing a management strategy help a company to enhance the production process. This would help the company to utilise the resources properly, and the result would be that better production could be created with minimum sources. The use of several management strategies as the six sigma helps the company to optimise the use of sources so that there are lower wastes. This would help the company to utilise the resources in a minimal amount, and that would help it to deliver better services to the consumers. The advantage of the management strategies supports the company to utilise the resources in a proper manner, and this helps it to remain productive in their business scenario. In addition, the research project should be done in a mixed research method so that the quantitative could be taken with it. The result of the surveys would help the researcher to get better results from a whole point of view.

5.4 Limitations

The limitations came in the form of fund allocation and resources, which becomes quite difficult to conduct the study properly. Due to an inadequate funding, it is quite impossible to conduct the research properly. The effect could be seen in the research method that had made the study entirely irrelevant to do, and that might affect the entire process. In addition, it is understood that the study had been done mainly on the thematic analysis choosing specific themes to do the research. The demerit of adopting this process is that the themes that had been chosen might not be relevant, and that might conduct the study in the wrong direction. There might be a lack of inconsistency in the data in the whole research work.

Choosing only the production managers cannot help evaluate the problems in the production system quite effectively because no manager is going to point out their

issues. Another disadvantage of choosing this method is that the researcher might not be able to evaluate the problems faced by the employees in their production systems. This might prevent the researcher from carrying out the research properly, and the study might not be capable of evaluating the exact results that were expected. It had been seen that the management strategies in the product managers might not match the same things mentioned in the books or journals.

5.5 Future scope

Apache pizza is one of the leading chains in Ireland, and that had been facing massive competition from players like Dominoes. This could be achieved if the product quality becomes better, and that could be enhanced by the management strategies of the managers working in the production department. This would help the company to improve the quality of the product, and this helps to enhance the positioning in the market. Due to this, the company could identify the problems in the production department, and the management strategies help the Apache in enhancing the quality of the pizzas.

It could improve the functioning of the company, and this helps it to achieve the business goals in the current environment. The advantage of it is that Apache would be able to enhance the sales of the products. There is a vast scope in this study as it helps the company to know the importance of the management strategies. The result of the management strategies helps the company to identify the sources properly, and this guides them to follow specific steps to enhance the productivity of the processes. The management techniques adopted by the company would be rectified and improved to strengthen the position of it in the market.

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