# Middle-East JOURNAL OF BUSINESS

*With a focus on Ethical and Sustainable Business*

## From the Editor - **What a Waste**



Coastline Roatan island - Honduras

**Facts**

Annually we dump 2.12 billion tons of waste each year. The recent cyclones in the central latitudes (Florence and Mangkhut) and their associated floods will be adding hard rubbish, poisons, faeces, plastic, chemicals and organic matter to the already grossly polluted oceans.

The stunning amount of waste that humans are befouling the planet with is partly because 99 percent of the non-organic items we buy are trashed within 6 months. The marketers of trash are just as much at fault as the consumers of course.

Roughly one third of the food produced in the world for human consumption every year, approximately 1.3 billion tonnes, is lost or wasted. Food losses and waste amounts to roughly US$ 680 billion in industrialized countries and US$ 310 billion in developing countries.

This food waste could easily feed those people who still go hungry in this world. Additionally the food waste represents a waste of the various resources needed to produce it. Coupled with that is deforestation and lack of biodiversity caused by turning forest and natural ecosystems into farms and plantations.

There are 2,000 active landfills in the US, and the average American throws out 4.4 pounds of trash a day. August 19, 2016

These are 10 countries that produce the most trash:

1. The United States
2. Russia
3. Japan
4. Germany
5. The United Kingdom
6. Mexico
7. France
8. Italy
9. Spain
10. Turkey

China is well on the way to becoming the highest however. China is estimated to produce an annual amount of over 220 million tons of municipal waste. Urbanization, population growth, and increasing affluence have all contributed to China's waste production. Cities in China are full of garbage, and city officials are having trouble managing this problem. According to the World Bank, China will produce approximately 533 million tons of waste by 2030.

**Air quality and waste you cannot see**

9 out of 10 people worldwide breathe polluted air.

WHO estimates that around 7 million people die every year from exposure to fine particles in polluted air that penetrate deep into the lungs and cardiovascular system, causing diseases including stroke, heart disease, lung cancer, chronic obstructive pulmonary diseases and respiratory infections, including pneumonia.

Ambient air pollution alone caused some 4.2 million deaths in 2016, while household air pollution from cooking with polluting fuels and technologies caused an estimated 3.8 million deaths in the same period.

The MESA region features highly in those top eight cities with poor air quality.

1. Zabol, Iran (primarily a meteorological phenomenon)

2. Gwalior, India.

3. Allahabad, India

4. Riyadh, Saudi Arabia

5. Al Jubail, Saudi Arabia

6. Patna, India

7. Raipur, India

8. Bamenda, Cameroon

In 1975, the National Academy of Sciences estimated that 14 billion pounds of garbage was being dumped into the ocean every year. That's more than 1.5 million pounds per hour.

Some countries and regions are doing well however. There is a 'joke' doing the rounds.

**Question:** What is considered the most serious crime in Scandinavian countries?

**Answer:** Not separating your recyclables

Sadly the entire global situation is not a joke.

Lesley Pocock
Chief Editor and Publisher

# Consumption of online food app services:
# An exploratory study among college students in Dubai

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# Abstract

There is an unprecedented increase in the consumption of online food ordering services using smart phone apps across the world. Most of the residents in the UAE own smartphones and there is a greater use of several android and iOS based application for accessing and utilizing several services. Several online apps are available for ordering food for home delivery in UAE. The purpose of this study is to explore the extent of use of online food apps among the expatriate college students in Dubai. A sample of 45 college students participated in a survey. The survey included questions such as how the consumers use online food ordering apps, their level of satisfaction in the use of online food ordering apps, how much they spend for the purchase, what type of food they order and for how many people they normally order food. The findings of the survey revealed several interesting findings which have important implications for the restaurants and online food ordering app businesses.

**Key words:** online food app services

## Introduction

In recent times, the use of online food ordering apps have greatly increased and have started spreading rapidly. Though the concept was started by a few apps in the beginning, now more and more food apps have started their operations across various geographical locations. The expansion of such apps has also shown a rigorous growth in the Middle East countries such as the United Arab Emirates. The expansion of such apps across so many countries often leads to the question as to how the services from these apps have affected the consumer's perception about dining in restaurants. Since these apps offer an enormous amount of services to a customer from ordering to payment of the food, how have these services led to a change in the consumer's perception about a restaurant? To answer such questions, this paper reports the findings of an exploratory study in Dubai to understand consumer behavior towards the use of online food app services. We also provide the overview of the services of major online food app services such as Zamato, Talabat and Uber Eats .

## Overview of online food app services

**Zomato**

Zomato is an online food ordering application that has gained immense popularity in a relatively short period of time. It was founded in 2008 by two Indian entrepreneurs Deepinder Goyal and Pankaj Chaddah. Zomato has provided numerous benefits to the customers who want to have the ease of ordering food through online medium and hence Zomato became a common name specifically with food lovers. Zomato makes the whole ordering process very easy for the customers.

Zomato helps the customers to discover the restaurants and eateries nearby to their location due to which the customers get ample number of options to choose from. Since Zomato provides the menu of the individual restaurants along with the reviews of the customers who have already visited the restaurants and the actual pictures of the food served, customers have the convenience to browse through all the elements of the restaurant online and order as per their convenience by looking at all the options available. In this way, Zomato helps the customers to make an informed choice (Varshney, 2017).

Zomato is not just restricted to making online orders but it also helps the customers in the reservation of table which is again a highly beneficial feature for the diners who would like to go out to the restaurant and dine there. In this way, Zomato makes the dining process smoother for the customers.

Zomato is always willing to reinvent so that it does not stagnate its position among the online food ordering portals. It keeps on adding features that attract the diners to their website and that the diners do find beneficial. Zomato started with a feature called Zomato Treats where the subscribers get to have a free dessert with every meal that they order online with the participating restaurants. Though this feature is made available only in India and UAE currently, Zomato Treats garnered to achieve 10,000 paid subscribers with the involvement of 2,500 partner restaurants in multiple cities only in a period of 4 months. Zomato Treats received positive feedback from the customers and it again managed to cross 21,500 subscriptions from the launch of Zomato Treats in a period of 4 months (Varshney, 2017).

Zomato offers a good number of benefits to the customers who become a paid member of the website. The benefits depend on the package that is bought by the individual customer but all paid members are entitled for some or other benefits which are as follows:

• Just like a Facebook page, the paid members get to have their own landing/customized profile page where the user can even add a cover photo that describes his/her food personality.

• You can show your Facebook feed, movement occurring on your Facebook fan page on the right hand side of the profile page to build client engagement.

• Paid members have an alternative to promote services of their restaurant on the right hand side of their Zomato account. The standard advertisement in the red shading stays all the time regardless of where the user scrolls which along these lines gets greatest attention.

• Paid members have a chance to track the points of interest of their calls steered through the Zomato framework. They can tune in and comprehend what sort of customer services are being given by their staff. The calls can be followed for quality purposes.

• Organizations can put a banner advertisement on Zomato in the event that they wish to. Generally, new organizations use this alternative to get noticed among target audience of customers. Established organizations likewise use this option to create more deals and offers.

**Uber Eats**

Uber Eats is an online food ordering app that was launched first in Los Angeles, USA in the year 2014. The company originally started as Uber Fresh and later changed its name to Uber Eats. Uber, which is a well-known ride sharing app based company decided to try their hand in delivering food as well because they believed it would be a good opportunity for them to diversify the brand into a different venture. Uber did not want to restrict itself in the terms of only mobilizing humans with its fleet of cabs but it also wanted to go ahead with the idea of mobilizing fresh food. Initially, Uber Eats started with delivering meals only during the lunch time but with time they decided to change it as an app that delivers fresh food both during lunch and dinner times. When a customer orders food through Uber Eats, a well-trained Uber driver will deliver the ordered food in special lunch bags which keeps the food items as either very hot or very cold depending upon the food item. The customers can conveniently track the progress of their order on their mobile screen (Carson, 2016).

Uber Eats introduced a special feature in the app which is called instant delivery option. Under this feature, the customers can order food through the app that would reach them within a time span of 10 minutes. However, this option was only available for lunch hours between 11am till 2pm during the weekdays. For incorporating this feature into the app, Uber had to make special arrangements with the partnered restaurants for the scheduled pick up at the restaurants before 11am (Alba, 2016). There's additionally a different driver base taking care of Uber Eats conveyances, which is not part of the group of normal Uber drivers who pick up individual customers in their cabs. Drivers can switch between modes openly, by signing into and out of the application (Alba, 2016).

In today's market dynamic, Uber Eats appreciates an upper hand that others don't have: Uber's driver (or biker in a few sections of Asia) network. Since it can use its current system of drivers to give conveyance, it can give conveyances from eateries that for the most part don't deliver, and can even give a superior client encounter by indicating precisely where the food is. Basically, due to Uber's foundation, Uber Eats can use that coordination's system to give quick and proficient conveyance benefit at a lower cost. Uber's image name and monetary record likewise give another preferred standpoint in promoting and giving rebate coupons to pull in more clients (Bae, 2018).

Uber Eats expanded in India by first setting up their base in Mumbai. Though the giants such as Zomato and another online food ordering app called Swiggy already made their mark in India, Uber Eats believed that such apps had created a

market that never existed earlier in India and for this reason Uber Eats found the opportunity perfect in India to popularize their app (Kashyap, 2017).

Uber Eats has started to expand in various countries worldwide after a successful run in all the countries where it began its operations in the initial phase. It has started expanding its operations in countries of the Middle East, Europe and Africa as Uber Eats is optimistic about the amount of profit generated in these countries. It is planning to start off its services in countries like Ireland, Egypt, Kenya, Ukraine, Romania and Czech Republic. Along with these cities, it is also planning to start its operations in around 40 cities in UK and 35 cities in France. Though the investment amount chosen for expansion has been kept confidential, it is believed to a very big investment. Along with focusing on the expansion plans, Uber Eats is also re-focusing on the markets that it is already covering as it wants to continuously upgrade its brand image. At the end of the year 2017, Uber Eats alone contributed to 10 % of the gross revenue of the company which amounted to be around 1.1$ billion in the fourth quarter of the company (Ram, 2018).

**Talabat**

Talabat is an online food ordering platform that enables clients to discover eateries in their general vicinity, channel by food, peruse menus and put in their requests with a choice of online installment or cash on delivery option. They offer their unique services through work areas and portable applications for iPhone, Android, iPad and Windows.

Talabat was established in 2004 by a gathering of youthful business visionaries who exploited the online sustenance requesting opportunity that existed in the Kuwait showcase. After 10 years, they turned into a pioneer in the online food ordering business in the GCC area. They are situated in Kuwait working crosswise over 7 nations: Kuwait, Kingdom of Saudi Arabia, United Arab Emirates, Oman, Bahrain, Qatar and Jordan. Their fundamental point is to wind up and remain the market pioneer in the MENA locale by expanding their administrations portfolio and giving best-in-class client encounter (Talabat, 2018).

Talabat makes it simpler for restaurants and clients to lead business easily with each other. The advantages of their online eatery conveyance organize incorporate the following benefits:

• Effectively scan for customers' most favorite restaurants by their preference of food from an extensive variety of restaurants available in the nearby locations of the customers.

• Refine customers search by cuisine preference, conveyance region, payment alternatives and other exciting offers.

• Ending the errors that exist because of telephone orders emerging from correspondence barriers.

• Customers can browse through food menus with proper finished pictures and depictions.

• It allows customers to benefit from different promotions and rebate offers from restaurants close to them.

• Customers can modify their request by scheduling the food delivery options for later time periods.

• Customers can modify their ingredients request about their food items.

• Customers can save different delivery locations in their Talabat account for a quicker checkout.

• It lets the customers rate and audit their experience with the website/app order.

• Customers can make a brisk request when they are hungry without signing in through the app.

• They offer 24/7 live chat support for any help that you may require with food ordering request (Talabat, 2018).

With so many advantages to offer, Talabat has managed to create a distinct competitive market in gulf regions including UAE. Hence, it is already giving stiff competition to the majority of the big food ordering apps such as Zomato and Uber Eats in Gulf countries.

By observing the case of the above food apps, it is clearly shown that all the 3 apps possess different services from each other. Each app is trying to attain a certain customer base and therefore the service blueprint for all of them will be different from each other. Each service app is trying to fill in the gaps by providing the best service and the most unique service so that they are not only able to meet customer's expectations but also exceed them. This is the reason that all apps try to add more and more features to the existing services so that customers feel delighted to use them and use the app as loyal customers.

## Methodology

The purpose of this study was to explore how the services from online food ordering apps such as Zomato, Talabat and Uber Eats influence the customer behavior in terms of ordering food from the app or choosing to dine in a restaurant. For this purpose, an anonymous questionnaire was designed to collect the data in the form of standard survey collection method. The total number of questionnaires circulated for this study were 50 in number, however only 45 participants responded to the questionnaire, therefore N=45. As per the demographics of the respondents, males (n=15) and females (n=30) were involved in this survey. All the respondents were college students as the research was carried out in a college campus in Dubai, UAE. Since, college students are known to frequently order food from the restaurants and eateries, they were preferred to be ideal participants for this survey. All the respondents were between the age group of 22-30 years old. The whole questionnaire was designed online on Survey Monkey website as it was easier to send the surveys online through the website and the participants could answer the questions at a convenient time.

All 45 students who participated in the survey were originally based in India and live in hostels. The questions were mostly multi-choice and concerned the online food ordering habits of the participants. A few questions were designed in a way to specifically ask that how the customer satisfaction has changed through the introduction of the numerous online food ordering apps and how the fine dining concept has changed in the restaurants after the use of such online food ordering apps.

## Results and Discussion

.The collected survey data was analyzed using percentage analysis method. The analysis was performed for all the questions included in the survey. The first six questions of the survey were answered by all 45 respondents and the rest of the six questions were answered by 28 respondents who used online food ordering apps. The analysis revealed several important findings which would be highly useful generally for the restaurants and specifically for the restaurants who use online food ordering apps channels. The findings would also provide a number of implications to the companies in online food ordering apps business.

**Responses of all respondents in the sample**

The preferred mode of restaurant use is presented in Table 1. Nearly 69% of respondents prefer to have home delivery options while the remaining 31% prefer to dine in. As most of the students in the sample are expatriate Indians and live in hostels, it would be a costly affair for them to travel to the restaurant to have food. When any restaurant offers the facility of free home delivery, their cost of transportation is saved. That would be the reason for the majority of respondents to prefer home delivery in place of a visit to the restaurants for dine-in.

**Table 1: Preferred mode of restaurant use**

| S.No | Prefers home delivery or dine in? | No. of respondents | Percentage |
|------|-----------------------------------|--------------------|------------|
| 1 | Visit to the Restaurant for dine-in | 14 | 31.11 |
| 2 | Home Delivery | 31 | 68.89 |

Table 2 shows use of online reviews to choose restaurants. Around 78% of respondents confessed that the choice for them to dine in a restaurant is affected by the positive or negative comments that the customers leave on the online ordering apps while 22% of respondents are indifferent to it. This finding implies that the restaurants now should take the online reviews very seriously. They should encourage their happy customers to write the reviews on their website or on online food ordering apps.

**Table 2: Effect of reviews for choosing the restaurant**

| S.No | Are you affected by the reviews online before deciding the restaurant? | No. of respondents | Percentage |
|------|--------------------------------------------------------------------------|--------------------|------------|
| 1 | Yes | 35 | 77.78 |
| 2 | No | 10 | 22.22 |

Whether the consumers use online food apps for their plans to visit dine-in restaurants is shown in Table 3. Around 71% of respondents answered that they usually prefer to see the menu and photos of the food served in a restaurant before they make a choice to dine in their preferred restaurant. This finding suggests that the presence in online food ordering apps helps in consumer's decision making process to provide additional information about the restaurant which would encourage the consumers to visit the restaurants for dine-in service.

**Table 3: Use of online food apps for visits to dine-in restaurant**

| S.No | Do you browse the menu and photos on apps before dining in a restaurant? | No. of respondents | Percentage |
|------|----------------------------------------------------------------------------|--------------------|------------|
| 1 | Yes | 32 | 71.11 |
| 2 | No | 13 | 28.89 |

The respondents were specifically asked whether the online food ordering apps decreased their visits to dine-in restaurants and their response is presented in Table 4. Interestingly, around 76% respondents confessed that their restaurant visits have decreased significantly because of the introduction of the online food ordering apps. This finding highlights the significance of online food apps in impacting the sales through dine-in service in restaurant. This finding has several important consequences in the restaurant business model, as it functions not only on the basis of quality of food but also location of the restaurant and quality of dine-in service and ambience of the restaurant. When online food apps have the consequences of reduced visits to the restaurant, the investments and operational costs involved in maintaining aspects of the restaurant business model other than the quality of food need not be emphasized.

**Table 4: Effect of online food apps on visits to dine-in restaurant**

| S.No | Have the online food ordering apps decreased your restaurant visits? | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Yes | 34 | 75.56 |
| 2 | No | 11 | 24.44 |

The mode of ordering food for having food at home is shown in Table 5. Out of 45 respondents, 20% opted for making direct calls to the restaurants and ordering food, 11% preferred placing order through websites and only 7% preferred direct walk-in option to the restaurants. The rest of the 62% of respondents preferred to order food using online food ordering apps. This finding shows the prevalence of the use of online food ordering apps among the students who live in hostels.

**Table 5:  Mode used for ordering food**

| S.No | How do you order your food for having food at home? | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Direct call to the restaurant | 9 | 20 |
| 2 | Direct walk in | 3 | 7 |
| 3 | Use of online portal | 5 | 11 |
| 4 | Mobile app | 28 | 62 |

Table 6 shows the word of mouth behavior of the respondents to online food apps. Around 58% of respondents have shown their intention to recommend the food ordering apps to their friends and family members. This finding shows the satisfaction and confidence among the users to vouch for the service of the online food ordering apps.

**Table 6: Recommend for online food apps**

| S.No | Do you recommend your friends/ family to use food ordering apps | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Yes | 26 | 57.78 |
| 2 | No | 19 | 42.22 |

**Responses of users of online food apps**

Table 7 presents the findings of the survey question related to a common brand of online food app that the respondents used. It was visible that 28 respondents preferred using online food apps to order their food out of which 71% alone used Zomato as their trusted online food ordering app with 18% respondents choosing Talabat and 11% respondents opting for Uber Eats. The finding highlights the popularity of Zomato among the college going students who live in hostels.

**Table 7: App used for ordering food**

| S.No | Which app do you generally use? | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Zomato | 20 | 71 |
| 2 | Uber Eats | 3 | 11 |
| 3 | Talabat | 5 | 18 |

Consumer behavior in terms of size of the order is presented in Table 8. Around 61% respondents mentioned that they end up paying between 51-100 AED while the remaining 39% paid between 10-50 AED. This finding shows that the order size among the respondents are limited which implies the online food ordering apps should identify ways and means to increase the size of the order.

**Table 8: Average amount spent in purchase through online food apps**

| S.No | Money spent on online ordered food | No. of respondents | Percentage |
|---|---|---|---|
| 1 | 10-50 AED | 11 | 39 |
| 2 | 51-100 AED | 17 | 61 |
| 3 | 101-200 AED | 0 | 0 |
| 4 | <200 AED | 0 | 0 |

Customer satisfaction towards online food apps is explained in Table 9. Out of 28 respondents using mobile apps for ordering food, 50% were highly satisfied, 21% were satisfied, 18% were neutral, 7% were dissatisfied and only 4% were highly dissatisfied. Broadly, it can be observed that around 71% of users of online food ordering apps are satisfied with the services.

**Table 9: Level of satisfaction using online food apps**

| S.No | How satisfied are you with food ordering apps? | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Highly Satisfied | 14 | 50 |
| 2 | Satisfied | 6 | 21 |
| 3 | Neutral | 5 | 18 |
| 4 | Dissatisfied | 2 | 7 |
| 5 | Highly Dissatisfied | 1 | 4 |

The findings for the question whether respondents use promotion on online food apps is shown in Table 10. Among the respondents who use online food ordering apps, in terms of using the promotions of online food order apps, around 54% respondents frequently use it but still a significant 46% respondents do not use any promotions of food apps.

**Table 10: Use of sales promotions on online food apps**

| S.No | Do you frequently use the promotions offered by online food apps | No. of respondents | Percentage |
|---|---|---|---|
| 1 | Yes | 15 | 53.57 |
| 2 | No | 13 | 46.43 |

**Situations when consumers use online food apps**

The findings of the questions related to situations when consumers use online food apps for ordering food in terms of number of people for whom the food is ordered and for which type of food is shown in Table 11A and Table 11B respectively.

Out of 28 respondents who use online food ordering apps, 57% answered that they ordered food for 3-4 people, 25% respondents ordered food for 2-3 people and 18% respondents ordered for themselves. This is an important finding that uncovers the situation for which the students who live in hostels use food ordering apps. Interestingly, they don't order food if they want to have food for more than 4 people. This finding suggests that when they want to order food for than 4 people, it would be like a party and thus suggests that they would go for dine-in restaurants.

**Table 11A: Size of the order – number of people**

| S.No | For how many people the food is ordered though app? | No. of respondents | Percentage |
|---|---|---|---|
| 1 | 1 | 5 | 18 |
| 2 | 2 to 3 | 7 | 25 |
| 3 | 3 to 4 | 16 | 57 |
| 4 | 4 plus | 0 | 0 |

Among the respondents who use online food ordering apps, 64% ordered food for dinner, 22% respondents ordered food for lunch, 7% respondents ordered food for snacks and 7% respondents ordered food for breakfast. This finding suggests that the respondents use food apps only in the evening for ordering dinner when they are relatively free in comparison to mornings and afternoons.

**Table 11B: Type of meals ordered through online food apps**

| S.No | Which meal do you typically order through online app? | No. of respondents | Percentage |
|------|------|------|------|
| 1 | Snacks | 2 | 7 |
| 2 | Breakfast | 2 | 7 |
| 3 | Lunch | 6 | 22 |
| 4 | Dinner | 18 | 64 |

## Conclusion

Upon analyzing the results that we received from the survey, it is very apt to state that more and more students have become influenced because of the online food ordering apps as in all the questions, the majority of the respondents showed a higher favorability for online food ordering apps. Students are more in favor of Zomato app than the other apps.

Seeing the results, it can be inferred that Uber Eats and Talabat are still lagging behind Zomato as Zomato has a first mover advantage in terms of the market in Dubai. Though Talabat has a good number of offers and discounts for its customers, the efforts in their marketing activities may be lacking due to which the students are still not able to rely on it heavily and neither have they started using it well. Since the majority of the respondents confirmed that the choice for them choosing to dine-in in restaurants are affected by the positive/negative feedback, it has now become extremely important for restaurants to improve on their service levels as one item of negative feedback can pull away even their loyal customers to the competitors. Due to the increased use of technology and smart phones, all apps are within the reach of customers at anytime and anywhere therefore customers can make their choice very quickly by browsing the menu and photographs of the food served in the restaurant.

Since few respondents still prefer to call a restaurant directly to place an order, it might suggest that few customers still do not find any relevance in ordering through the apps as a lot of customers might not want to have the trouble of setting multiple accounts for such app services. Most of the respondents spend between 51-100 AED which is a reasonable amount in terms of ordering food for a group of people. The above results suggest that the concept of dining in the restaurants has started shifting to more home delivery concept because of the services offered by the food apps.

Based on the research conducted, it can be observed that online food ordering apps are proving to be a major influencer for a customer ordering food. After the introduction of such apps, more and more customers have started relying on them for every single detail about the restaurant. Now, the customers make perceptions about a restaurant before even visiting the restaurant personally by simply looking at the reviews, photographs of the food and the restaurant and menu displayed on these apps. The negative reviews for any restaurant by the customers can be very destructive as customers try to consult an app before planning to order food or dining in that restaurant and in the case of seeing negative reviews, the customers would be quick to change their decision about trying the restaurant. Therefore, it is now imperative for the restaurants to understand the mechanism of these apps and how customers

base their decision on these apps. Since an increased number of customers are getting familiar with these apps, restaurants should also try to benefit by partnering with these apps for food promotions so it can be a win-win situation for both the restaurant and the app. Though various customer segments can be targeted through these apps they certainly work very well with the student customer segment as students are usually on the lookout for food promotions and other food deals along with price comparisons. Therefore, these apps provide them with a suitable platform to fulfill their demands.

In terms of features, all apps are a little different from others in terms of providing services and this characterizes the USP (unique selling point) of the apps. Hence, all apps try to be different with their service blueprints as they need to gain competitive advantage for maintaining customer base. The services offered by these apps need to be strategically planned as customers now have a wide range of choice to choose from, hence, it is difficult to maintain a customer loyalty. Therefore, all these apps should be also prepared for an intense competition among themselves and the yet to be released apps that can even offer better services to customers in the future.

## Limitations and Recommendations

Since the research is based on only a sample of 45 participants who are students, the results cannot be generalized for a large number of population living in Dubai. Also, the criteria for students while making choices about the food ordered from any app will be different to the criteria of families and other professionals working in Dubai. Therefore, the study should be conducted on a larger scale of participants to verify the results based in this study. Although, Zomato, Uber Eats and Talabat are the main food ordering apps available in the Dubai region, more apps such as Roundmenu, GuidePal, Evernote Food, FoodonClick, Foodspotting etc. are also present and further detailed studies using these apps should also be carried out so that it can be more visible as to how the services from these apps impact other customer segments that are not loyal to Zomato, Uber Eats or Talabat. Although 50 questionnaires were sent, 45 were received but since the questionnaire was sent through online medium, few recipients ignored answering the survey. For a broader spectrum of research, a greater number of participants could be involved to get a better idea of results.

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# Groups, Teams, and Leadership

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## Abstract

A team is a small number of people with complementary skills, who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.

Key words: group, team, leadership

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## Background

The word team is a convenient label for almost any collection of people who assemble together for whatever purpose or period of time and yet there is a vast difference between these groups and the world of a real team. Real teams have design features and characteristics that set them apart from groups. Katzenbach and Smith (1993) summed this up neatly with their definition of a team: A team is a small number of people with complementary skills, who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable

When Dumaine (1990) asked, "Who needs a boss?" in his Fortune article, he indicated that well designed teams may be the productivity breakthrough of the decade. This comment culminated in systematic interest in groups and their impact on productivity begun with the Hawthorne studies (Roethlisberger & Dickson, 1939). Since that time, through intuitive responses to experience and systematic collection of empirical data, groups played an important role in the study of organization behavior and performance. Throughout the last half of the 20th century, academicians extolled groups while practitioners used groups more widely than ever before (Brown, 2000). The 21st century began with an even wider use of groups and concern for teamwork.

An increasing body of literature distinguishes between groups and teams suggesting that teams are more effective than groups. Katzenbach and Smith (1993) provide a clear distinction between work groups and teams. A work group is a collection of people working in the same area or placed together to complete a task. The group's performance is the result of people coming together to share information, views and insights. The focus of groups is individual performance and actions within are geared toward it. All teams are groups, but teams are a special subset of groups. Teams require individual and mutual accountability whereas groups do not. It is helpful to identify the characteristics of teams and groups, noting which are common to both.

## Groups vs Teams

One common characteristic is accountability. Based on the definitions above, however, group members are concerned with and are measured by individual accountability. Team members hold themselves to be mutually accountable. Likewise, both groups and teams have a sense of shared purpose (Katzenbach & Smith, 1993). The group's purpose is essentially that of the organization while the team's purpose is jointly determined and planned with management (Zenger & Associates, 1994).

All groups have formal rules and norms. Leaders of work groups are most often managers based on hierarchical positions. Teams have a leadership role shared by team members (Katzenbach & Smith, 1993). Katz (1997) describes a high performing team as one that is empowered, self-directed, and cross-functional to have complementary skills. In addition, team members are committed to working together and achieving their agreed upon common goal. To accomplish this, they work collaboratively by respecting team members. Such high-powered teams result in on-going learning as team members collaboratively work on agreed upon problems. Moreover, these teams exude creativity in reaching their goals and producing their joint outputs. Teams performing at this level resemble communities of practice (Lesser & Storck, 2001; Stewart, 1996; Wenger, 1998). Teams have collective work products requiring joint contributions of members (Katzenbach & Smith, 1993) while typical work group members produce individual work outputs.

These characteristics suggest that groups are focused to accomplish imposed tasks under the strong management of a supervisor. Individual performance and evaluation is the basis for determining success. Thus, groups can be very useful and important to organizations as they can complete critical tasks. Teams are also important and can perform at higher levels than typical work groups. (Majchrzak & Wang, 1996; Mulvey, Veiga & Elsass, 1996.) This higher performance level is the result of a greater synergy resulting from collaboration and jointly produced outputs rather than a pooling of individual outputs (Katz, 1997). The more informal environment within which team members work, and which also allows for communities of practice to develop resulting in on-going learning and creative applications, enhances the vitality of teams.

Teams by their very nature can't be big therefore a real team has a definable membership, typically fewer than 12. Teams bring together complementary skills and experience that exceed those of any individual on the team. The different perspectives, knowledge, skills and strengths of each member are identified and used, by comparison most groups are extremely rigid, and members usually have assigned roles and tasks that don't change.

The actions of members are interdependent and coordinated. Members have a shared sense of unity and consciously identify with the team and each other. Individuals use "we" rather than "me."

## Respective Environments

Zenger and Associates (1994) suggest several differences in the environments of typical work groups and teams. In the typical work environment a manager determines and plans the work of his/her subordinates and the jobs (tasks) are narrowly defined, whereas in the team environment the manager collaborates with subordinates as peers and jointly establishes and plans the work. Thus, the skill set required is broader, providing for individual growth and development, often accomplished within the context of cross training and working directly with other team members. Moreover, this learning process is continuous and is part of the culture of the unit. Because joint accountability exists, people work together, rather than working individually on specific tasks as happens more traditionally. Rewards are based on individual performance in typical environments where the managers determine the best processes to be used. In team environments, however, rewards are based on both individual performance and the individual's contribution to the team's overall performance while all members are directly involved in continuous improvement.

## Team, Working Group or Neither

Jon R. Katzenbach and Douglas K. Smith in their 1993 book The Wisdom of Teams provide excellent, very usable distinctions among the kinds of groups currently operating in organizations.

### Working group

No significant incremental performance need or opportunity that would require it to become a team. The members interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform within his or her area of responsibility. There is no call for either a team approach or a mutual accountability requirement.

### Pseudo-team

This is a group for which there could be a significant, incremental performance need or opportunity, but it has not focused on collective performance and is not really trying to achieve it. It has no interest in shaping a common purpose or set of performance goals, even though it may call itself a team. Pseudo-teams are the weakest of all groups in terms of performance impact. In pseudo-teams, the sum of the whole is less than the potential of the individual parts. They almost always contribute less to company performance needs than working groups because their interactions detract from each member's individual performance without delivering any joint benefits.

### Potential team

There is a significant, incremental performance need, and it really is trying to improve its performance impact. Typically it requires more clarity about purpose, goals, or work products and more discipline in hammering out a common working approach. It has not yet established collective accountability.

### Real team.

This is a small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable. Real teams are a basic unit of performance. The

possible performance impact for the real team is significantly higher than the working group.

**High-performance team.**

This is a group that meets all the conditions of real teams and has members who are also deeply committed to one another's personal growth and success. That commitment usually transcends the team. The high performance team significantly outperforms all other like teams, and outperforms all reasonable expectations given its membership. It is a powerful possibility and an excellent model for all real and potential teams.

## Leadership theories

From Mahatma Gandhi to Winston Churchill to Martin Luther King, there are as many leadership styles as there are leaders. The search for the characteristics or traits of leaders has been ongoing for centuries. Leadership has been described as the "process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task". (Chemers, 1997). Interest in leadership increased during the early part of the twentieth century. Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill levels. Northouse (2007) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal while many different leadership theories have emerged; most can be classified as one of eight major types:

**Great Man Theories**

Great man theories assume that the capacity for leadership is inherent – that great leaders are born not made. These theories often portray great leaders as heroic, mythic and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

**Trait Theories**

Similar in some ways to "Great Man" theories, trait theories assume that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics shared by leaders. If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? This question is one of the difficulties in using trait theories to explain leadership.

**Contingency Theories**

Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation (Fielder, 1996).

Fiedler (1996) developed a contingency or situational theory of leadership. Fiedler postulates that three important situational dimensions are assumed to influence the leader's effectiveness. They are:

• Leader-member relations: the degree of confidence the subordinates have in the leader. It also includes the loyalty shown the leader and the leader's attractiveness.

• Task structure: the degree to which the followers' jobs are routine as contrasted with non routine.

• Position power: the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader's formal authority (based on ranking in the managerial hierarchy), and the support that the leader receives from supervisors and the overall organization.

**Situational Theories**

Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision-making.

**Behavioral Theories**

Behavioral theories of leadership are based upon the belief that great leaders are made, not born. Rooted in behaviorism, this leadership theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation.

**Participative Theories**

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

**Management Theories**

Management theories, also known as transactional theories, focus on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishment. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

## Relationship theories

Relationship theories, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.

According to Bass (1985,1990) transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in followers trusting the leader, performing behaviors that contribute to the achievement of organizational goals, and being motivated to perform at a high level. Transformational leaders:

• Increase subordinates' awareness of the importance of their tasks and the importance of performing well.

• Make subordinates aware of their needs for personal growth, development, and accomplishment.

• Motivate their subordinates to work for the good of the organization rather than exclusively for their own personal gain or benefit.

## Leadership and Organisations

Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation, or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain co-operation from others by means of persuasion or control over rewards. Power is a stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment. (Knowles & Saxberg, 1971)

A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority. (Bennis, 1989; Ogbonnia, 2007) defines an effective leader as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society. Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist. An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of his position. However, she or he must possess adequate personal attributes to match this authority, because authority is only potentially available to him/her. In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy, with commensurate authority. (Knowles & Saxberg, 1971)

## An Up-to-Date Understanding of Leadership

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982).

Within all of these theories, frameworks, and approaches to leadership, there's an underlying message that leaders need to have a variety of factors working in their favor. Effective leadership is not simply based on a set of attributes, behaviors, or influences. You must have a wide range of abilities and approaches that you can draw upon.

Having said this, however, there's one leadership style that is appropriate in very many corporate situations – that of transformational leadership. A leader using this style:

• Has integrity.

• Sets clear goals.

• Clearly communicates a vision.

• Sets a good example.

• Expects the best from the team.

• Encourages.

• Supports.

• Recognizes good work and people.

• Provides stimulating work.

• Helps people see beyond their self-interests and focus more on team interests and needs.

• Inspires.

In short, transformational leaders are exceptionally motivating, and they're trusted. When your team trusts you, and is really "fired up" by the way you lead, you can achieve great things!

Having said that Transformational Leadership suits very many circumstances in business, we need to remember that there may be situations where it's not the best style. This is why it's worth knowing about the other styles shown below so that you have a greater chance of finding the right combination for the situation you find yourself in.

## Cross-Functional Cooperation and the Project Manager

Most projects have long required a team that includes members of different functional groups or members with diverse backgrounds. The cultures of their departments and differentiated manner in viewing the world often combine to make it extremely difficult to achieve cross-functional cooperation. Because cross-functional teams can greatly facilitate the successful implementation of projects, it is critical to better understand the mechanisms and motivations by which members of different functional groups are willing to collaborate on projects. Research suggests that four antecedent constructs can be important in accomplishing cross-functional team effectiveness (Pinto, Pinto, and Prescott, 1993):

• Super ordinate goals. The need to create goals that are urgent and compelling, but whose accomplishment requires joint commitment and cannot be done by any individual department.

• Accessibility. Project team members from different functional departments cooperate when they perceive that other team members are accessible, either in person or over the telephone or e-mail system.

• Physical proximity. Project team members are more likely to cooperate when they are placed within physically proximate locations. For example, creating a project office or "war room" can enhance their willingness to cooperate.

• Formal rules and procedures. Project team members receive formal mandates or notification that their cooperation is required.

Cross-functional/multifunctional members of the project team can present a challenge for harmonious and enthusiastic teamwork, but able leadership can overcome the challenge (Rao, 2001). Cross-functional teams have been found particularly useful the greater the novelty or technical complexity of the project (Tidd & Bodley, 2002).

## Project Teams and the Project Manager

Organizations of the future are relying more and more on project teams for success. This movement implies that the team-building processes themselves may be a sub objective of the project (Bubshait & Farooq, 1999). One important discovery in team research in recent years has been the work of Gersick (1988; 1989), who investigated the manner in which groups evolve and adapt to each other and to the problem for which they were formed.

Her research suggests that the old heuristic of forming, storming, norming, performing, and adjourning (Tuckman, 1965) that has been used to guide group formation and development for decades does not stand close scrutiny when examined in natural settings. Rather, coining a term from the field of biology, punctuated equilibrium, she found that groups tend to derive their operating norms very quickly, working at a moderate pace until approximately the midpoint of the project, at which time a sense of urgency, pent-up frustrations, and a desire to re-address unacceptable group norms lead to an internal upheaval.

## Leadership and Team Building

Leadership, management and team building, while all closely allied, are sufficiently different in the project environment that they require special study. The old image of a powerful project personality with a burning vision of the future state rounding up the troops and charging off to Nirvana is hardly consistent with modern management thinking.

The concepts of how best to function while in charge of an organization or enterprise have steadily evolved over the last fifty years. According to Dilenschneider (1991) over the decades may be there has been a progression from administrative command to "team leadership, a change driven by an enlightened work force and need to be fiercely competitive. Several authors attempts to actually define leadership, they agreed that vision is a primary ingredient. After that it may be variously: passion, integrity, curiosity, daring, practical values, awareness, timing, objectivity, empowerment and motivation, articulation (Batten, 1989; Bennis, 1989; Dilenschneider, 1991).

In the interests of maximizing competitive productivity, the presumption is that those who are being led are being motivated to follow rather than coerced to do so. Interestingly by way of contrast, the European view on leadership is simply that whoever is at the head of the pack is a leader, regardless of whether the pack is motivated to follow voluntarily. Good managers do the things right whereas Good leadership does the right thing. Therefore, in the interests of effectiveness or efficiency, consensus will remain a vital tool for dealing with visionary and strategic issues, requiring more effort spent in gathering intelligence. However, an increasing number of performance issues will be determined by consent-style opinion voting within the team.

A number of the characteristics of a leader fall into a greater category that many of the leading executives of today refer to as Emotional Intelligence. Achieving this level of leadership will inspire those around them and lead their teams to great heights.

## Conclusion

Teams are flexible, performing different task and maintenance functions as required. Roles and tasks may change depending upon the expertise and experience most pertinent to the work being performed. Members share the common task and have clearly defined objectives for which members are individually and collectively accountable. A team has a sense of shared purpose with a clear understanding of what constitutes the team's mission.

While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. Good leaders often switch instinctively between styles, according to the people they lead and the work that needs to be done. Establish trust – that's the key to this process – and remember to balance the needs of the organization against the needs of your team.

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# Project Management, Motivation Theories and Process Management

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## Abstract

Project management best practices have been captured, explained and evangelized for more than 20 years. PMBOK is still the broadest and deepest reference of generally accepted best practices, arranged around key processes that are leveraged across market segments and departments. Project Management is the business process of creating a unique product, service or result. A project is a finite endeavor having specific start and completion dates undertaken to create a quantifiable deliverable. The Project Management Body of Knowledge (PMBOK®) is an internationally recognized standard (IEEE, ANSI) that deals with the application of knowledge, skills, tools, and techniques to meet project requirements. It is generally accepted as best practice within the project management discipline. The PMBOK Guide defines a Project Life Cycle, 5 Process Groups and 9 Knowledge areas of the project management profession. Confusion bounds in what are the differences and similarities between process management and project management. Project Management is the application of knowledge and expertise to the development of Project Plan, which meets or exceeds stakeholder requirements. Project is a unique endeavour with a beginning and an end undertaken to achieve a goal. The Project Management Institute's Body of knowledge (PMI, 2008) defines a project as, "A temporary endeavour undertaken to create a unique product, service, or result." Temporary means that every project has a definite beginning and a definite end date. Unique means that the product or service is different in some distinguishing way from similar products or services.

**Key words:** Project Management, Motivation Theories, Process Management

## Introduction

Project management best practices have been captured, explained and evangelized for more than 20 years. Many bodies of knowledge and frameworks (e.g., International Project Management Association [IPMA], 2006; Office of Government Commerce (OGC, 2007); Project Management Institute (PMI, 2008) support project management in practice. The most popular body of knowledge worldwide is that described in A guide to the project management body of knowledge (PMBOK Guide)—Fourth Edition (PMI, 2008). PMBOK is still the broadest and deepest reference of generally accepted best practices, arranged around key processes that are leveraged across market segments and departments.

## Overview of project management

Project Management is the business process of creating a unique product, service or result. A project is a finite endeavor having specific start and completion dates undertaken to create a quantifiable deliverable. Projects undergo progressive elaboration by developing in steps and predictable increments that are tied to benchmarks, milestones and completion dates. The primary challenge of project management is to achieve all of the goals of the project charter while adhering to three out of the four classic project constraints sometimes referred to as the "triple constraints". The four constraints are defined as scope, time, cost and quality..

## The Project Management Body of Knowledge (PMBOK)

The Project Management Body of Knowledge (PMBOK®) is an internationally recognized standard (IEEE, ANSI) that deals with the application of knowledge, skills, tools, and techniques to meet project requirements. It is generally accepted as best practice within the project management discipline.

The PMBOK Guide defines a Project Life Cycle, 5 Process Groups and 9 Knowledge areas of the project management profession. It provides the fundamentals of project management, irrespective of the type of project, be it construction, software, engineering, automotive etc (PMI, 2008).

## Origin of PMBOK

The Project Management Institute (PMI) was founded in 1969, initially to identify common management practices in projects across industries. The first edition of the PMBOK was published in 1987. It was the result of workshops initiated in the early 80s by the PMI. Later, a second version of the PMBOK was published (1996 and 2000), based on comments received from the members. The third version of the PMBOK Guide was published in 2004, with major improvements in the structure of the document, additions to processes, terms and domains of program and portfolio. The Fourth edition 2008 identified six constraints, instead of three (PMI, 2008).

## Knowledge Area

A project team operates in 9 knowledge areas (PMI, 2008) through a number of basic processes, summarized below:

**Project Integration Management.**

• Develop the Project Charter

• Scope Statement and Plan.

• Direct, Manage.

• Monitor and Control Project Change.

**Project Scope Management**

• Planning, Definition,

• Work Break-down Structure (WBS) Creation,

• Verification and Control.

**Project time management**

• Definition, Sequencing

• Resource and Duration Estimating,

• Schedule Development and Schedule Control.

**Project cost management**

• Resource Planning,

• Cost Estimating,

• Budgeting and Control.

**Project Quality management**

• Quality Planning,

• Quality Assurance and Quality Control.

**Project Human Resources management**

• HR Planning,

• Hiring, Developing and

• Managing Project Team.

**Project Communications management**

• Communications Planning,

• Information Distribution,

• Performance Reporting,

• Managing Stakeholders.

**Project Risks management**

• Risk Planning and Identification,

• Risk Analysis (Qualitative and Quantitative),

• Risk Response (Action) Planning and

• Risk Monitoring and Control.

**Project Procurement management**

• Acquisition and Contracting Plan,

• Sellers Responses and Selection,

• Contract Administration and Contract Closure.

## PMBOK Process

A Project is accomplished through the integration of the project management processes. For each process, activity, or practice, a description of input, tools and technique and output (deliverables) is available (PMI, 2008).

**Initiating** - Setting up the project for success by identifying the right team and scope, as well as determining the relationship between the project and its alignment with the organization's overall charter.

**Planning** – Developing the relevant resources, timelines and milestones, and mapping project delivery to business priorities (i.e. risk management, communications, quality, cost/budgeting, duration and sequencing, external dependencies).

**Executing** – Assigning the project team and distributing information to ensure the proper activities are undertaken. This process also includes ensuring quality assurance methods are in place to address change management, organizational updates, possible changes to the plan, etc. the main elements are:

**Controlling and Monitoring** – Ensuring the resulting product maps back to the original plan, and risk from uncontrolled external actions is mitigated.

**Closing** – Making sure you have delivered everything expected of the project. Once you close, you need to review the project vis-à-vis the plan and likewise ensure contract closure.

The Project Manager is responsible for the project objectives to deliver the final product that has been defined, within the constraints of project scope, time, cost and required quality.

## PMBOK Success and Failures

T. Williams (2005) criticizes the use of project management bodies of knowledge, which he finds inappropriate for complex, uncertain, and time-limited projects. However, most scholars believe that implementing a body of knowledge increases the chance of project success. However, some criticism related to the PMBOK Guide included lack of covered scope of the nine knowledge Areas, missing issues (e.g., technology and design), environmental issues, and business and commercial issues (Morris, 2001).

PMI provides the top ten changes to the PMI Project Management Body of Knowledge (PMBOK®) for the fourth edition and number nine of the top ten changes is changing the triple constraint to six constraints. The three new additional constraints

are quality, resources and risk. The new constraints may be considered as subsets or aspects of the original three. If you add an additional three, why not more? What about issues? What about customer perception, political ramifications etc. ?

As Voltaire stated "*The perfect is the enemy of the good.*" The PMBOK is always changing things… hoping to make it better… when in fact they seem to have added complexity with little or no additional value. The real challenge in project management is not identifying the common sense things to do, but having the individual or organizational discipline to do the common sense thing. It is worth noting that most of humankind's greatest project management achievements happened before the PMBOK® existed. The principles of successful project management are timeless and if you know them and use them you will be successful regardless of whether the PMBOK® chooses to include it or what the PMBOK® chooses to call it.

## The Misinterpretations of PMBOK

Unfortunately, most project managers often have limited time to perform all that is required by the PMBOK Guide. Therefore, project managers may choose to perform only those processes that they are most familiar with or that are easier to perform. In doing so, they may give lower priority to knowledge Areas that have higher impact on project success. PMBOK is not a project management methodology. That is it tells you how to manage a project. It is a guide to some good practices that should be found in your project management method.

## Process Management vs Project Management

Confusion bounds in what are the differences and similarities between process management and project management.

Project Management is the application of knowledge and expertise to the development of Project Plan, which meets or exceeds stakeholder requirements. Project is a unique endeavour with a beginning and an end undertaken to achieve a goal. The Project Management Institute's Body of knowledge (PMI, 2008) defines a project as, "A temporary endeavour undertaken to create a unique product, service, or result." Temporary means that every project has a definite beginning and a definite end date. Unique means that the product or service is different in some distinguishing way from similar products or services. By examining this definition we understand that projects are:

o Time-bound and have a customer.

o Have clear beginning and end states. These can be as short as half a day or be as long as a number of years. Longer projects are often broken down into phases or stages, each one becoming a project unto itself.

o Follow a specific cycle of initiation, Definition, Planning, Execution and Close process is a repetitive collection of interrelated tasks aimed at achieving a certain goal.

By examining this definition we understand that processes are:

• On-going with no clearly defined beginning and end states.

• Customer driven.

• Repeatable.

The key difference between project and process lies in the word "temporary". A project is usually a one-time undertaking. Whenever the pattern of activities is repetitive, and the number of resulting products/services is considerably large, it is likely to be a process. The second main difference is that process has, by definition, to contribute to the creation of customer value. It is always end-to-end. Note, however, that precise delineation is subject to scope and degree of resolution. Each project certainly includes processes whereas the implementation of a new business processes may be seen as a project in itself. Projects don't substitute processes and project management does not replace process management (Söderlund 2004).

Process management has emphasis on increasing "repeatability" of the tasks, efficiency (decreasing time needed, reducing cost), increasing quality (including consistency in quality). Whereas project management has emphasis on getting the thing done, achieving the end result. Higher efficiency is harder to achieve since it might require custom tools and methods that can only be developed if the project was turned into a repetitive process.

In addition projects can be about process management if one of the goals of the project is to introduce business change. If you're going to change the way you do something, then, by definition, you will affect the processes. So part of the project's outputs will be to analyse the relevant processes and change/improve them accordingly. But that's a one-off activity, and after the end of the project the business activity still needs to be managed, so process management (review and improvement) should continue also. So basically process management is about how things are done and can be part of a project or outside of it, and should be continual; whilst project management is about making changes happen and is finite in scope ( Söderlund 2004).

## Motivation Theory and how it Works

The key management theories about motivation is well known to people who are involved with management . Motivation is extremely important in any business, as employees tend to work better and more efficiently if they are highly motivated. Motivation in projects is essential as it will help a team to work harder and so the final outcome of the project will be of higher quality, and it will be finished by the specified date that was given at the beginning of the project.

Mullins (2005) suggested that people "developed a perception of the degree of probability that the choice of a particular action will actually lead to a desired outcome". Taylor (1947) believed that motivating a workforce would be more effective if the individual's economic needs are satisfied through the use of money and incentives. This is backed up by a survey done by Andrew, Hayes and Hudson (1996).

Maslow's Hierarchy of Needs is also often referred to. This theory proposes that people need to meet lower level goals such as the need for food, shelter and security before they are motivated by higher level goals such as the need for achievement and social acceptance (Maslow, 1943). The order in which theses needs are placed can be different for different people; it depends on the situation and the person, so it has no fixed order. Not only can it be different for different people but they can also be different for different cultures. Also as Whatmore

(2003) says, Maslow's theory "isn't going to help very much with the practical problem of motivating someone who's not performing very well". This is because there are some problems with Maslow's Hierarchy of Needs as you have to take into account people's private and social life.

Maslow's theory of the hierarchy of needs states that the lowest level needs must generally be satisfied before the next level of need will emerge. If all the needs are unsatisfied, the lowest level need will typically provide the greatest motivation, while the desire to satisfy the higher level needs is diminished. Once a low level need is satisfied, the next level of need emerges as the subsequent goal to attain. If the lower need again emerges, the higher needs become weaker motivators.

Another motivation theory that is well known and used in the working environment is Herzberg's Two Factor Theory (1959). One of the factors is known as the hygiene factors and if they are absent then they cause dissatisfaction. The other set of factors are the motivators and these are related to job content and work itself (Mullins 2005). The hygiene factors are closely related to Maslow's lower levels on the hierarchy and the motivators are to the higher levels. In order for workers to be motivated the project manager must focus on the motivators. But this doesn't mean that the hygiene factors are not important, as they are as important as the motivators, but for different reasons. The hygiene factors are used to avoid unpleasantness in the working environment, whereas the motivators are related to what the workforce are allowed to do.

According to Herzberg, the factors leading to job satisfaction are "separate and distinct from those that lead to job dissatisfaction." Therefore, if you set about eliminating dissatisfying job factors you may create peace, but not necessarily enhance performance. This placates your workforce instead of actually motivating them to improve performance.

The characteristics associated with job dissatisfaction are called hygiene factors. When these have been adequate, people will not be dissatisfied nor will they be satisfied. If you want to motivate your team, you then have to focus on satisfaction factors like achievement, recognition, and responsibility.

To apply Herzberg's theory, you need to adopt a two stage process to motivate people. Firstly, you need to eliminate the dissatisfactions they're experiencing and, secondly, you need to help them find satisfaction.

Herzberg's theory bears considerable similarity to Maslow's hierarchy of needs. Herzberg noted that the higher level of needs, the growth needs, are the only true motivators. The content factors tend to motivate by their presence while the context or hygiene factors dissatisfy individuals when they are deficient, i.e., dissatisfiers are deficit needs. For example, poor working conditions are commonly named as the source of dissatisfaction, but good physical working conditions are rarely named as being the source of worker satisfaction.

If a firm is to motivate its workers, it must be cognizant of the fact that the lack of dissatisfiers does not create satisfaction. Workers may be very dissatisfied if fringe benefits are lacking, but they are rarely the source of great satisfaction.

Another way of considering satisfaction and dissatisfaction is to consider the difference between job enrichment and job enlargement. A worker that is asked to do a more challenging task (job enrichment or vertical loading) will probably be more satisfied than will a worker who is simply expected to do an increased amount of the same work (job enlargement or horizontal loading) that has been performed in the past. Management must simply realize that hygiene factors and motivators are different and that both must be addressed.

## Role of Motivational Theories in Management

As a manager, it is important to understand the level of needs that others have. This is at the root of developing effective incentive programs and in maximizing productivity. The manager needs to make sure that everyone's physiological needs are met, so that they are in a pleasant working environment, the pay is good and that they have a suitable canteen with adequate food. For safety needs, managers would have to make sure that they have a safe working environment and conditions for the employees and job security. By having a unified work group and friendly supervision, the social aspect of an individual's needs can be met. An individual's esteem can be met by having a job title, by having a high status job, social recognition, and positive feedback from the job itself. By giving an employee a challenging job, or giving them an opportunity for creating and advancement in the organization would fulfill their self-actualization needs. This is going to be very hard to meet all of these targets especially some of the needs higher up the hierarchy, so managers need to be able to focus on the lower needs, like the social, physiological and safety needs. As these are the base needs they are the easiest to accomplish, so it's an easy way to get the team motivated, but then again these needs are also easy to have a change of opinion about, so one minute they are important but as soon as you have it, it does not become so important, so you would want to go for some higher needs.

From looking at the different theories of how to motivate a workforce, it can be said that there is not one theory that is correct or one theory that will work well in a project situation. It is more a mixture of theories put together which will get the best out of the workforce. The main idea that kept on coming up was that there would be some type of reward for the workforce, whether it is a financial or non-financial one. It is more likely that the non-financial benefits will greatly motivate the workforce than the financial benefit. Chapman (2001) states that there are three things that are required to motivate a workforce, these being, task ownership, tools and training, and positive feedback. So in order to help motivate a workforce there needs to be a clear definition of what they are supposed to be doing, they are to have the right equipment and training in order to fulfill the task and they are to get feedback and praise from the manager. This also relates to the higher levels of Maslow's Hierarchy and Herzberg's motivators.

## Conclusion

It is critical for a project manager to understand what the stakeholders consider as a successful project .In order to avoid any surprises at the end of the project, there is an urgent need to identify the different perspectives of what success means before the project goes live.

It is also vital to remember that success criteria are the standards by which a project will be judged, while success factors are the facts that shape the result of projects. Success criteria have changed considerably through time and moved from the classic iron triangle's view of time, cost and quality to a broader framework which include benefits for the organization and user satisfaction (Kerzner, 2001). A common factor mentioned by many authors is senior management support for the project and it is recognized as one of the most important factors of all. In conclusion, early definition of success criteria can ensure an undisputed view of how the project will be judged and early detection of success factors will guarantee a safe path to deliver success.

A poorly motivated team has been known to unravel even the best project plan. A good project manager needs to know how to harness the initial excitement that comes with starting a project and use it to maintain motivation – leading to success throughout the project's lifecycle.

The relationship between motivation and job satisfaction is not overly complex. The problem is that many employers look at the hygiene factors as ways to motivate when in fact, beyond the very short term, they do very little to motivate. Perhaps managers like to use this approach because they think people are more financially motivated than, perhaps, they are, or perhaps it just takes less management effort to raise wages than it does to reevaluate company policy, and redesign jobs for maximum satisfaction.

When you're seeking to motivate people, firstly get rid of the things that are annoying them about the company and the workplace. Make sure they're treated fairly, and with respect. Once you've done this, look for ways in which you can help people grow within their jobs, give them opportunities for achievement, and praise that achievement wherever you find it.

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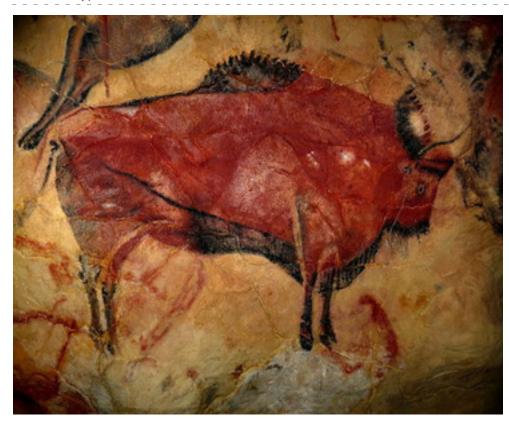
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# Unethical business

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Cave painting from Altamira - a Paleolithic cave located in Santillana del Mar (Cantabria region), in the north of Spain, which was declared a World Heritage Site by the UNESCO in 1985. The cave was inhabited for millennia and, so it contains remains of the daily activities of the population. Most of the paintings and engravings of Altamira, ranging from animals to hands, are located in the polychrome room. The oldest paintings are located on the right of the roof and they include horses, positive and negative images of hands, and a series of dots; mostly drawn by using charcoal..

Paintings have been interpreted as depicting stone age man's respect and reverence for the natural world on which humans relied for survival.

# Abstract

Argumentative essay on the causes of unethical business, extinction, genocide, destruction of the biosphere and global warming as a result of gross flaws in humankind which need to be overcome for the viability of the human species as well as the viability of all life on planet earth.

## Background

In the stone age when there were only small populations of humans, and when animal species roamed the earth in huge numbers, like the other animals, there was justification for human hunting and gathering of the food stuffs and tools needed for survival. Even then, as evidenced by cave paintings around the world, there was respect and regard for those creatures, plant and animal, that sustained our lives and the lives of the hunted. I even suggest that humans were likely far more aware and intelligent as regards the viability of such species and the connection to their own lives. There was also no economy or property and land ownership for them to covet. Certainly they did not have Facebook and Twitter , Google and Wikipedia to tell them what to think and do - they had to work it out for themselves and start the great repository of human knowledge. Certainly they would have learned not to hunt pregnant females in order for them to raise the next seasons' game.

Now, when we are meant to have progressed in intelligence, we seem to have turned into total savages in regards to treatment of other life forms on the planet, as well as our own fellows. Too many ignorant humans consider the animals, loved

and respected by many of us, and therefore semi protected, are a free ticket for the ignorant and ignoble to make personal wealth from them and their slaughter to the point of not only causing species to become extinct but to the inevitability of destruction of all the vital ecosystems that sustain all life.

Some of us are eternally tormented by the assumption of some humans that every creature on this planet is there for them to kill and exploit; that the lives of other creatures have no value other than what value they can provide to humans and that other creatures have no right to a peaceful life for themselves. Who told the human species that they were entitled to kill, torture, destroy and make extinct everything on the planet in the name of personal riches? While other species disappear, humans are now in plague proportions and in their lifetimes taking far more than they ever give back. They destroy the lives of other humans as well - the weaker, kinder and less aggressive ones, like women and children. Indeed this malevolence seems to be the culture of the rich, though more likely it is the savages and uncaring in our midst who become rich due to their twisted mentality. Just look at the leaders of the countries of this world.

Those few humans who still need to survive from hunting and gathering, like our Stone Age counterparts, respect these food resources and are aware that their own ongoing viability is totally connected to the ongoing viability of these resources.

Humans too often seem to think that all that flies in the air, swims in the sea or walks on the land is for them to kill, eat and exploit and consequently the wild creatures that we do not eat are still killed for "sport" – for the pleasure that some humans get from killing something defenceless and unarmed. The more endangered the animal victim is, the bigger the thrill of killing one while you still can. It is not that these humans are hungry or that the world has any need for products made from endangered animals; the opposite is true in both regards.

We greatly need all members of the ecosystems to keep ecological balance or rats may end up being the only meat choice on the menu, the rat being the great animal by-product of human civilisation's choices. Wild animals are not something humans have manufactured, or nurtured or used their intellect to create. It is just evil exploitation – akin to sexual slavery of women and children.

## Threatened and endangered species

**Whales**



After centuries of whaling these magnificent and gentle creatures were greatly endangered after being hunted to near extinction due to human lust for their oil content. Due to protection by some countries and the International Whaling Commission, some species of whales have started to restore their numbers. This has not stopped citizens of several countries trying to reinstate these practises or just ignoring the Commission and the consensus of the world community. In Iceland whaling of endangered blue fin whales is conducted by a millionaire, wanting to make even more money for himself. The following photo shows just one of 125 endangered fin whales Icelandic millionaire Kristjan Loftsson killed this year. Loftsson is the last man on the planet still slaughtering these gentle giants for profit, often while they're pregnant, when he has no ownership rights to them at all.

It is reported that on being advised his whaling and slaughtering activities were harming Icelandic tourism which is based on people wanting to see the pristine wilderness and living whales – he reportedly said – Let them look the other way.

Sadly this reflects the behaviour of too many humans who always choose to look away rather then doing something decent, especially the rich, powerful and ignorant who to this day are happy to conduct cruel and destructive processes, such as wars that kill the humans species, and who think they can kill anyone or anything in this world for personal wealth and power. These brutal misanthropes know they are destroying civilisations and an entire planet - they just don't care. Sadly that is the case of far too many humans and the rest of us have to live among them. No wonder there is an epidemic of depression in the world, though probably just among the good and sane people.

The endangered Blue Fin whale was shot with an exploding harpoon, then the foetus hacked out of her, and trashed.

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It is not just these anachronistic whalers. Destructive fishing practices by super trawlers that will scrape up anything out of the depths and breadth of the oceans, are causing death of species; those to be marketed (even though the fish of the oceans of the world were never their fish to own and market in the first place) and those other sea creatures netted because they were 'in their way'. They are also destroying ocean floors, habitats and ecosystems. Long line fishing also destroys incidental life forms like the beautiful, wandering albatross. They mate for life, and it seems it is mainly the female albatrosses that are being killed as they have different hunting techniques to males; but the danger of losing these noble and dignified creatures does not cross the minds or excite the sense of the human exploiters. They just rip their endless dead bodies off their long lines of hooks and rebait the hooks for something they can sell.

Couple this with the omnipresent dumping of poisons and chemicals and trash into the ocean by other parties and there will soon be no edible fish left. The destruction of biodiversity and food resources destroys humanity as well, but in our case we only have our own aggressive and cowardly behaviour to blame.

Then we have 'factory farms' where domestic animals which are human foodstuff are no longer let live out their short lives in any form of the pleasure of natural existence but are kept without sunlight and fresh air and wind and sky and grass in cramped concrete enclosures. i.e. they miss being born to live and learn alongside their mothers, to spend their young lives roaming in meadows, or wallowing in mud, or scratching

through the undergrowth. They are now born and live encaged their entire lives and usually in cramped torturous conditions so they 'don't harm their meat', or any other human resource they represent . The battery hen spends its life in a small cage in which it cannot even spread its wings, see the sunlight, or scratch in the dirt.

Puppy farms encage female dogs on a never ending breeding cycle, where they are constantly inseminated, and give birth endlessly until their poor bodies and minds are destroyed.

Ducks and geese are force fed certain foods to give them fatty liver (disease) so they can be better made into pate.

And it is not just animals and birds now seen as resources, humans (especially small defenceless ones like children) and non meat-producing mammals are also marketable for the various non-necessary commodities they can be turned into.

It is about time we openly acknowledged this about the human condition and put in strong measures to minimise the harm some of our kind endlessly cause. Amazingly none of these exploiters are in jail.

Those who think this is just the 'march of progress' should open their eyes to reality. It is an endless battle to try and retake any moral ground.

Safari tours/hunting paraphernalia/killing and torturing endangered animals as a pleasurable human pursuit

**The big cats**

No words are necessary to caption this recent image except to ask what sort of society bred this thing, pictured left, smiling and dressed in her fashionable camouflage gear, having shot a noble and endangered animal and then uploaded the photo to boast about her slaughtering of it, to her own kind, on social media.

**Rhinoceros**

Some environmentalists cheered when Viagra came onto the market, as they thought it may see the end of witch doctors and fraudsters grinding up endangered animals' horns to sell as "potency" drugs to silly men, but sadly the rhinoceros horn is still seen by some to have magic properties even in this century and rhinoceroses are even more endangered than the elephants; the white rhinoceroses' numbers are now down to single digits.

## Elephants



There are very few elephants left in the world and those that are, are in constant danger of being killed – not for food or habitat, but because their tusks can be used to make useless little ornaments favoured by the rich and vacuous. Recently carcasses of about 90 elephants were found in Botswana – their tusks hacked out.

Decent people have worked hard to save elephants, including donating to research to identify sources of ivory, sold. The simple way to save elephants from total extinction would be for humans to stop buying ivory products but it seems not all humans have sufficiently progressed despite such horrors as these photos



Which are the civilised creatures on this planet? Animals themselves only kill for territory and food or fear of being killed. The killing for sport has to be the most abominable outcome of wealthy human societies. Of course some terrorist groups do the same to other humans under pretexts of nationalism or religion, when the root cause really lays in barbarism.

Extinction is now one of the great moral indicators of our time along with genocide – another form of extinction perpetrated by men on men. Meanwhile national leaders are planning their neo-colonialism and world economic supremacy games as well as their war games and military exercises – to threaten the lives and livelihoods of others worldwide. They are building at great expense their ridiculous planet destroying atomic weapons and other weapons of mass destruction AND at the same time expecting to be admired by their own citizens and international peers and fellow miscreants when the enemy of all people is on our doorsteps, lurking silently. What is wrong with these people? What is wrong with us? How can such evil and stupidity be tolerated? Or are the good just not brave or equipped enough in the face of such merciless, and obscene behaviour.

Human victims of man also abound. 45.8 million people were slaves in 2016; 33 per cent of our slaves are children; 49 per cent (nearly half) of our slaves are women. This means only18% of global slaves are men. The historical view of slavery was men in chains, forced into hard labour. Now it is women and children in rape houses or domestic or industrial servitude. The world's most cruel, dirty and toxic work is now the domain of female and child slaves. (The Business of Slavery, MEJB July 2016, Volume 11, Issue 3).

Unethical business destroys the habitats of all other creatures, including human, through dirty, destructive, polluting 'industry' in the pursuit of personal wealth. Leaving the topic of evil to the sociologists and religions, and just dealing in total stupidity, ignorance and malevolence, the attitudes of these miscreants have already killed numerous species. Data reveals a rate of 100 to 1,000 species lost per million per year, mostly due to human-caused habitat destruction and climate change (National Geographic). The air is being poisoned and befouled for all humans, but especially the poor who are forced to live in slums in big cites as they literally have nowhere else to go.

Air pollution levels are dangerously high in many parts of the world. Data from the World Health Organization (WHO) shows that 9 out of 10 people breathe air containing high levels of pollutants. Updated estimations reveal an alarming death toll of 7 million people every year caused by ambient (outdoor) and household air pollution. Over 3 billion people, most of them women and children, are still breathing deadly smoke every day from using polluting stoves and fuels in their homes.

Organised crime now operates at national (dictatorship and democratic) government levels and aids and abets the destroyers through either direct complicity or fear or favour.

Internet based scams and fraud are prolific, usually robbing the unsophisticated and elderly who have few monetary resources and protections. Technology has given criminal elements, corrupt business and dictatorial governments the means to spread their net of lies, frauds and scams to most people on the planet. It has become the plague of modern society. Governments have often gone along with the giant technological companies which are now even used to aid and abet aggressors in wars and spread wartime propaganda. Organised crime has robbed us of the very advantages the technological age has brought us.

There are so many unethical businesses in today's society it would take a book to cover all. Once market forces and supply and demand tended to either eliminate or quickly destroy corrupt businesses but now Organised Crime has infiltrated the top political levels.

I follow with a list of unethical business as many of our great leaders don't seem to be able to distinguish between right and wrong. Industries that are morally bankrupt and should be avoided by all include:

Tobacco industry (big business) Deforestation (big business) fossil fuels (big businesses) whaling and over fishing (big business) safari tours (if you cut off the animals' heads and attach them to pieces of wood and hang them in houses it is a commercial commodity to some apparently); prostitution, pornography, child sexual exploitation. sexual slavery and rape (very big business these days) offshore drilling, onshore drilling, drug trafficking, arms supplies and wars for economic gain (huge business) fossil fuels (coal fired power - we have plenty of sun, wind and thermal activity on our now overheated planet BUT humans have yet to devise a means of owning wind, sun and water – hence all the hysteria in some quarters about moving to renewable energy) lead in petrol, duck shooting, items that use vital resources (to make trinkets) and so many more.

Either we have myopic world leaders, they are cowards, they are ruling under fear or favour, they are corrupt or they are stupid. There are no other categories.

A simple rule is if business destroys lives, animal or human or plant, or leaves unsafe by-products it should not be occurring.

## Global warming - the bigger picture

Global warming affects every single creature on the planet, plant and animal. It is caused by man as a result of greedy and destructive practices. The IPCC and the world's scientists have created several global warming scenarios, projections based on human behaviours. In their best case scenario the world population growth slows, economies shift priorities, and the world unites to battle environmental issues. (IPCC)

We are collectively facing a catastrophe but most humans are choosing to ignore it. The forests and all they provide home to, are rapidly disappearing. Thousands of species go extinct each year. Pollution floats around the oceans and poisons the air. Natural resources are being depleted. Populations grow in places that cannot sustain them. We humans seem to have a problem facing the result of our behaviours and we deny the undeniable.

Every one of these issues affecting life on earth is capable of being addressed and solved. They just take a bit of work and sorry, money, directed toward the problem. Part of the problem is because we have greedy, despotic and ineffective governments too afraid of losing their power by speaking the truth. I think they underestimate people. Most people have nothing but contempt for their useless and self serving governments. Rather such governments ensure we fill our time fighting each other, not the man made problems facing us collectively. Of course starting a war tends to keep people occupied trying to survive so there is less time for focus on poor and corrupt leadership.

And of course it is not just the fault of the powerful and corrupt. How can we all have got everything so wrong? How can we have been so stupid and so cowardly to have the world's bullies and thieves in charge? Okay so they murder and torture those who try to stand in their way – but if they didn't sway their fellow corrupt and their cowardly lackeys they could not exist on their own.

We accept the science when it comes to things we like – technology, electronics, manufacturing, food chemistry etc but are happy to be idiots when it comes to things that may curb our trivial pursuits.

The recent cyclones have just dumped thousands of tons of more waste and debris into the ocean. For many years now in some Asian countries you cannot see where the sea ends and the land begins as they are covered in huge heaps of waste. Covering more than 70 percent of our planet, oceans are the earth's most valuable natural resources. They govern the weather, clean the air, help feed the world, and provide a living for millions. They also are home to most of the life on earth. The nature of water is that all streams and rivers eventually flow into the ocean. Many rivers around the world have been dead for many decades and every second of every day spill their poisons and debris into the seas.
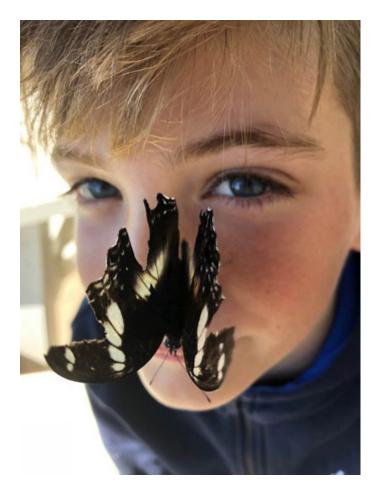
The land is depleted, destroyed, polluted over-farmed, lacking in diversity. People are in plague proportions and as with all plagues they eventually die out due to destroying their environment and depleting their food resources.

It seems decency, responsibility and intelligence remain 'so last year', 'so old school' – but in truth it has been in short supply since the realities we bravely faced in the stone age.

Instead of being afraid of change, and afraid of missing out on something, if we wake up to ourselves and attain some values we will find that life improves when we are no longer thinking about ourselves all the time - and not just environmentally. We will learn things like peace of mind, justified self pride and dignity and true value and so much more.

The world would be fairer, no child would die unnecessarily from disease or hunger.

Actually working together for a common benefit (survival), for the first time in the history of humankind, could actually help to bring peace on earth – you never know!

What we are living through here is a horror story, a nightmare. We all know what needs to be done at the top level. Some countries do have enlightened policy and good practices but their efforts alone won't sort the problem.  It is one of proper national and global leadership and proper societal education. Everyone has learned to drive on the correct side of the road to avoid accidents, it should be as simple as that. All that is stopping us is greed and unethical business.