# BED 121

## OFFICE ADMINISTRATION AND MANAGEMENT

- Course code: BED 121
- Course title: Office Administration and Management
- Course credit load: 2

# Series 1: Foundations of Management Thought

**Series outline**

- **Part 1: Evolution of Management Thought**
  - Early management practices
  - Classical management theories
  - Modern management perspectives
- **Part 2: Core Management Theories**
  - Scientific management
  - Administrative theory
  - Human relations approach
  - Systems and contingency theories
- **Part 3: Principles and Functions of Management**
  - Key management principles
  - Functions of management: planning, organising, leading, controlling
- **Part 4: Managers and Their Environment**
  - The role of managers
  - Internal and external environments
  - Balancing work and managerial responsibilities

**Introduction**

In every organisation, the way managers think and act shapes the success of its operations. Management thought has evolved over centuries, beginning with simple practices in early civilisations and progressing into structured theories that guide modern workplaces. Understanding this evolution helps you appreciate why certain principles are applied today and how they influence office administration. This Series therefore provides the foundation upon which the rest of the course will build.

The aim of this Series is to introduce you to the historical development of management thought and to equip you with the ability to explain, analyse, and apply key theories and principles that underpin effective office administration.

We shall commence this Series by exploring the **evolution of management thought**, tracing its journey from early practices to classical and modern perspectives. Next, we will examine **core management theories**, including scientific management, administrative theory, human relations, and systems approaches. Following that, we will study the **principles and functions of management**, focusing on planning, organising, leading, and controlling. Finally, we will wrap up by considering **managers and their environment**, highlighting the role of managers and the challenges they face in balancing work with responsibilities in dynamic organisational settings.

**Series Learning Outcomes**

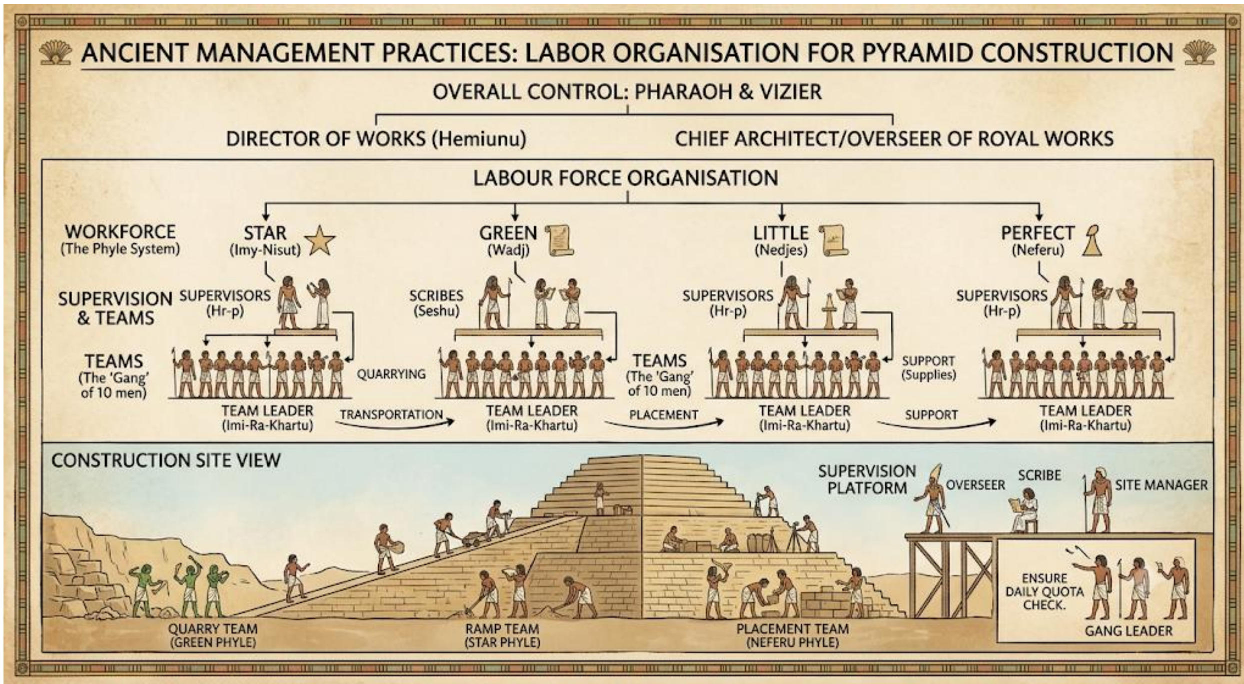
Upon completing this Series, you should be able to:

- **SLO 1.1** define the historical evolution of management thought,
- **SLO 1.2** explain major management theories and their contributions,
- **SLO 1.3** analyse the principles and functions of management in organisational contexts, and
- **SLO 1.4** evaluate the role of managers in relation to their internal and external environments.

## 1.1 Evolution Of Management Thought

### 1.1.1 Early management practices

The roots of management can be traced back to ancient civilisations where leaders organised labour for large projects such as building pyramids or irrigation systems. **Management practices** refer to the methods and techniques used to organise people and resources to achieve specific goals. In these early times, management was informal, relying on authority, tradition, and simple division of labour. Workers were often grouped according to tasks, and leaders ensured discipline and productivity through direct supervision.




Short description: Diagram showing labour organisation in ancient civilisations. Caption: Figure 1.1 Organisation of labour in early management practices

Fill in the blank: Early management practices relied heavily on _________ rather than formal theories.

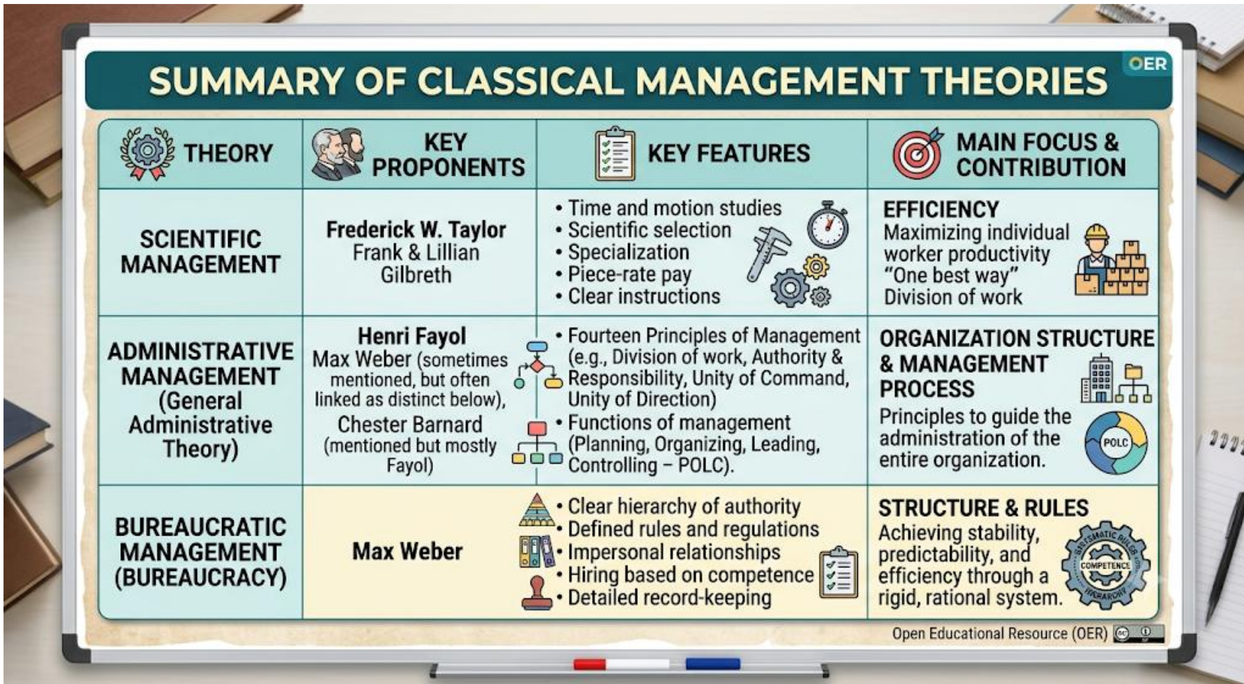
### 1.1.2 Classical management theories

The **classical management theories** emerged during the industrial revolution when factories required systematic organisation of large workforces. These theories emphasised efficiency, structure, and clear authority.

**Scientific management** was introduced by Frederick Taylor, who defined it as the application of scientific methods to improve work processes. He focused on time studies, task specialisation, and incentive systems to maximise productivity.

**Administrative theory**, developed by Henri Fayol, highlighted the importance of managerial functions such as planning, organising, commanding, coordinating, and controlling. Fayol argued that management is a universal process applicable to all organisations.

**Bureaucratic approach**, proposed by Max Weber, emphasised rules, hierarchy, and rational authority. Weber defined bureaucracy as a structured system where decisions are made based on established procedures rather than personal preferences.



SUMMARY OF CLASSICAL MANAGEMENT THEORIES

OER

| THEORY | KEY PROPONENTS | KEY FEATURES | MAIN FOCUS & CONTRIBUTION |
|---|---|---|---|
| SCIENTIFIC MANAGEMENT | **Frederick W. Taylor** Frank & Lillian Gilbreth | • Time and motion studies • Scientific selection • Specialization • Piece-rate pay • Clear instructions | **EFFICIENCY** Maximizing individual worker productivity "One best way" Division of work |
| ADMINISTRATIVE MANAGEMENT (General Administrative Theory) | **Henri Fayol** Max Weber (sometimes mentioned, but often linked as distinct below), Chester Barnard (mentioned but mostly Fayol) | • Fourteen Principles of Management (e.g., Division of work, Authority & Responsibility, Unity of Command, Unity of Direction) • Functions of management (Planning, Organizing, Leading, Controlling – POLC). | **ORGANIZATION STRUCTURE & MANAGEMENT PROCESS** Principles to guide the administration of the entire organization. |
| BUREAUCRATIC MANAGEMENT (BUREAUCRACY) | **Max Weber** | • Clear hierarchy of authority • Defined rules and regulations • Impersonal relationships • Hiring based on competence • Detailed record-keeping | **STRUCTURE & RULES** Achieving stability, predictability, and efficiency through a rigid, rational system. |



Caption: Box 1.1 Key features of classical management theories Short description: A summary table of scientific management, administrative theory, and bureaucracy.

Fill in the blank: Henri Fayol identified __________ as one of the core functions of management.

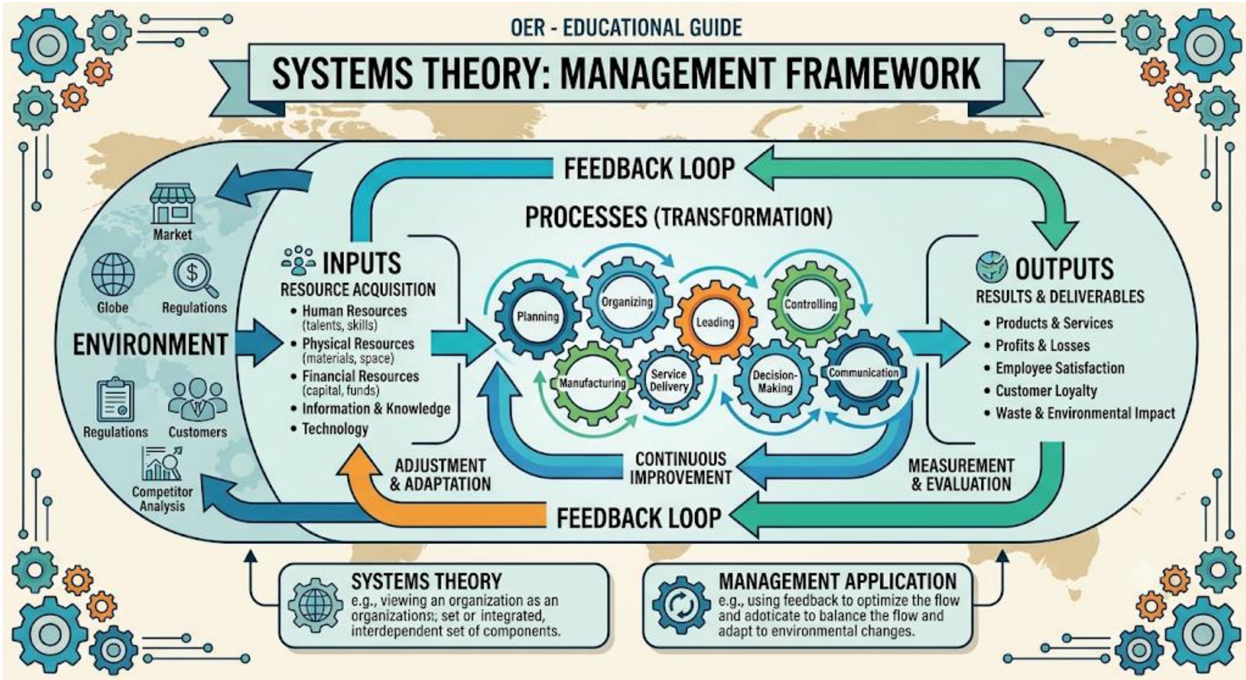
**1.1.3 Modern management perspectives**

As organisations became more complex, new perspectives emerged to address human and environmental factors. **Modern management perspectives** refer to approaches that consider social, psychological, and situational aspects of management.

The **human relations approach**, pioneered by Elton Mayo, emphasised the importance of worker satisfaction, motivation, and group dynamics. It showed that productivity increases when employees feel valued and supported.

The **systems theory** views organisations as open systems interacting with their environment. It defines management as the process of coordinating interrelated parts to achieve overall objectives.

The **contingency theory** argues that there is no single best way to manage. Instead, effective management depends on situational factors such as environment, technology, and workforce characteristics.




Short description: Diagram showing organisation as an open system with inputs, processes, and outputs. Caption: Figure 1.2 Organisation as an open system in modern management perspectives

Fill in the blank: The contingency theory suggests that effective management depends on _________ factors.

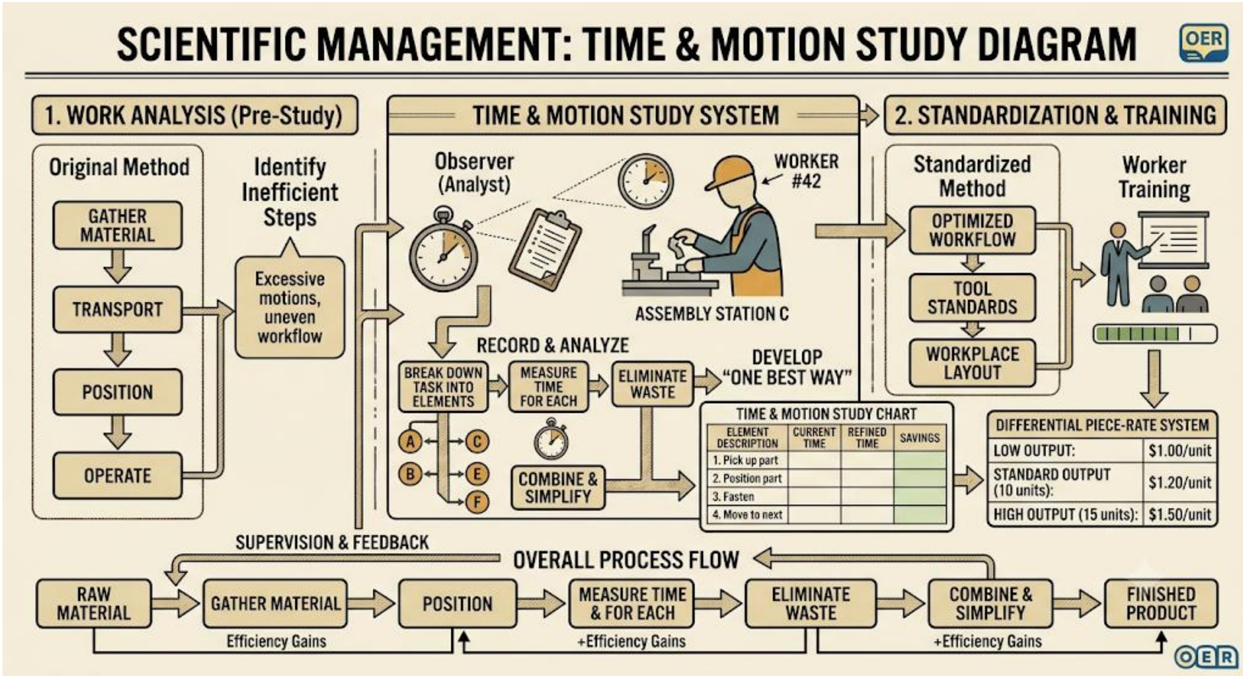
**Pilot questions 1.1**

1. Who introduced scientific management and what was its main focus?
2. Which management theorist identified planning, organising, commanding, coordinating, and controlling as core functions?
3. What is the key characteristic of bureaucracy according to Max Weber?
4. Which approach emphasises worker satisfaction and group dynamics?
5. In systems theory, what are the three main components of an organisation?

## 1.2 Core Management Theories

### 1.2.1 Scientific management

**Scientific management** is a theory introduced by Frederick Taylor, which defines management as the application of scientific methods to improve work processes. Taylor emphasised time studies, task specialisation, and incentive systems to maximise productivity. His approach sought to replace guesswork with systematic observation and measurement.

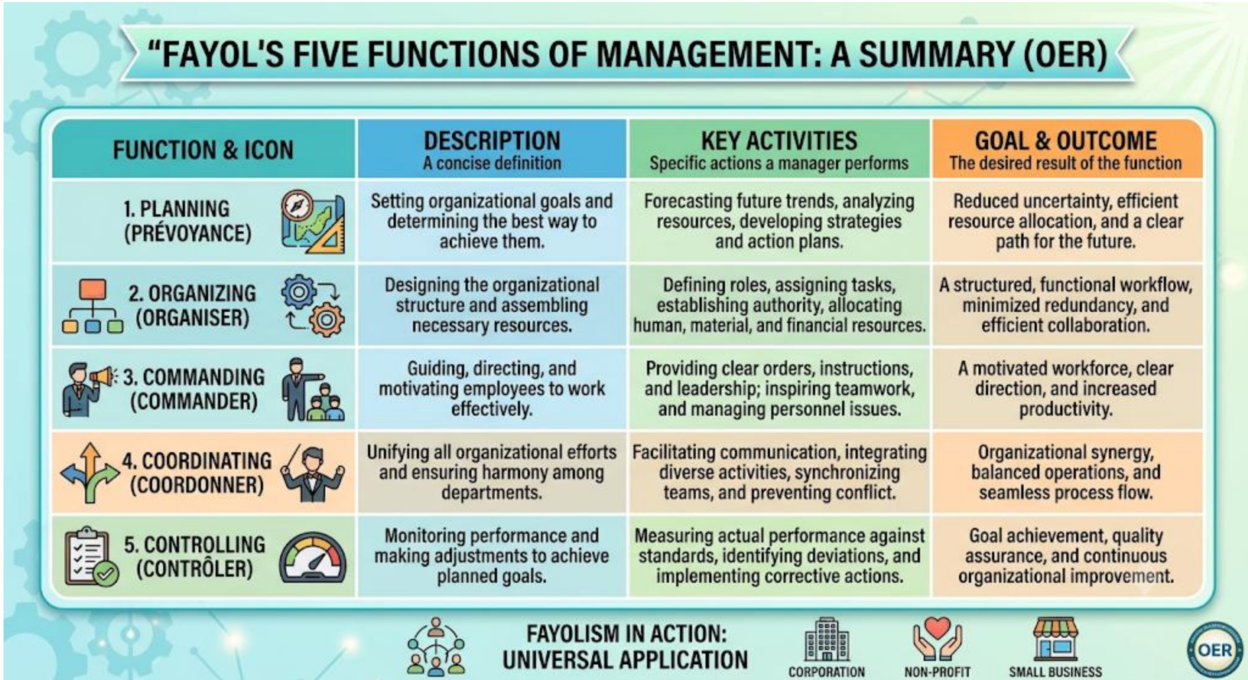



Short description: Diagram showing time and motion study in a factory setting. Caption: Figure 1.3 Scientific management time and motion study

Fill in the blank: Frederick Taylor's scientific management focused on _________ to improve efficiency.

**1.2.2 Administrative theory**

**Administrative theory** was developed by Henri Fayol, who defined management as a universal process applicable to all organisations. Fayol identified five core functions: planning, organising, commanding, coordinating, and controlling. He also proposed fourteen principles of management, including division of labour, unity of command, and scalar chain.



"FAYOL'S FIVE FUNCTIONS OF MANAGEMENT: A SUMMARY (OER)

| FUNCTION & ICON | DESCRIPTION<br>A concise definition | KEY ACTIVITIES<br>Specific actions a manager performs | GOAL & OUTCOME<br>The desired result of the function |
|---|---|---|---|
| 1. PLANNING (PRÉVOYANCE) | Setting organizational goals and determining the best way to achieve them. | Forecasting future trends, analyzing resources, developing strategies and action plans. | Reduced uncertainty, efficient resource allocation, and a clear path for the future. |
| 2. ORGANIZING (ORGANISER) | Designing the organizational structure and assembling necessary resources. | Defining roles, assigning tasks, establishing authority, allocating human, material, and financial resources. | A structured, functional workflow, minimized redundancy, and efficient collaboration. |
| 3. COMMANDING (COMMANDER) | Guiding, directing, and motivating employees to work effectively. | Providing clear orders, instructions, and leadership; inspiring teamwork, and managing personnel issues. | A motivated workforce, clear direction, and increased productivity. |
| 4. COORDINATING (COORDONNER) | Unifying all organizational efforts and ensuring harmony among departments. | Facilitating communication, integrating diverse activities, synchronizing teams, and preventing conflict. | Organizational synergy, balanced operations, and seamless process flow. |
| 5. CONTROLLING (CONTRÔLER) | Monitoring performance and making adjustments to achieve planned goals. | Measuring actual performance against standards, identifying deviations, and implementing corrective actions. | Goal achievement, quality assurance, and continuous organizational improvement. |

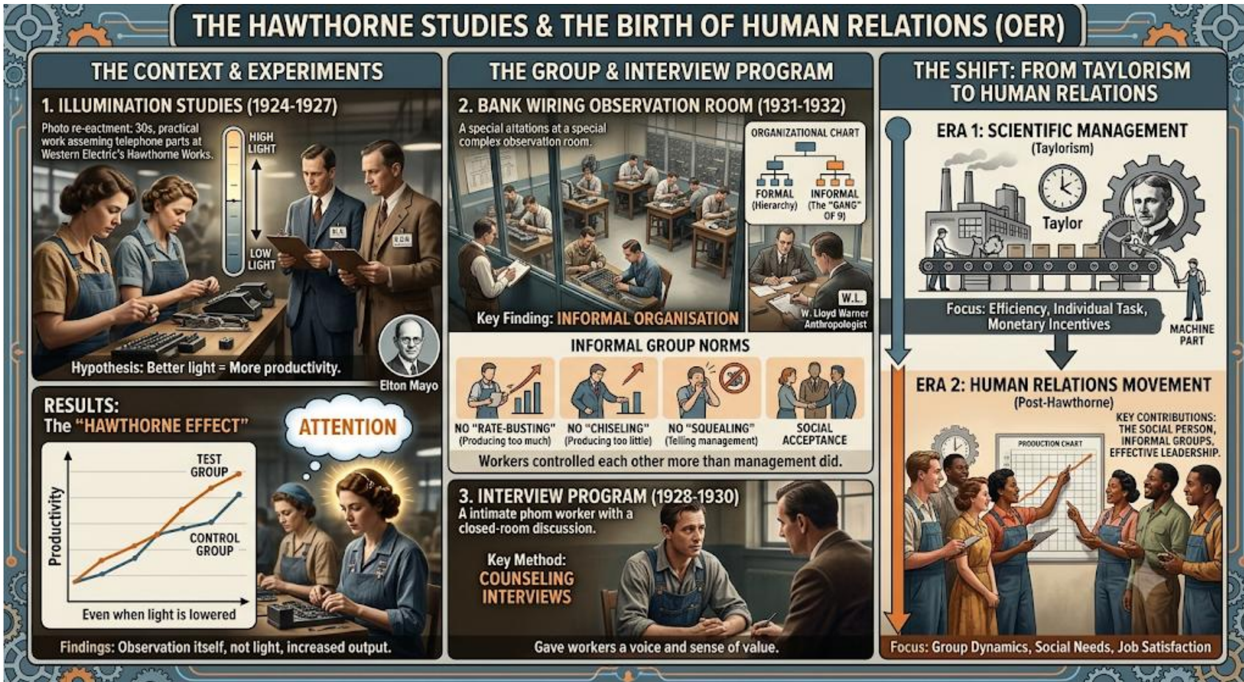


Caption: Box 1.2 Fayol's five functions of management Short description: A summary of Fayol's five functions with brief explanations.

Fill in the blank: Fayol's administrative theory identified _________ as one of the five functions of management.

### 1.2.3 Human relations approach

The **human relations approach** was pioneered by Elton Mayo through the Hawthorne studies. It defines management as a process that must consider worker satisfaction, motivation, and group dynamics. Mayo demonstrated that productivity increases when employees feel valued and supported, highlighting the importance of communication and leadership style.



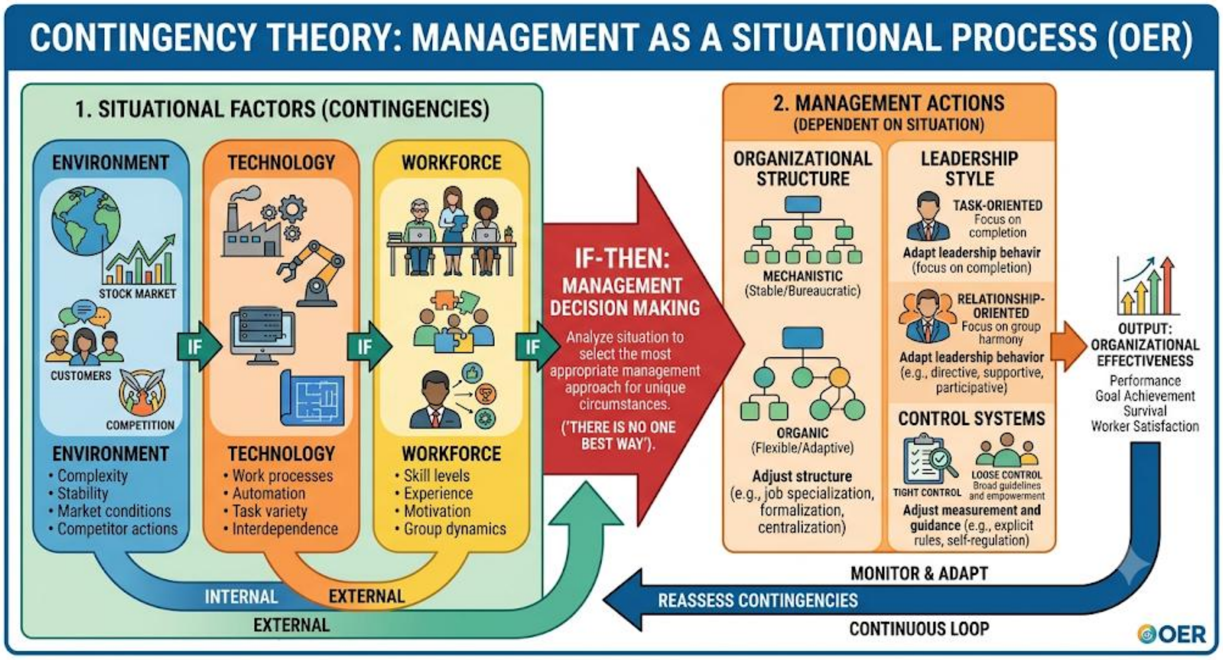

Short description: Image of workers in a group discussion during the Hawthorne studies. Caption: Plate 1.1 Workers in group dynamics during Hawthorne studies

Fill in the blank: Elton Mayo's human relations approach emphasised _________ as a key factor in productivity.

**1.2.4 Systems and contingency theories**

**Systems theory** views organisations as open systems that interact with their environment. It defines management as the coordination of interrelated parts to achieve overall objectives. Inputs such as resources and labour are transformed into outputs through organisational processes.

**Contingency theory** argues that there is no single best way to manage. Instead, effective management depends on situational factors such as environment, technology, and workforce characteristics. Managers must adapt their strategies to fit the context.




Short description: Diagram showing contingency theory with situational factors influencing management decisions. Caption: Figure 1.4 Contingency theory situational factors

Fill in the blank: Systems theory views organisations as _________ that interact with their environment.

**Pilot questions 1.2**

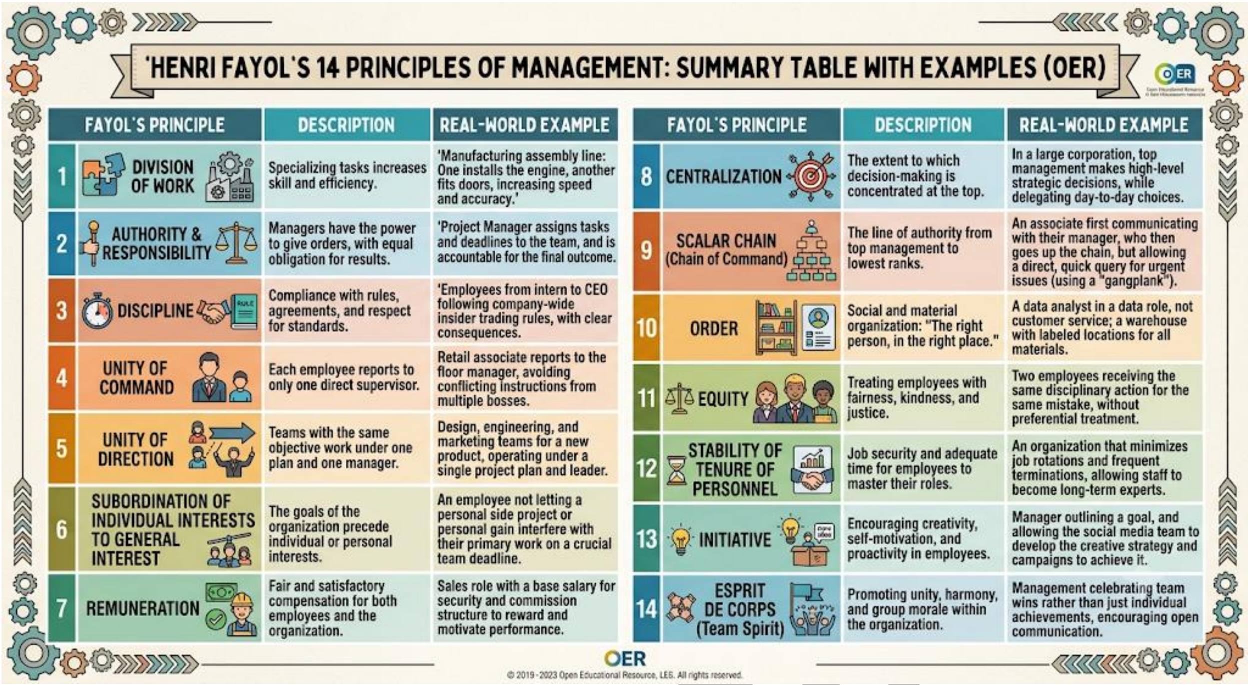
1. Who introduced scientific management and what was its main focus?
2. What are the five functions of management identified by Henri Fayol?
3. Which studies led to the development of the human relations approach?
4. What does systems theory emphasise about organisations?
5. According to contingency theory, what determines effective management?

### 1.3 Principles And Functions Of Management

#### 1.3.1 Key management principles

**Management principles** are fundamental guidelines that direct managerial actions and decisions. Henri Fayol identified fourteen principles, including division of labour, unity of command, authority and responsibility, and scalar chain. These principles provide a framework for managers to organise work effectively and maintain order within organisations.

For example, the principle of **division of labour** means breaking tasks into smaller units so that workers can specialise, thereby increasing efficiency. Similarly, **unity of command** ensures that each employee receives instructions from only one superior, reducing confusion and conflict.


'HENRI FAYOL'S 14 PRINCIPLES OF MANAGEMENT: SUMMARY TABLE WITH EXAMPLES (OER)

| | FAYOL'S PRINCIPLE | DESCRIPTION | REAL-WORLD EXAMPLE |
|---|---|---|---|
| 1 | DIVISION OF WORK | Specializing tasks increases skill and efficiency. | 'Manufacturing assembly line: One installs the engine, another fits doors, increasing speed and accuracy.' |
| 2 | AUTHORITY & RESPONSIBILITY | Managers have the power to give orders, with equal obligation for results. | 'Project Manager assigns tasks and deadlines to the team, and is accountable for the final outcome. |
| 3 | DISCIPLINE | Compliance with rules, agreements, and respect for standards. | 'Employees from intern to CEO following company-wide insider trading rules, with clear consequences. |
| 4 | UNITY OF COMMAND | Each employee reports to only one direct supervisor. | Retail associate reports to the floor manager, avoiding conflicting instructions from multiple bosses. |
| 5 | UNITY OF DIRECTION | Teams with the same objective work under one plan and one manager. | Design, engineering, and marketing teams for a new product, operating under a single project plan and leader. |
| 6 | SUBORDINATION OF INDIVIDUAL INTERESTS TO GENERAL INTEREST | The goals of the organization precede individual or personal interests. | An employee not letting a personal side project or personal gain interfere with their primary work on a crucial team deadline. |
| 7 | REMUNERATION | Fair and satisfactory compensation for both employees and the organization. | Sales role with a base salary for security and commission structure to reward and motivate performance. |
| 8 | CENTRALIZATION | The extent to which decision-making is concentrated at the top. | In a large corporation, top management makes high-level strategic decisions, while delegating day-to-day choices. |
| 9 | SCALAR CHAIN (Chain of Command) | The line of authority from top management to lowest ranks. | An associate first communicating with their manager, who then goes up the chain, but allowing a direct, quick query for urgent issues (using a "gangplank"). |
| 10 | ORDER | Social and material organization: "The right person, in the right place." | A data analyst in a data role, not customer service; a warehouse with labeled locations for all materials. |
| 11 | EQUITY | Treating employees with fairness, kindness, and justice. | Two employees receiving the same disciplinary action for the same mistake, without preferential treatment. |
| 12 | STABILITY OF TENURE OF PERSONNEL | Job security and adequate time for employees to master their roles. | An organization that minimizes job rotations and frequent terminations, allowing staff to become long-term experts. |
| 13 | INITIATIVE | Encouraging creativity, self-motivation, and proactivity in employees. | Manager outlining a goal, and allowing the social media team to develop the creative strategy and campaigns to achieve it. |
| 14 | ESPRIT DE CORPS (Team Spirit) | Promoting unity, harmony, and group morale within the organization. | Management celebrating team wins rather than just individual achievements, encouraging open communication. |

OER


Caption: Box 1.3 Selected principles of management Short description: A summary of key principles such as division of labour, unity of command, and scalar chain.

Fill in the blank: The principle of __________ ensures that each employee receives instructions from only one superior.

**1.3.2 Functions of management: planning, organising, leading, controlling**

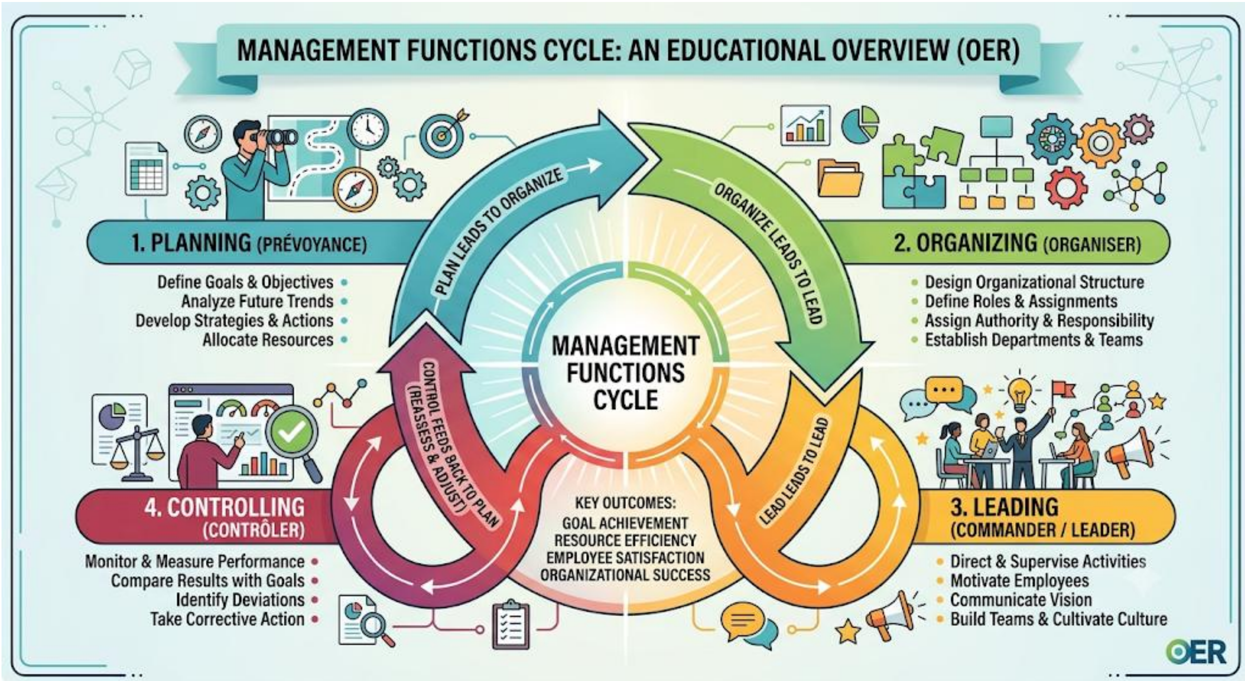
The **functions of management** describe the core activities managers perform to achieve organisational goals. Fayol's model identifies planning, organising, leading, and controlling as essential functions.

**Planning** involves setting objectives and determining the best course of action to achieve them. It provides direction and reduces uncertainty.

**Organising** refers to arranging resources and tasks in a structured way. This includes defining roles, responsibilities, and relationships within the organisation.

**Leading** is the process of influencing and motivating employees to achieve objectives. It requires effective communication, inspiration, and guidance.

**Controlling** involves monitoring performance, comparing it with set standards, and taking corrective action where necessary. It ensures that organisational goals are met efficiently.




Short description: Diagram showing the cycle of planning, organising, leading, and controlling.
Caption: Figure 1.5 The management functions cycle

Fill in the blank: The management function that involves monitoring performance and taking corrective action is called _________.

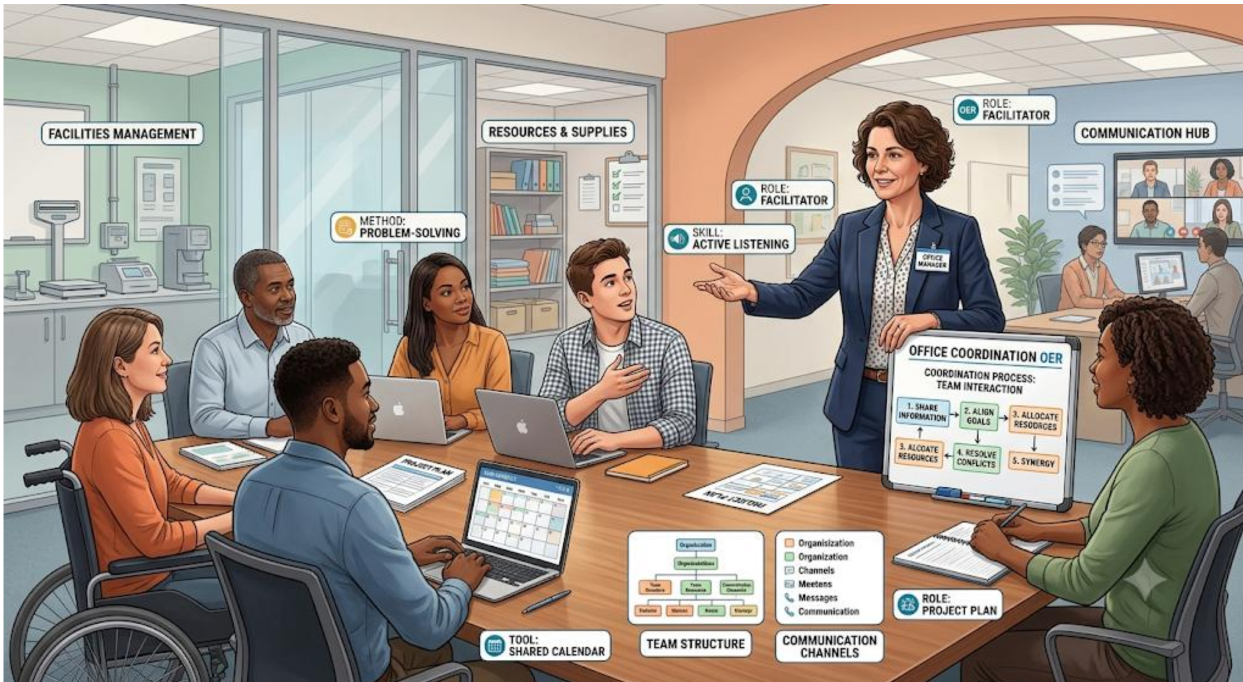
**Pilot questions 1.3**

1. What does the principle of division of labour aim to achieve?
2. Which principle ensures that employees receive instructions from only one superior?
3. What is the main purpose of planning in management?
4. Which management function focuses on motivating and guiding employees?
5. What does controlling involve in the management process?

## 1.4 Managers And Their Environment

### 1.4.1 The role of managers

A **manager** is an individual responsible for planning, organising, leading, and controlling resources to achieve organisational goals. Managers act as a bridge between the organisation’s objectives and the workforce, ensuring that tasks are completed efficiently and effectively. Their role extends beyond supervision, as they must also motivate employees, resolve conflicts, and make strategic decisions.



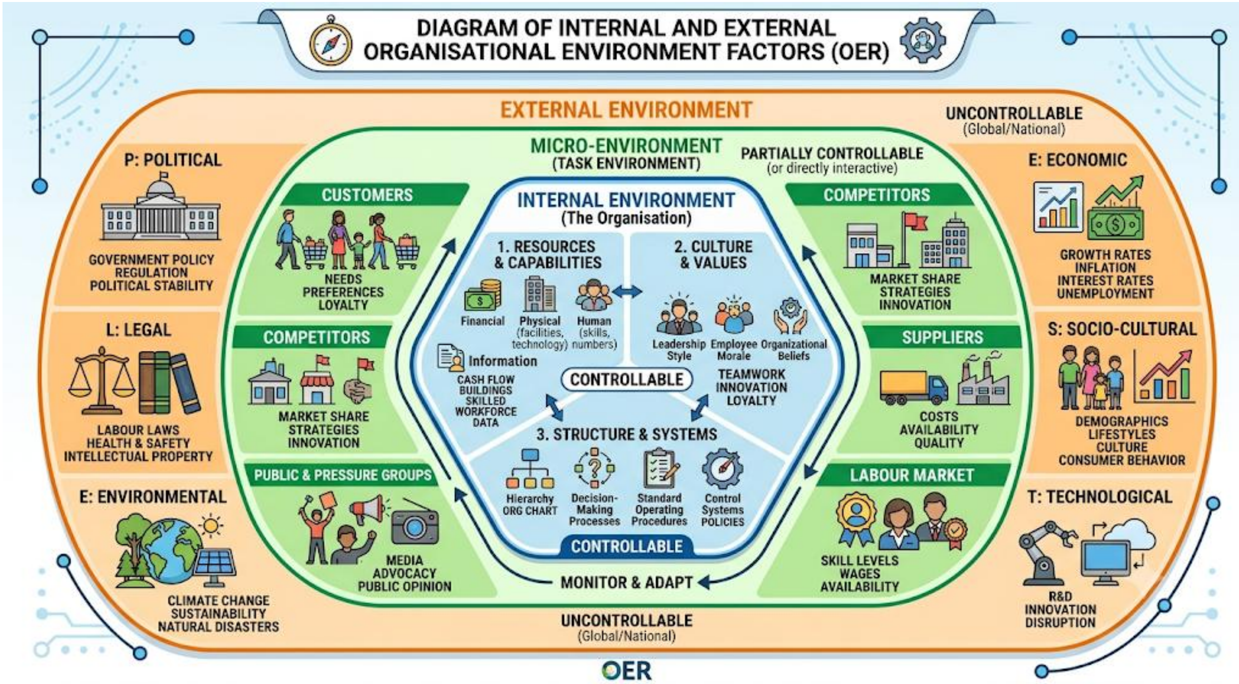
Short description: Image of a manager coordinating a team in an office setting. Caption: Plate 1.2 A manager coordinating team activities

Fill in the blank: A manager serves as a _________ between organisational goals and the workforce.

**1.4.2 Internal and external environments**

The **internal environment** refers to factors within the organisation that influence management, such as employees, organisational culture, and resources. Managers must understand these elements to create a supportive workplace and allocate resources wisely.

The **external environment** includes factors outside the organisation, such as competitors, government regulations, technology, and economic conditions. Managers must adapt strategies to respond to these external pressures, ensuring the organisation remains competitive and compliant.

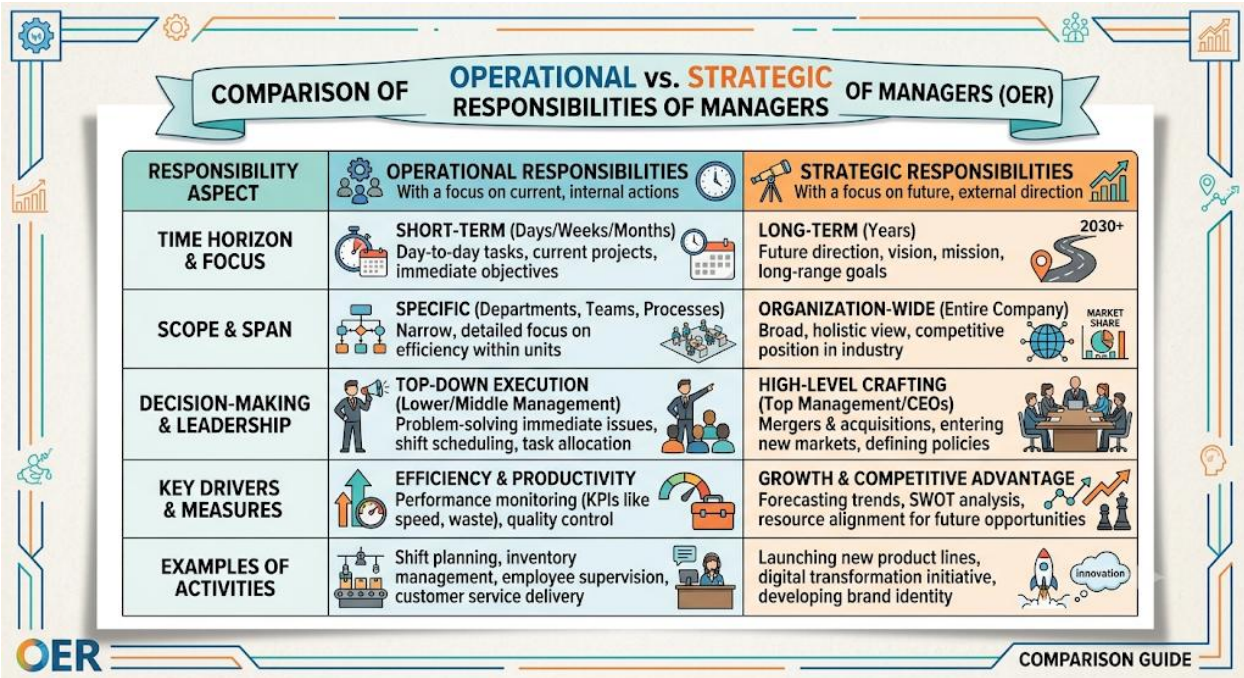



Short description: Diagram showing internal and external factors affecting managers. Caption: Figure 1.6 Internal and external environments of management

Fill in the blank: Competitors and government regulations are part of the _________ environment.

### 1.4.3 Balancing work and managerial responsibilities

Managers often face the challenge of balancing operational tasks with strategic responsibilities. Operational tasks involve day-to-day activities such as scheduling, monitoring, and reporting. Strategic responsibilities include long-term planning, innovation, and adapting to change. Effective managers must prioritise, delegate, and maintain flexibility to handle both aspects successfully.



COMPARISON OF OPERATIONAL vs. STRATEGIC RESPONSIBILITIES OF MANAGERS OF MANAGERS (OER)

| RESPONSIBILITY ASPECT | OPERATIONAL RESPONSIBILITIES With a focus on current, internal actions | STRATEGIC RESPONSIBILITIES With a focus on future, external direction |
|---|---|---|
| TIME HORIZON & FOCUS | SHORT-TERM (Days/Weeks/Months) Day-to-day tasks, current projects, immediate objectives | LONG-TERM (Years) Future direction, vision, mission, long-range goals 2030+ |
| SCOPE & SPAN | SPECIFIC (Departments, Teams, Processes) Narrow, detailed focus on efficiency within units | ORGANIZATION-WIDE (Entire Company) Broad, holistic view, competitive position in industry MARKET SHARE |
| DECISION-MAKING & LEADERSHIP | TOP-DOWN EXECUTION (Lower/Middle Management) Problem-solving immediate issues, shift scheduling, task allocation | HIGH-LEVEL CRAFTING (Top Management/CEOs) Mergers & acquisitions, entering new markets, defining policies |
| KEY DRIVERS & MEASURES | EFFICIENCY & PRODUCTIVITY Performance monitoring (KPIs like speed, waste), quality control | GROWTH & COMPETITIVE ADVANTAGE Forecasting trends, SWOT analysis, resource alignment for future opportunities |
| EXAMPLES OF ACTIVITIES | Shift planning, inventory management, employee supervision, customer service delivery | Launching new product lines, digital transformation initiative, developing brand identity innovation |



Caption: Box 1.4 Balancing operational and strategic responsibilities Short description: A summary of operational versus strategic responsibilities of managers.

Fill in the blank: Operational tasks are concerned with day-to-day activities, while strategic responsibilities focus on _________.

**Pilot questions 1.4**

1. What is the primary role of a manager in an organisation?
2. Name two factors that form part of the internal environment.
3. Give two examples of external environment factors that affect management.
4. What is the difference between operational tasks and strategic responsibilities?
5. Why is balancing work and managerial responsibilities important for managers?

**Series Summary**

This Series has introduced you to the foundations of management thought, highlighting its relevance to office administration and organisational success. We began by tracing the **evolution of management thought**, from early practices in ancient civilisations to the structured theories of the industrial revolution. Then, we examined **core management theories**, including scientific management, administrative theory, human relations, systems, and contingency approaches. Following that, we explored the **principles and functions of management**, focusing on planning, organising, leading, and controlling. Finally, we considered the **role of managers and their environment**, emphasising how they balance operational and strategic responsibilities while responding to internal and external factors.

By completing this Series, you should now be able to **define** the historical development of management thought, **explain** major theories, **analyse** management principles and functions, and **evaluate** the role of managers in relation to their environments. These skills directly align with the Series Learning Outcomes (SLOs) and provide a strong foundation for the rest of the course.

**Series Glossary**

- **Administrative theory**: A management approach developed by Henri Fayol that identifies functions such as planning, organising, commanding, coordinating, and controlling.
- **Bureaucracy**: A structured organisational system emphasising rules, hierarchy, and rational authority, proposed by Max Weber.
- **Contingency theory**: A perspective that argues there is no single best way to manage, and effective management depends on situational factors.
- **Human relations approach**: A management perspective pioneered by Elton Mayo that emphasises worker satisfaction, motivation, and group dynamics.
- **Manager**: An individual responsible for planning, organising, leading, and controlling resources to achieve organisational goals.
- **Management functions**: Core activities of managers, including planning, organising, leading, and controlling.
- **Management principles**: Fundamental guidelines that direct managerial actions and decisions, such as division of labour and unity of command.
- **Scientific management**: A theory introduced by Frederick Taylor that applies scientific methods to improve work processes and efficiency.
- **Systems theory**: A perspective that views organisations as open systems interacting with their environment.

**Concept Check Questions [Series 1]**

**Objective questions**

1. Who introduced scientific management? (Linked to SLO 1.2)
2. Which principle ensures that employees receive instructions from only one superior? (Linked to SLO 1.3)
3. What type of environment includes competitors and government regulations? (Linked to SLO 1.4)

**Short-answer questions**

4. Define the term "manager" and explain their primary role. (Linked to SLO 1.4)
5. State two functions of management identified by Henri Fayol. (Linked to SLO 1.3)

**Long-answer questions**

6. Analyse the differences between classical management theories and modern management perspectives. (Linked to SLO 1.2)
    - **Basic response**: Classical theories emphasise efficiency, structure, and authority, while modern perspectives focus on human factors, systems, and situational adaptability.
    - **Value-added response**: Outstanding learners may further evaluate how classical theories laid the groundwork for modern approaches, and how contemporary organisations integrate both to achieve balance.
7. Evaluate the challenges managers face in balancing operational tasks with strategic responsibilities. (Linked to SLO 1.4)
    - **Basic response**: Managers must handle daily tasks while also planning for long-term goals, requiring prioritisation and delegation.
    - **Value-added response**: Outstanding learners may discuss how technological change, global competition, and workforce diversity intensify these challenges, and propose strategies for effective balance.

**Answers to Concept Check Questions [Series 1]**

1. Frederick Taylor.
2. Unity of command.
3. External environment.
4. A manager is an individual responsible for planning, organising, leading, and controlling resources to achieve organisational goals. Their primary role is to bridge organisational objectives with workforce efforts.
5. Planning and organising.
6. Classical theories emphasise efficiency and authority, while modern perspectives highlight human and situational factors. Outstanding learners may evaluate integration of both approaches.
7. Managers balance daily tasks with long-term planning. Outstanding learners may discuss challenges such as technological change and propose strategies for effective balance.

**Answers to Pilot Questions [Series 1]**

- **Part 1**: Authority and tradition; Henri Fayol; rules and hierarchy; human relations approach; inputs, processes, outputs.

- **Part 2**: Frederick Taylor, efficiency; planning, organising, commanding, coordinating, controlling; Hawthorne studies; organisations as systems; situational factors.
- **Part 3**: Efficiency; unity of command; setting objectives; leading; monitoring and corrective action.
- **Part 4**: Bridge between goals and workforce; employees and resources; competitors and regulations; operational vs strategic; importance of balance.

**References and Attributions [Series 1]**


- Fayol, H. (1916). *General and Industrial Management*.
- Taylor, F. W. (1911). *The Principles of Scientific Management*.
- Weber, M. (1947). *The Theory of Social and Economic Organisation*.
- Mayo, E. (1933). *The Human Problems of an Industrial Civilisation*.

- Suggested OER sources for illustrations:
    - "scientific management diagram OER"
    - "Fayol functions of management summary OER"
    - "Hawthorne studies human relations OER"
    - "systems theory management diagram OER"
    - "internal external environment management diagram OER"
- AI prompt suggestions included in instructional content for Figures, Plates, and Boxes.

# Series 2: Principles Of Office Administration

**Series outline**

- **Part 2.1 Principles of office management**
    - Definition and scope of office management
    - Importance of office administration in organisations
    - Core principles guiding office operations
- **Part 2.2 Types of office organisation**

    - Centralised office organisation
    - Decentralised office organisation
    - Hybrid approaches
- **Part 2.3 Methods of office organisation**
    - Departmental organisation
    - Functional organisation
    - Line and staff organisation
- **Part 2.4 Procedures for effective office management**
    - Standard operating procedures
    - Record keeping and documentation
    - Communication and workflow management

**Introduction**

Office administration is the backbone of any organisation, ensuring that activities run smoothly and resources are managed effectively. Without clear principles and structured procedures, offices can quickly become disorganised, leading to inefficiency and poor communication. This Series will help you appreciate the importance of office administration and how its principles guide day-to-day operations.

The aim of this Series is to equip you with the knowledge and skills to explain, apply, and evaluate the principles, types, methods, and procedures of office administration, thereby enabling you to manage office activities effectively.

We shall commence this Series by examining the **principles of office management**, focusing on their definition, scope, and importance. Next, we will explore the **types of office organisation**, comparing centralised, decentralised, and hybrid approaches. Following that, we will study the **methods of office organisation**, including departmental, functional, and line-and-staff structures.

Finally, we will conclude with the **procedures for effective office management**, highlighting standard operating procedures, record keeping, and communication systems.

**Series Learning Outcomes**

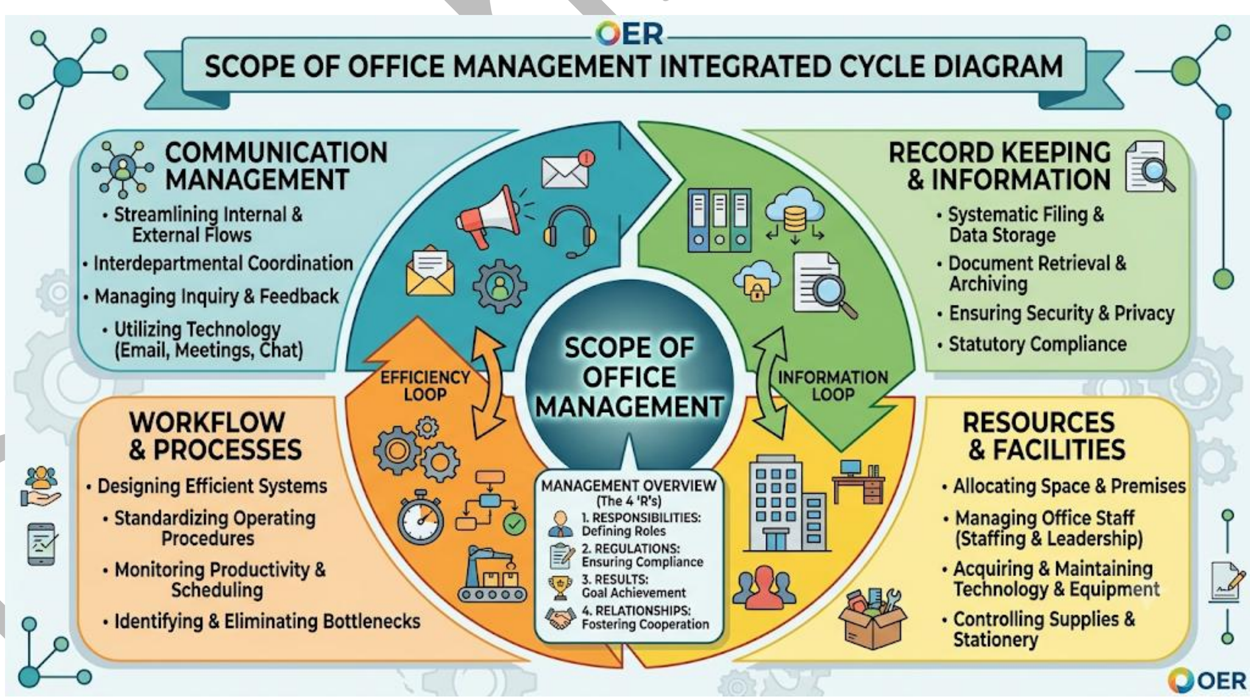
Upon completing this Series, you should be able to:

- **SLO 2.1** define the principles of office management and explain their importance in organisational settings,
- **SLO 2.2** distinguish between types of office organisation and analyse their advantages and disadvantages,
- **SLO 2.3** describe and evaluate methods of office organisation used in practice, and
- **SLO 2.4** apply procedures for effective office management, including documentation, communication, and workflow systems.

### 2.1 Principles Of Office Management

#### 2.1.1 Definition and scope of office management

**Office management** is the process of planning, organising, and controlling office activities to achieve organisational goals. It involves coordinating people, processes, and resources to ensure efficiency and effectiveness in administrative tasks. The scope of office management covers areas such as communication, record keeping, workflow, and resource allocation.



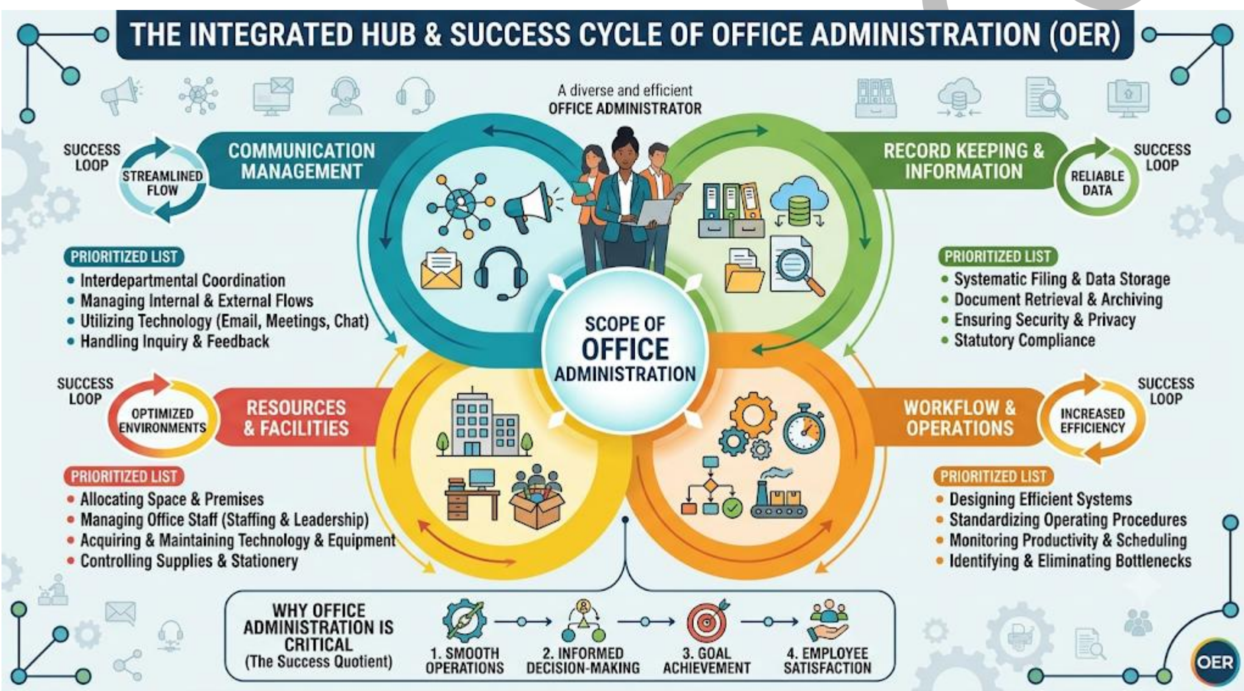

Short description: Diagram showing the scope of office management functions. Caption: Figure 2.1 Scope of office management

Fill in the blank: Office management involves planning, organising, and _________ office activities to achieve goals.

### 2.1.2 Importance of office administration in organisations

**Office administration** refers to the structured management of office operations to support organisational objectives. It is important because it ensures smooth workflow, accurate documentation, effective communication, and proper utilisation of resources. Without efficient office administration, organisations may face delays, errors, and poor coordination.

For example, effective office administration ensures that records are properly maintained, communication channels are clear, and tasks are completed on time. This contributes to productivity and enhances organisational reputation.



Short description: Image of an office administrator managing files and communication. Caption: Plate 2.1 Importance of office administration in daily operations

Fill in the blank: Effective office administration ensures smooth workflow and accurate _________.

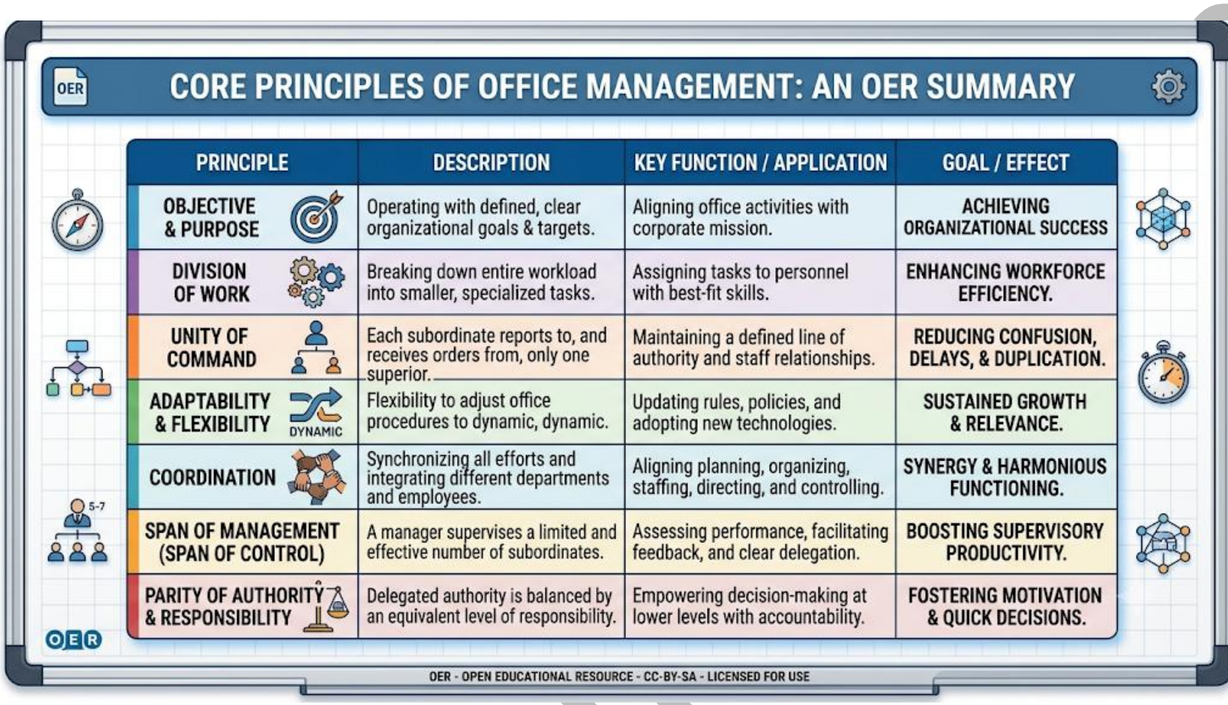
### 2.1.3 Core principles guiding office operations

The **principles of office management** are fundamental guidelines that shape how office activities are conducted. These include:

- **Efficiency**: Achieving maximum output with minimum resources.
- **Simplicity**: Designing processes that are easy to understand and follow.
- **Flexibility**: Adapting office procedures to changing circumstances.
- **Accountability**: Ensuring that individuals are responsible for their tasks and decisions.

- **Coordination**: Aligning office activities with organisational goals.

These principles help managers create systems that are reliable, adaptable, and supportive of organisational success.




| PRINCIPLE | DESCRIPTION | KEY FUNCTION / APPLICATION | GOAL / EFFECT |
|---|---|---|---|
| OBJECTIVE & PURPOSE | Operating with defined, clear organizational goals & targets. | Aligning office activities with corporate mission. | ACHIEVING ORGANIZATIONAL SUCCESS |
| DIVISION OF WORK | Breaking down entire workload into smaller, specialized tasks. | Assigning tasks to personnel with best-fit skills. | ENHANCING WORKFORCE EFFICIENCY. |
| UNITY OF COMMAND | Each subordinate reports to, and receives orders from, only one superior. | Maintaining a defined line of authority and staff relationships. | REDUCING CONFUSION, DELAYS, & DUPLICATION. |
| ADAPTABILITY & FLEXIBILITY | Flexibility to adjust office procedures to dynamic, dynamic. | Updating rules, policies, and adopting new technologies. | SUSTAINED GROWTH & RELEVANCE. |
| COORDINATION | Synchronizing all efforts and integrating different departments and employees. | Aligning planning, organizing, staffing, directing, and controlling. | SYNERGY & HARMONIOUS FUNCTIONING. |
| SPAN OF MANAGEMENT (SPAN OF CONTROL) | A manager supervises a limited and effective number of subordinates. | Assessing performance, facilitating feedback, and clear delegation. | BOOSTING SUPERVISORY PRODUCTIVITY. |
| PARITY OF AUTHORITY & RESPONSIBILITY | Delegated authority is balanced by an equivalent level of responsibility. | Empowering decision-making at lower levels with accountability. | FOSTERING MOTIVATION & QUICK DECISIONS. |

Caption: Box 2.1 Core principles of office management Short description: A summary of efficiency, simplicity, flexibility, accountability, and coordination.

Fill in the blank: One principle of office management is _________, which ensures individuals are responsible for their tasks.

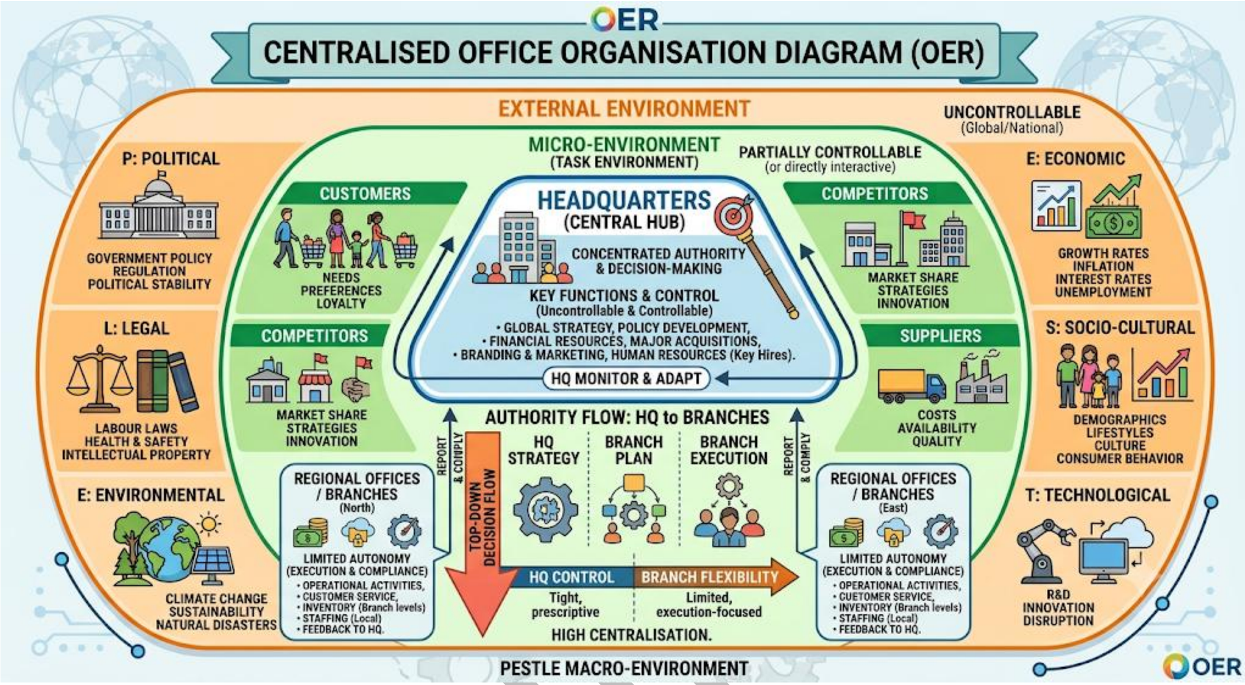
**Pilot questions 2.1**

1. What is the definition of office management?
2. Name two areas covered by the scope of office management.
3. Why is office administration important in organisations?
4. List three core principles of office management.
5. Which principle ensures that office activities align with organisational goals?

**2.2 Types Of Office Organisation**

**2.2.1 Centralised office organisation**

A **centralised office organisation** is one where decision-making authority and administrative functions are concentrated in a single location or with a small group of managers. This structure ensures uniformity of policies, consistency in procedures, and close control over operations. It is often used in organisations that require strict supervision and standardisation. However, it may lead to delays in decision-making and reduced flexibility.

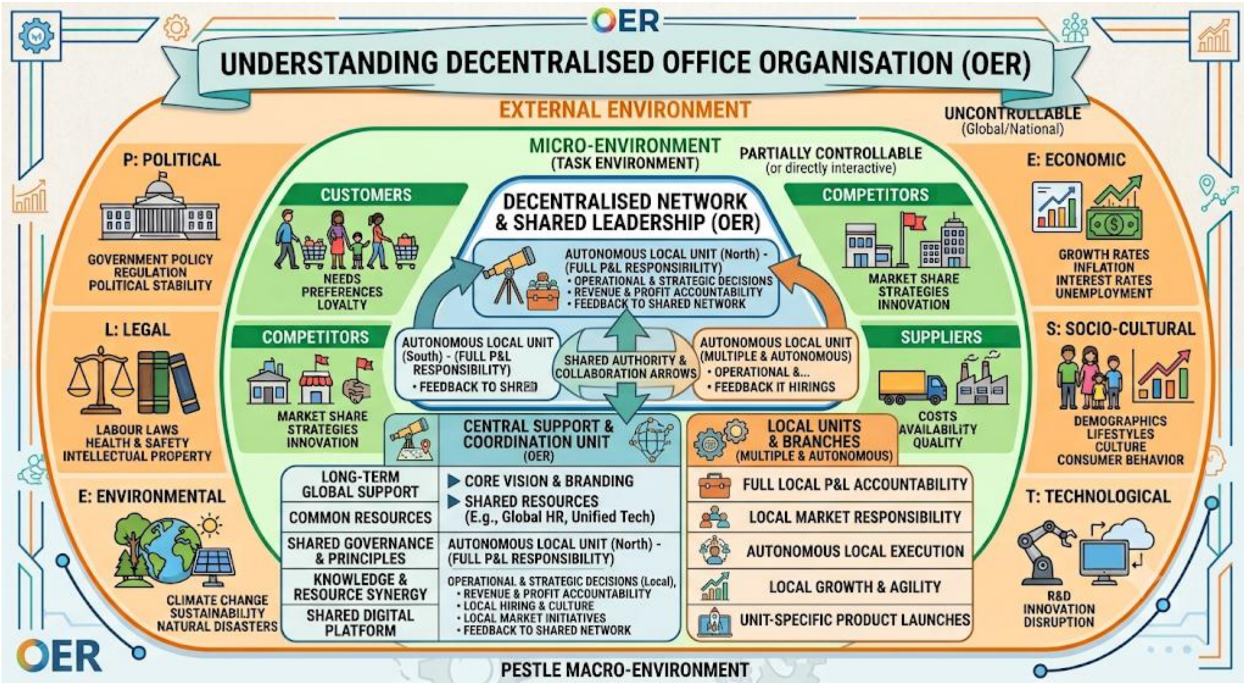


Short description: Diagram showing a centralised office structure with authority concentrated at the top. Caption: Figure 2.2 Centralised office organisation structure

Fill in the blank: A centralised office organisation concentrates decision-making authority in _________.

### 2.2.2 Decentralised office organisation

A **decentralised office organisation** distributes authority and administrative functions across different branches or departments. This structure allows quicker decision-making, greater flexibility, and responsiveness to local needs. It empowers managers at lower levels to take responsibility, which can improve motivation and innovation. However, it may result in inconsistency in policies and duplication of efforts.

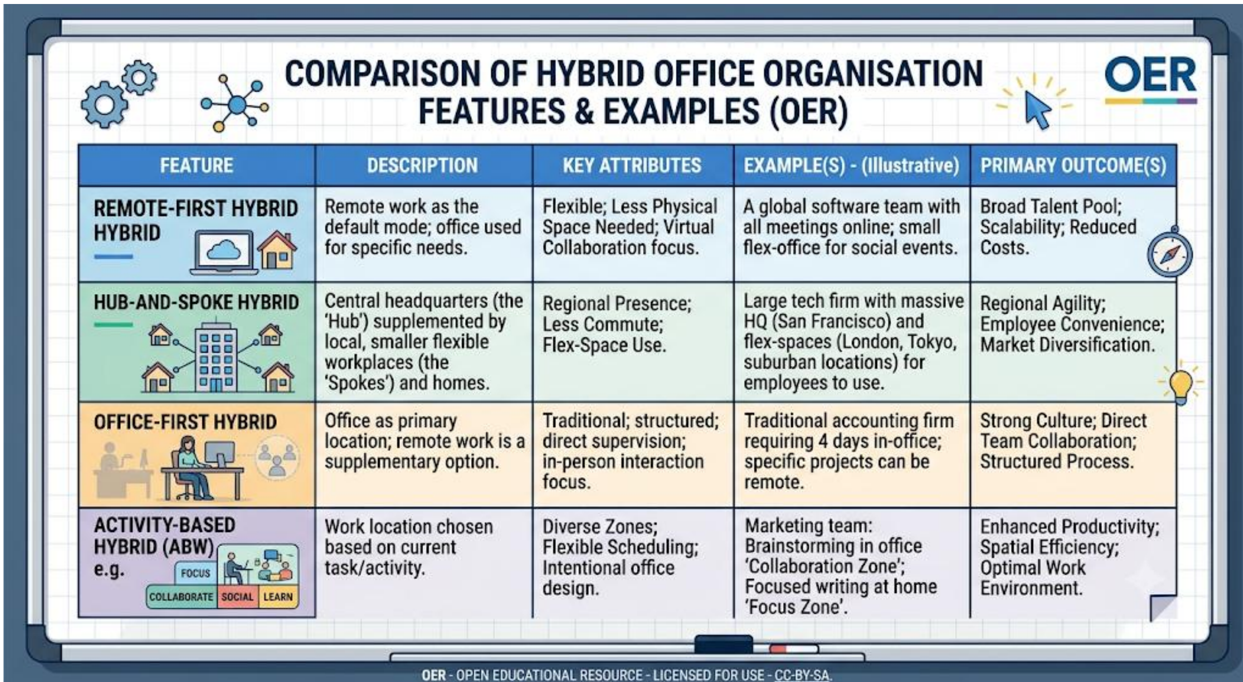


Short description: Image of a decentralised office with multiple branches operating independently.
Caption: Plate 2.2 Decentralised office organisation in practice

Fill in the blank: A decentralised office organisation distributes authority across different _________.

### 2.2.3 Hybrid approaches

A **hybrid office organisation** combines elements of both centralisation and decentralisation. Certain functions, such as policy-making and strategic planning, may remain centralised, while operational decisions are decentralised to departments or branches. This approach seeks to balance consistency with flexibility, ensuring that organisations benefit from both control and responsiveness.



COMPARISON OF HYBRID OFFICE ORGANISATION FEATURES & EXAMPLES (OER)

| FEATURE | DESCRIPTION | KEY ATTRIBUTES | EXAMPLE(S) - (Illustrative) | PRIMARY OUTCOME(S) |
|---|---|---|---|---|
| REMOTE-FIRST HYBRID HYBRID | Remote work as the default mode; office used for specific needs. | Flexible; Less Physical Space Needed; Virtual Collaboration focus. | A global software team with all meetings online; small flex-office for social events. | Broad Talent Pool; Scalability; Reduced Costs. |
| HUB-AND-SPOKE HYBRID | Central headquarters (the 'Hub') supplemented by local, smaller flexible workplaces (the 'Spokes') and homes. | Regional Presence; Less Commute; Flex-Space Use. | Large tech firm with massive HQ (San Francisco) and flex-spaces (London, Tokyo, suburban locations) for employees to use. | Regional Agility; Employee Convenience; Market Diversification. |
| OFFICE-FIRST HYBRID | Office as primary location; remote work is a supplementary option. | Traditional; structured; direct supervision; in-person interaction focus. | Traditional accounting firm requiring 4 days in-office; specific projects can be remote. | Strong Culture; Direct Team Collaboration; Structured Process. |
| ACTIVITY-BASED HYBRID (ABW) e.g. FOCUS COLLABORATE SOCIAL LEARN | Work location chosen based on current task/activity. | Diverse Zones; Flexible Scheduling; Intentional office design. | Marketing team: Brainstorming in office 'Collaboration Zone'; Focused writing at home 'Focus Zone'. | Enhanced Productivity; Spatial Efficiency; Optimal Work Environment. |



Caption: Box 2.2 Features of hybrid office organisation Short description: A summary of how hybrid organisation blends centralised and decentralised features.

Fill in the blank: A hybrid office organisation combines elements of _________ and decentralisation.

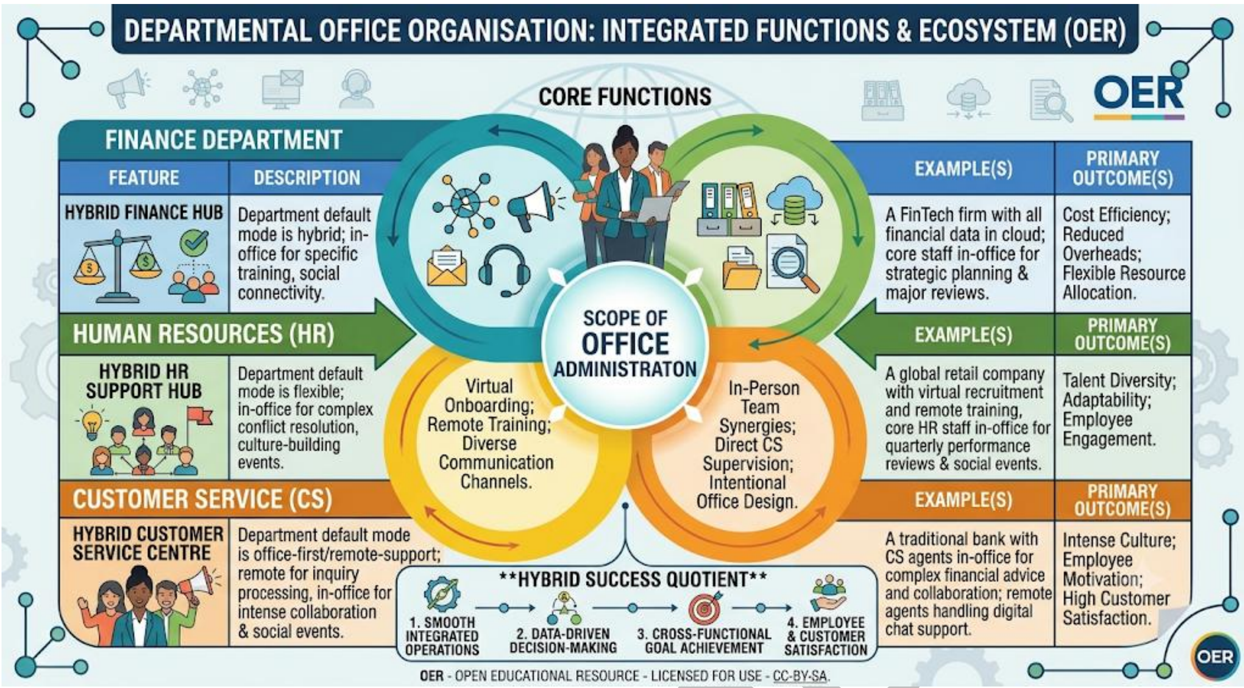
**Pilot questions 2.2**

1. What is the main characteristic of a centralised office organisation?
2. Give one advantage and one disadvantage of decentralised office organisation.
3. How does a hybrid office organisation balance consistency and flexibility?
4. Which type of office organisation allows quicker decision-making at local levels?
5. Why might centralised organisations face delays in decision-making?

**2.3 Methods Of Office Organisation**

**2.3.1 Departmental organisation**

**Departmental organisation** is a method where office activities are grouped into departments based on functions or tasks. Each department specialises in a particular area, such as finance, human resources, or customer service. This structure allows for efficiency and expertise, as staff focus on specific responsibilities. However, it may lead to duplication of efforts and limited communication between departments.

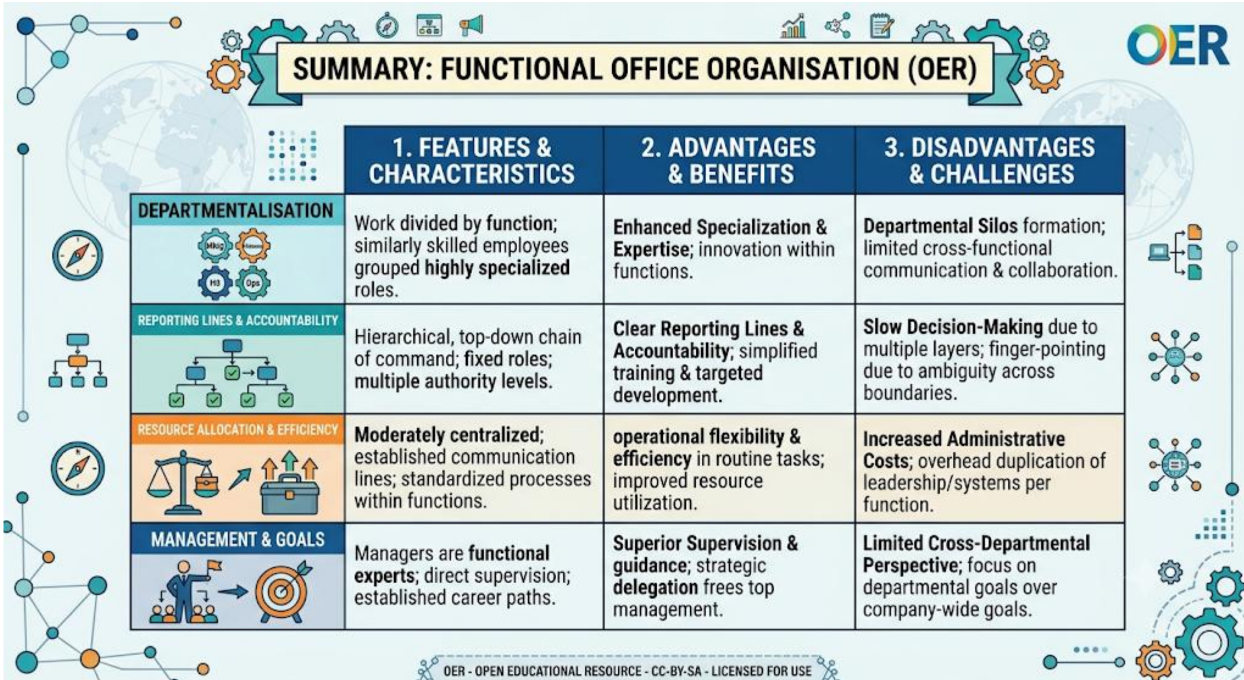



Short description: Diagram showing departmental organisation with separate specialised units.
Caption: Figure 2.3 Departmental organisation structure

Fill in the blank: Departmental organisation groups office activities into _________ based on functions or tasks.

**2.3.2 Functional organisation**

A **functional organisation** arranges office activities according to specialised functions such as accounting, marketing, or production. Each function is managed by an expert who oversees operations in that area. This method ensures technical expertise and clear accountability. However, it can create rigid boundaries and reduce flexibility when cross-functional collaboration is needed.




| | 1. FEATURES & CHARACTERISTICS | 2. ADVANTAGES & BENEFITS | 3. DISADVANTAGES & CHALLENGES |
|---|---|---|---|
| DEPARTMENTALISATION | Work divided by **function**; similarly skilled employees grouped **highly specialized** roles. | **Enhanced Specialization & Expertise**; innovation within functions. | **Departmental Silos** formation; limited cross-functional communication & collaboration. |
| REPORTING LINES & ACCOUNTABILITY | Hierarchical, top-down chain of command; **fixed roles**; **multiple authority levels.** | **Clear Reporting Lines & Accountability**; simplified **training & targeted development.** | **Slow Decision-Making** due to multiple layers; finger-pointing due to ambiguity across boundaries. |
| RESOURCE ALLOCATION & EFFICIENCY | **Moderately centralized**; established communication lines; standardized processes within functions. | **operational flexibility & efficiency** in routine tasks; improved resource utilization. | **Increased Administrative Costs**; overhead duplication of leadership/systems per function. |
| MANAGEMENT & GOALS | Managers are **functional experts**; direct supervision; established career paths. | **Superior Supervision & guidance**; strategic **delegation** frees top management. | **Limited Cross-Departmental Perspective**; focus on departmental goals over company-wide goals. |

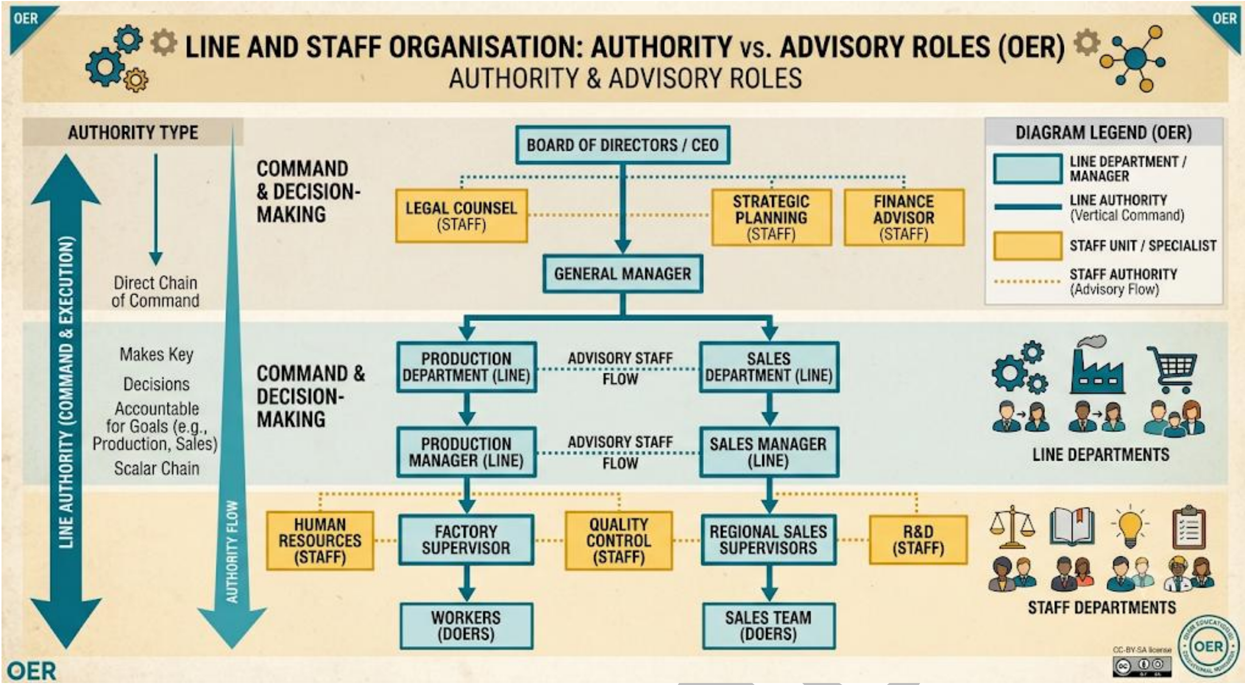


] Caption: Box 2.3 Features of functional organisation Short description: A summary of functional organisation with advantages and disadvantages.

Fill in the blank: In a functional organisation, each function is managed by an _________ in that area.

**2.3.3 Line and staff organisation**

**Line and staff organisation** combines the direct authority of line managers with the specialised support of staff managers. Line managers are responsible for core operations, while staff managers provide expert advice and services. This method balances authority with expertise, ensuring that decisions are both practical and informed. However, conflicts may arise between line and staff managers if roles are not clearly defined.




Short description: Diagram showing line and staff organisation with authority and advisory roles.
Caption: Figure 2.4 Line and staff organisation structure

Fill in the blank: Line managers are responsible for core operations, while staff managers provide _________.

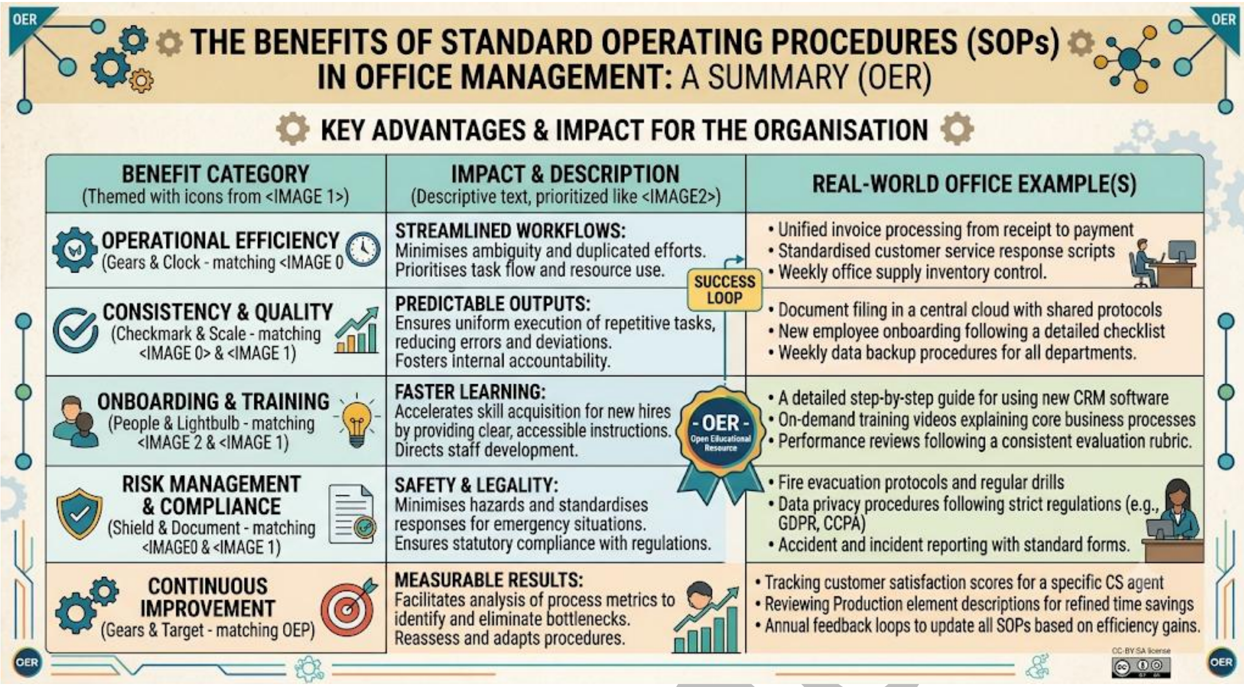
**Pilot questions 2.3**

1. What is the main characteristic of departmental organisation?
2. How does functional organisation ensure accountability?
3. What is the role of line managers in line and staff organisation?
4. Give one advantage and one disadvantage of functional organisation.
5. Why might conflicts arise in line and staff organisation?

### 2.4 Procedures For Effective Office Management

#### 2.4.1 Standard operating procedures

**Standard operating procedures (SOPs)** are documented instructions that outline how routine tasks should be performed. They ensure consistency, efficiency, and compliance with organisational standards. SOPs help employees understand their responsibilities and reduce errors by providing clear guidelines.

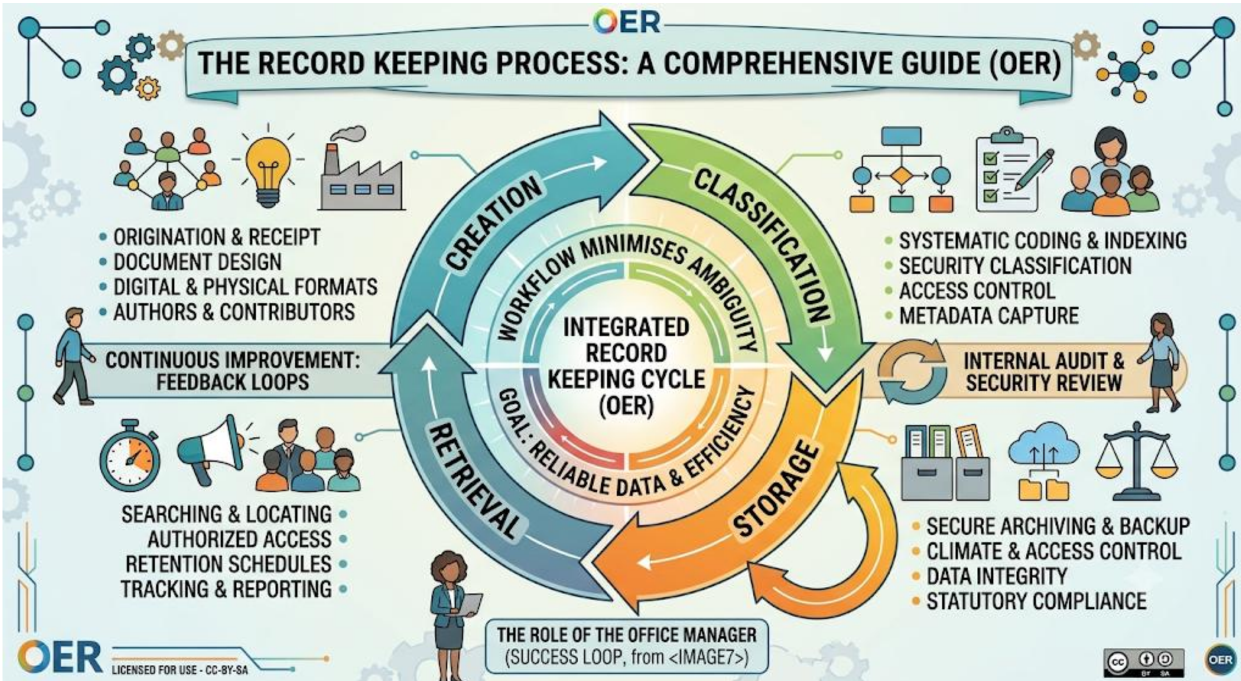


Caption: Box 2.4 Benefits of standard operating procedures Short description: A summary of how SOPs improve consistency, efficiency, and compliance.

Fill in the blank: Standard operating procedures provide _________ instructions for routine tasks.

### 2.4.2 Record keeping and documentation

**Record keeping** refers to the systematic storage and management of organisational information such as correspondence, financial data, and employee records. Proper documentation ensures accountability, supports decision-making, and provides evidence for audits or legal requirements. Effective record keeping requires clear classification, secure storage, and timely retrieval of information.



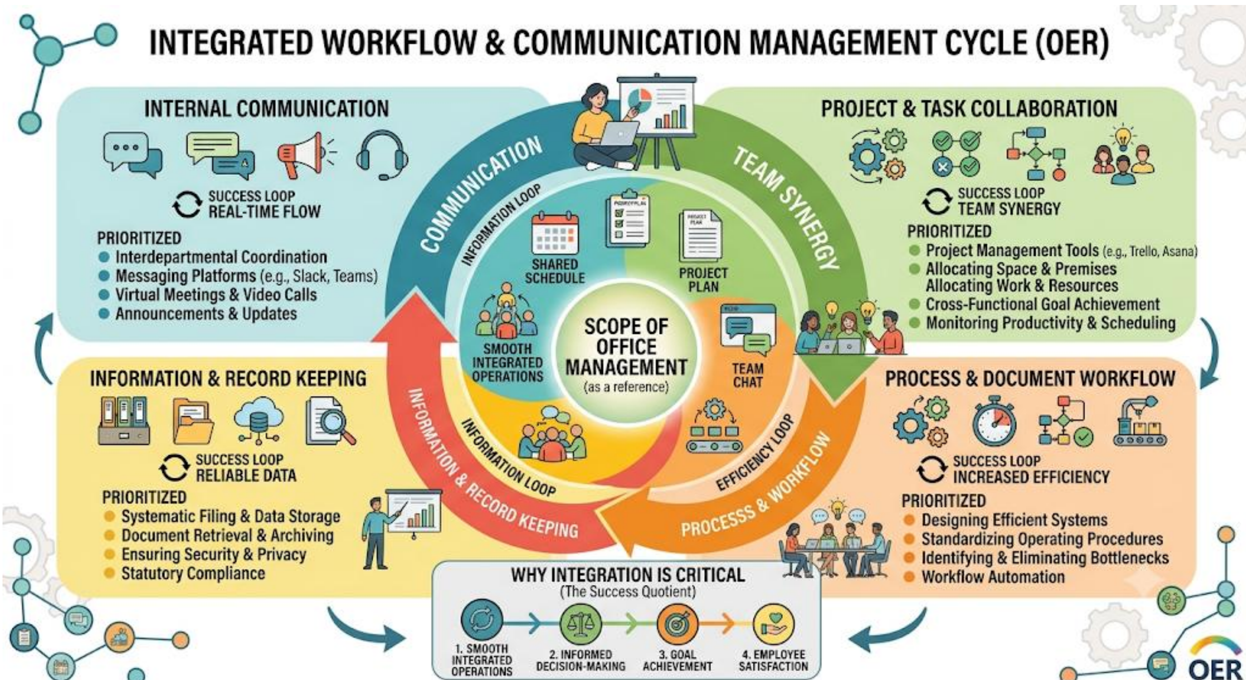
Short description: Diagram showing record keeping process from creation to storage and retrieval.
Caption: Figure 2.5 Record keeping and documentation process

Fill in the blank: Record keeping ensures accountability and supports _________ in organisations.

**2.4.3 Communication and workflow management**

**Communication** in office management refers to the exchange of information between individuals and departments to coordinate activities. Effective communication reduces misunderstandings and enhances collaboration.

**Workflow management** involves designing and monitoring the sequence of tasks to ensure smooth operations. It defines how work moves from one stage to another, helping managers identify bottlenecks and improve efficiency. Together, communication and workflow management ensure that office activities are well-coordinated and aligned with organisational goals.




Short description: Image of office staff collaborating through communication and workflow tools.
Caption: Plate 2.3 Communication and workflow management in practice

Fill in the blank: Workflow management defines how _________ moves from one stage to another.

**Pilot questions 2.4**

1. What is the purpose of standard operating procedures in office management?
2. Why is record keeping important for organisations?
3. What are two key requirements for effective record keeping?
4. How does communication contribute to office management?
5. What is the main goal of workflow management?

**Series Summary**

This Series has explored the principles of office administration, showing how they form the foundation for effective organisational management. We began by defining the **principles of office management**, highlighting their scope and importance. Then, we examined the **types of office organisation**, comparing centralised, decentralised, and hybrid structures. Following that, we studied the **methods of office organisation**, including departmental, functional, and line-and-staff approaches. Finally, we considered the **procedures for effective office management**, focusing on standard operating procedures, record keeping, and communication systems.

By completing this Series, you should now be able to **define** office management principles, **distinguish** between types of office organisation, **describe and evaluate** methods of organisation, and **apply** procedures for effective office management. These outcomes align directly with the Series Learning Outcomes (SLOs) and prepare you to manage office activities with confidence and efficiency.

**Series Glossary**

- **Accountability**: The principle that individuals are responsible for their tasks and decisions.
- **Centralised office organisation**: A structure where decision-making authority is concentrated in one location or group.
- **Communication**: The exchange of information between individuals or departments to coordinate activities.
- **Decentralised office organisation**: A structure where authority is distributed across branches or departments.
- **Departmental organisation**: Grouping office activities into specialised departments such as finance or HR.
- **Functional organisation**: Arranging office activities according to specialised functions managed by experts.
- **Hybrid office organisation**: A structure that combines elements of centralisation and decentralisation.
- **Line and staff organisation**: A method combining direct authority of line managers with advisory support from staff managers.
- **Office administration**: The structured management of office operations to support organisational objectives.
- **Office management**: The process of planning, organising, and controlling office activities to achieve goals.
- **Record keeping**: Systematic storage and management of organisational information.
- **Standard operating procedures (SOPs)**: Documented instructions outlining how routine tasks should be performed.
- **Workflow management**: Designing and monitoring the sequence of tasks to ensure smooth operations.

**Concept Check Questions [Series 2]**

**Objective questions**

1. Who is responsible for providing expert advice in line and staff organisation? (Linked to SLO 2.3)

2. Which type of office organisation concentrates authority in one location? (Linked to SLO 2.2)
3. What do standard operating procedures provide for routine tasks? (Linked to SLO 2.4)

**Short-answer questions**

4. Define office management and state its scope. (Linked to SLO 2.1)
5. Give one advantage and one disadvantage of decentralised office organisation. (Linked to SLO 2.2)

**Long-answer questions**

6. Analyse the differences between departmental organisation and functional organisation. (Linked to SLO 2.3)
    - **Basic response**: Departmental organisation groups activities into departments, while functional organisation arranges them by specialised functions.
    - **Value-added response**: Outstanding learners may evaluate how departmental organisation fosters specialisation but risks duplication, while functional organisation ensures expertise but may reduce flexibility.
7. Evaluate the importance of record keeping and communication in effective office management. (Linked to SLO 2.4)
    - **Basic response**: Record keeping ensures accountability and supports decision-making, while communication coordinates activities and reduces misunderstandings.
    - **Value-added response**: Outstanding learners may discuss how modern technology enhances both processes, improving efficiency and compliance in complex organisations.

**Answers to Concept Check Questions [Series 2]**

1. Staff managers.
2. Centralised office organisation.
3. Documented instructions.
4. Office management is the process of planning, organising, and controlling office activities to achieve goals. Its scope includes communication, record keeping, workflow, and resource allocation.
5. Advantage: quicker decision-making. Disadvantage: inconsistency in policies.

6. Departmental organisation groups activities into departments, while functional organisation arranges them by specialised functions. Outstanding learners may evaluate strengths and weaknesses of each.
7. Record keeping ensures accountability and supports decision-making, while communication coordinates activities. Outstanding learners may highlight the role of technology in enhancing both.

**Answers to Pilot Questions [Series 2]**

- **Part 2.1**: Planning, organising, controlling; communication and record keeping; smooth workflow and accurate documentation; efficiency, simplicity, flexibility, accountability, coordination; coordination.
- **Part 2.2**: Authority concentrated at the top; quicker decisions but inconsistency; combines centralisation and decentralisation; decentralised; authority concentrated.
- **Part 2.3**: Grouping into departments; managed by experts; core operations; expertise but rigid boundaries; unclear roles.
- **Part 2.4**: Consistency and compliance; accountability; classification and secure storage; reduces misunderstandings; smooth operations.

**References and Attributions [Series 2]**


- Fayol, H. (1916). *General and Industrial Management*.
- Weber, M. (1947). *The Theory of Social and Economic Organisation*.
- Suggested OER sources for illustrations:
  - “scope of office management diagram OER”
  - “office administration importance OER”
  - “centralised office organisation diagram OER”
  - “decentralised office organisation OER”
  - “hybrid office organisation summary OER”
  - “departmental office organisation diagram OER”
  - “functional office organisation summary OER”
  - “line and staff organisation diagram OER”
  - “standard operating procedures office management OER”
  - “record keeping process diagram OER”
  - “office communication workflow management OER”

- AI prompt suggestions included in instructional content for Figures, Plates, and Boxes.

# Series 3: Organisational Structures And Design

**Series outline**

- **Part 3.1 Concept of organisational structure**
    - Definition and importance of organisational structure
    - Elements of organisational structure (authority, responsibility, span of control, chain of command)
    - Relationship between structure and organisational goals
- **Part 3.2 Types of organisational structures**
    - Functional structure
    - Divisional structure
    - Matrix structure
    - Team-based and network structures
- **Part 3.3 Principles of organisational design**
    - Unity of command and coordination
    - Specialisation and departmentalisation
    - Flexibility and adaptability
    - Balance between centralisation and decentralisation
- **Part 3.4 Contemporary issues in organisational design**
    - Impact of technology on organisational design
    - Globalisation and cross-cultural structures
    - Emerging trends such as flat organisations and agile design

**Introduction**

Every organisation needs a clear structure to function effectively. Without it, roles become confused, responsibilities overlap, and coordination suffers. Organisational structures and design provide the framework through which authority, communication, and responsibilities are distributed. This Series will help you understand how structures are created, why they matter, and how design principles adapt to modern challenges.

The aim of this Series is to introduce you to the concept of organisational structure, explore different types of structures, explain the principles of organisational design, and examine contemporary issues that influence how organisations are shaped today.

We shall commence this Series by examining the **concept of organisational structure**, focusing on its definition, importance, and key elements. Next, we will explore the **types of organisational structures**, including functional, divisional, matrix, team-based, and network forms. Following that, we will study the **principles of organisational design**, such as unity of command, specialisation, and flexibility. Finally, we will conclude with **contemporary issues in organisational design**, considering the impact of technology, globalisation, and emerging trends like flat and agile organisations.

**Series Learning Outcomes**

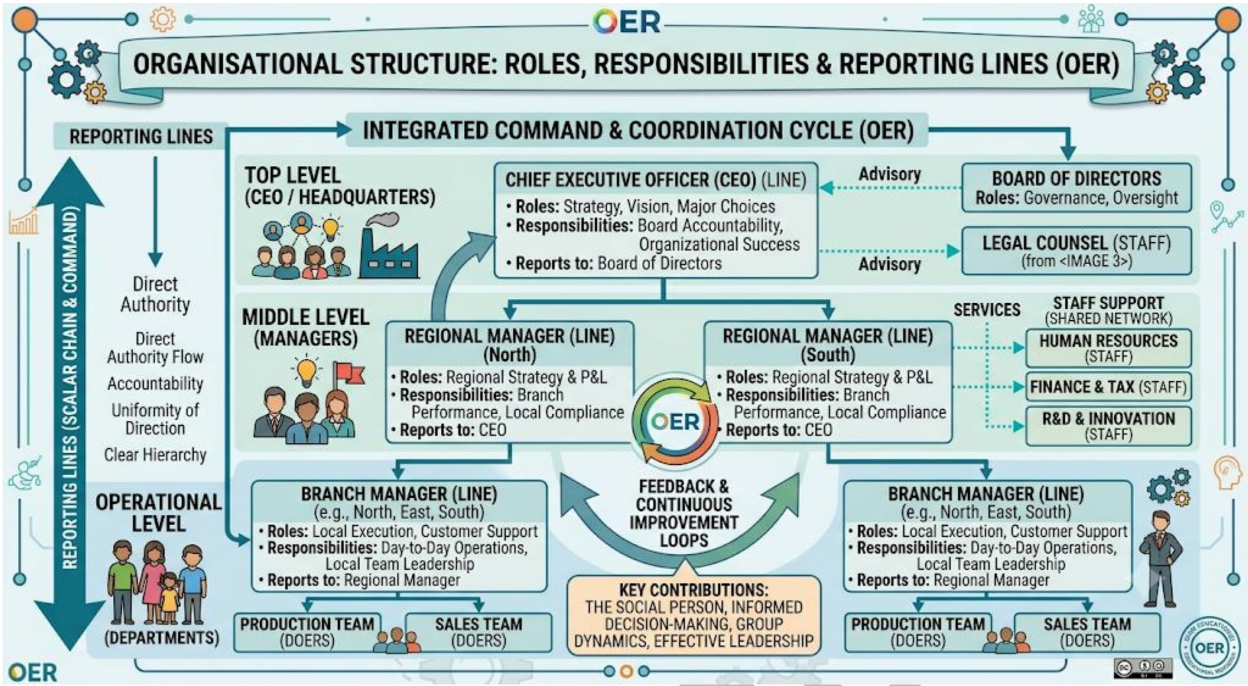
Upon completing this Series, you should be able to:

- **SLO 3.1** define organisational structure and explain its importance in achieving organisational goals,
- **SLO 3.2** distinguish between types of organisational structures and analyse their features,
- **SLO 3.3** describe and apply principles of organisational design to practical scenarios, and
- **SLO 3.4** evaluate contemporary issues and emerging trends in organisational design.

### 3.1 Concept Of Organisational Structure

#### 3.1.1 Definition and importance of organisational structure

**Organisational structure** refers to the formal arrangement of roles, responsibilities, and relationships within an organisation. It defines how tasks are divided, coordinated, and supervised to achieve organisational goals. The importance of organisational structure lies in its ability to provide clarity, improve communication, and ensure accountability. Without a clear structure, organisations risk confusion, duplication of effort, and inefficiency.



Short description: Diagram showing organisational structure with roles and reporting lines.
Caption: Figure 3.1 Organisational structure and reporting relationships

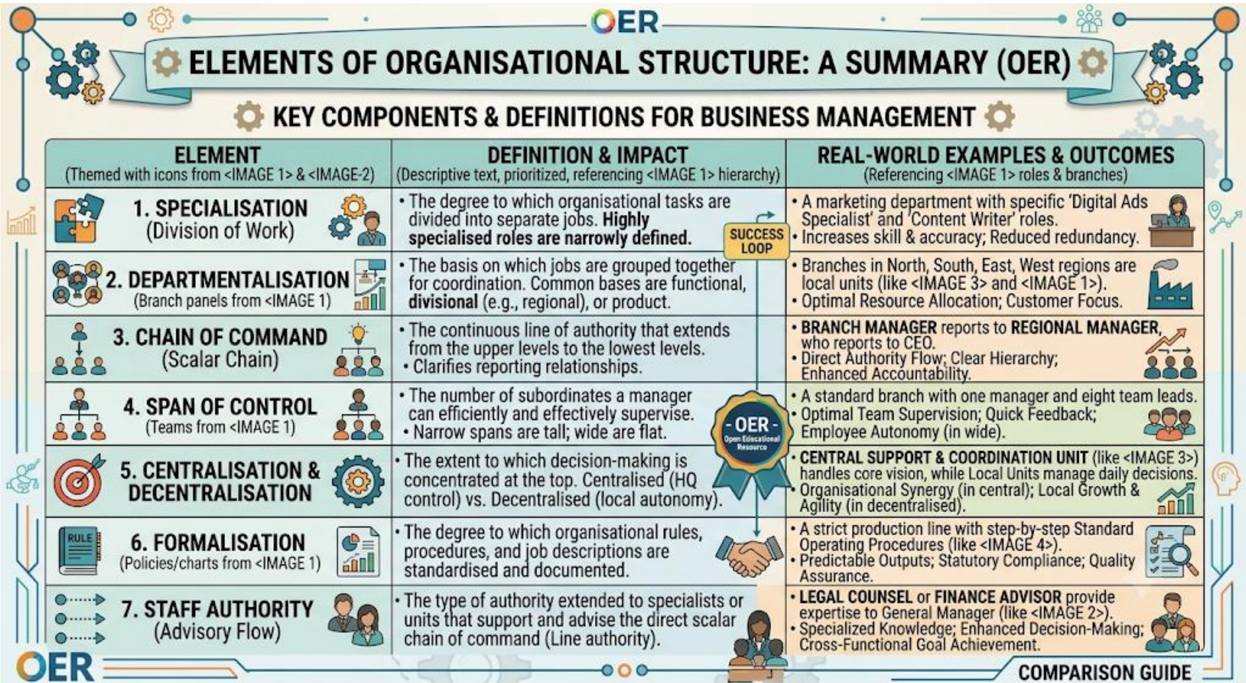
Fill in the blank: Organisational structure defines how tasks are __________, coordinated, and supervised.

### 3.1.2 Elements of organisational structure

The key **elements of organisational structure** include:

- **Authority**: The right to make decisions and direct others.
- **Responsibility**: The obligation to perform assigned tasks.
- **Span of control**: The number of subordinates a manager can effectively supervise.
- **Chain of command**: The line of authority that runs from top management to the lowest level.

These elements work together to ensure that organisations function smoothly and that employees understand their roles and reporting relationships.



OER

# ELEMENTS OF ORGANISATIONAL STRUCTURE: A SUMMARY (OER)

KEY COMPONENTS & DEFINITIONS FOR BUSINESS MANAGEMENT

| ELEMENT (Themed with icons from <IMAGE 1> & <IMAGE-2) | DEFINITION & IMPACT (Descriptive text, prioritized, referencing <IMAGE 1> hierarchy) | REAL-WORLD EXAMPLES & OUTCOMES (Referencing <IMAGE 1> roles & branches) |
|---|---|---|
| 1. SPECIALISATION (Division of Work) | • The degree to which organisational tasks are divided into separate jobs. **Highly specialised roles are narrowly defined.** | • A marketing department with specific 'Digital Ads Specialist' and 'Content Writer' roles. • Increases skill & accuracy; Reduced redundancy. |
| 2. DEPARTMENTALISATION (Branch panels from <IMAGE 1) | • The basis on which jobs are grouped together for coordination. Common bases are functional, **divisional** (e.g., regional), or product. | • Branches in North, South, East, West regions are local units (like <IMAGE 3> and <IMAGE 1>). • Optimal Resource Allocation; Customer Focus. |
| 3. CHAIN OF COMMAND (Scalar Chain) | • The continuous line of authority that extends from the upper levels to the lowest levels. • Clarifies reporting relationships. | • **BRANCH MANAGER** reports to **REGIONAL MANAGER**, who reports to CEO. • Direct Authority Flow; Clear Hierarchy; Enhanced Accountability. |
| 4. SPAN OF CONTROL (Teams from <IMAGE 1) | • The number of subordinates a manager can efficiently and effectively supervise. • Narrow spans are tall; wide are flat. | • A standard branch with one manager and eight team leads. • Optimal Team Supervision; Quick Feedback; Employee Autonomy (in wide). |
| 5. CENTRALISATION & DECENTRALISATION | • The extent to which decision-making is concentrated at the top. Centralised (HQ control) vs. Decentralised (local autonomy). | • **CENTRAL SUPPORT & COORDINATION UNIT** (like <IMAGE 3>) handles core vision, while Local Units manage daily decisions. • Organisational Synergy (in central); Local Growth & Agility (in decentralised). |
| 6. FORMALISATION (Policies/charts from <IMAGE 1) | • The degree to which organisational rules, procedures, and job descriptions are standardised and documented. | • A strict production line with step-by-step Standard Operating Procedures (like <IMAGE 4>). • Predictable Outputs; Statutory Compliance; Quality Assurance. |
| 7. STAFF AUTHORITY (Advisory Flow) | • The type of authority extended to specialists or units that support and advise the direct scalar chain of command (Line authority). | • **LEGAL COUNSEL** or **FINANCE ADVISOR** provide expertise to General Manager (like <IMAGE 2>). • Specialized Knowledge; Enhanced Decision-Making; Cross-Functional Goal Achievement. |



Caption: Box 3.1 Elements of organisational structure Short description: A summary of authority, responsibility, span of control, and chain of command.

Fill in the blank: The line of authority running from top management to the lowest level is called the _________.

### 3.1.3 Relationship between structure and organisational goals

Organisational structure is closely linked to organisational goals. A well-designed structure ensures that resources are allocated effectively, communication flows smoothly, and responsibilities are clear. This alignment helps organisations achieve their objectives efficiently. For example, a company aiming for innovation may adopt a flexible structure that encourages collaboration, while one focused on efficiency may prefer a more hierarchical design.


Short description: Image of employees collaborating within a structured office environment.
Caption: Plate 3.1 Organisational structure supporting organisational goals

Fill in the blank: A well-designed organisational structure ensures that _________ are allocated effectively.

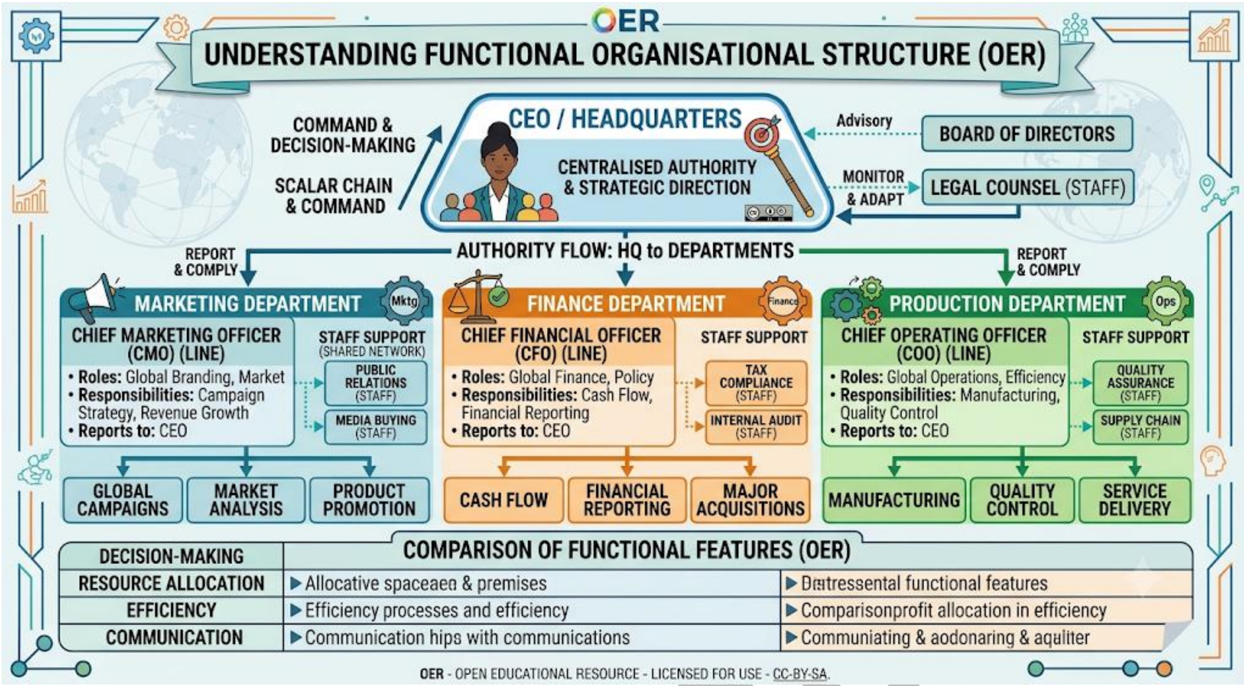
**Pilot questions 3.1**

1. What is the definition of organisational structure?
2. Name two elements of organisational structure.
3. Why is organisational structure important for organisations?
4. What does span of control refer to?
5. How does organisational structure support organisational goals?

### 3.2 Types Of Organisational Structures

#### 3.2.1 Functional structure

A **functional structure** groups employees based on specialised functions such as marketing, finance, or production. Each function is managed by an expert who oversees operations in that area. This structure promotes efficiency and expertise but may create silos that hinder communication across departments.

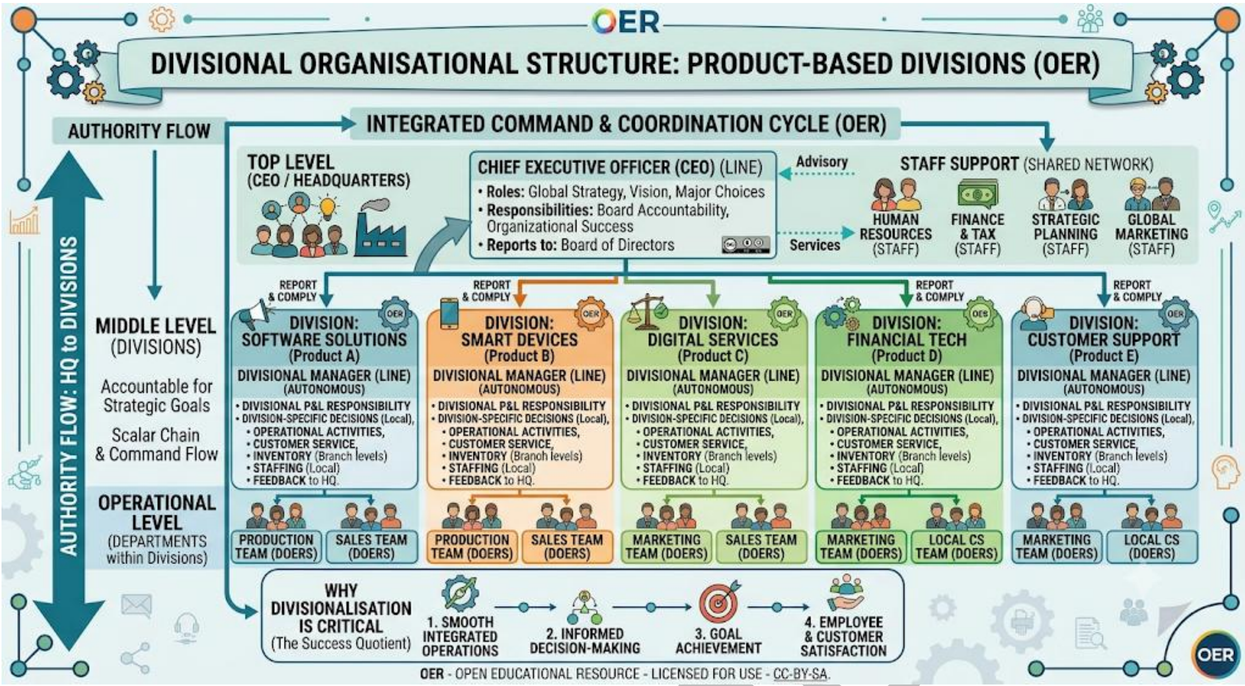



Short description: Diagram showing a functional structure with departments like marketing, finance, and production. Caption: Figure 3.2 Functional organisational structure

Fill in the blank: A functional structure groups employees based on specialised _________.

### 3.2.2 Divisional structure

A **divisional structure** organises employees around products, services, or geographical regions. Each division operates as a semi-autonomous unit with its own resources and management. This structure allows flexibility and responsiveness to market needs but may lead to duplication of resources across divisions.

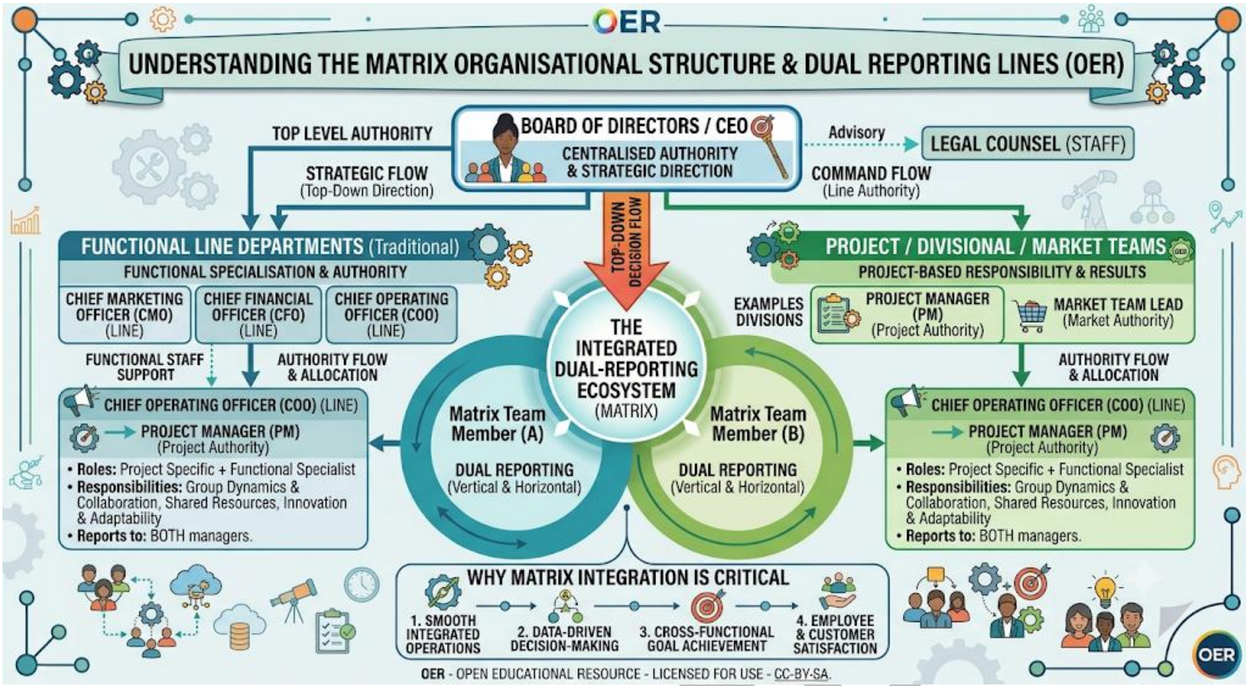



Short description: Image of divisional structure with product-based divisions. Caption: Plate 3.2 Divisional organisational structure in practice

Fill in the blank: A divisional structure organises employees around _________, services, or regions.

### 3.2.3 Matrix structure

A **matrix structure** combines functional and divisional approaches. Employees report to both a functional manager and a project or product manager. This dual reporting system encourages collaboration and resource sharing but can create confusion if roles are not clearly defined.



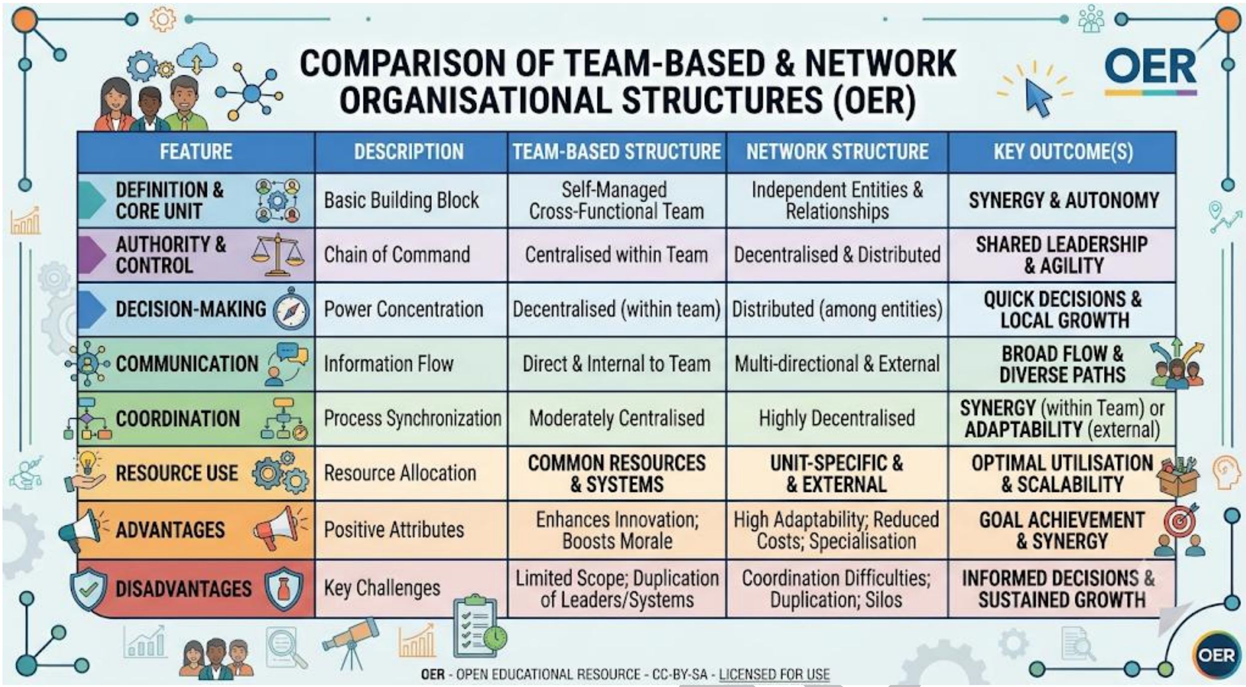
Short description: Diagram showing matrix structure with dual reporting lines. Caption: Figure 3.3 Matrix organisational structure

Fill in the blank: In a matrix structure, employees report to both a functional manager and a _________ manager.

**3.2.4 Team-based and network structures**

**Team-based structures** emphasise collaboration by organising employees into teams that work on specific projects or tasks. This structure fosters innovation and flexibility but may lack clear authority.

**Network structures** rely on partnerships, alliances, and outsourcing to achieve organisational goals. They are highly flexible and adaptive, often used in global or technology-driven organisations. However, they depend heavily on trust and coordination among partners.



## COMPARISON OF TEAM-BASED & NETWORK ORGANISATIONAL STRUCTURES (OER)

| FEATURE | DESCRIPTION | TEAM-BASED STRUCTURE | NETWORK STRUCTURE | KEY OUTCOME(S) |
|---|---|---|---|---|
| DEFINITION & CORE UNIT | Basic Building Block | Self-Managed Cross-Functional Team | Independent Entities & Relationships | SYNERGY & AUTONOMY |
| AUTHORITY & CONTROL | Chain of Command | Centralised within Team | Decentralised & Distributed | SHARED LEADERSHIP & AGILITY |
| DECISION-MAKING | Power Concentration | Decentralised (within team) | Distributed (among entities) | QUICK DECISIONS & LOCAL GROWTH |
| COMMUNICATION | Information Flow | Direct & Internal to Team | Multi-directional & External | BROAD FLOW & DIVERSE PATHS |
| COORDINATION | Process Synchronization | Moderately Centralised | Highly Decentralised | SYNERGY (within Team) or ADAPTABILITY (external) |
| RESOURCE USE | Resource Allocation | COMMON RESOURCES & SYSTEMS | UNIT-SPECIFIC & & EXTERNAL | OPTIMAL UTILISATION & SCALABILITY |
| ADVANTAGES | Positive Attributes | Enhances Innovation; Boosts Morale | High Adaptability; Reduced Costs; Specialisation | GOAL ACHIEVEMENT & SYNERGY |
| DISADVANTAGES | Key Challenges | Limited Scope; Duplication of Leaders/Systems | Coordination Difficulties; Duplication; Silos | INFORMED DECISIONS & SUSTAINED GROWTH |



Caption: Box 3.2 Features of team-based and network structures Short description: A summary comparing team-based and network structures.

Fill in the blank: Team-based structures emphasise __________ by organising employees into project teams.

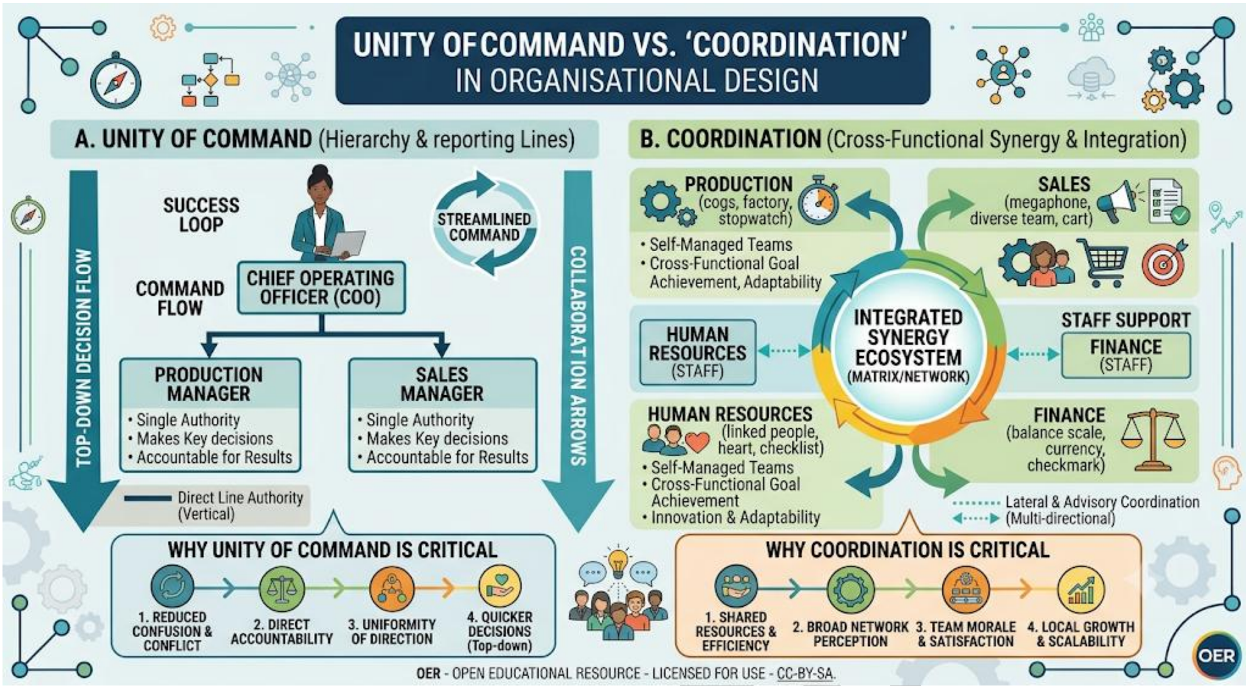
**Pilot questions 3.2**

1. What is the main characteristic of a functional structure?
2. How does a divisional structure organise employees?
3. What is the key feature of a matrix structure?
4. Name one advantage of team-based structures.
5. Why are network structures highly flexible?

### 3.3 Principles Of Organisational Design

#### 3.3.1 Unity of command and coordination

**Unity of command** means that each employee should receive instructions from only one superior. This principle reduces confusion and ensures accountability. **Coordination** refers to aligning activities across departments so that everyone works towards common organisational goals. Together, these principles create clarity and harmony in operations.

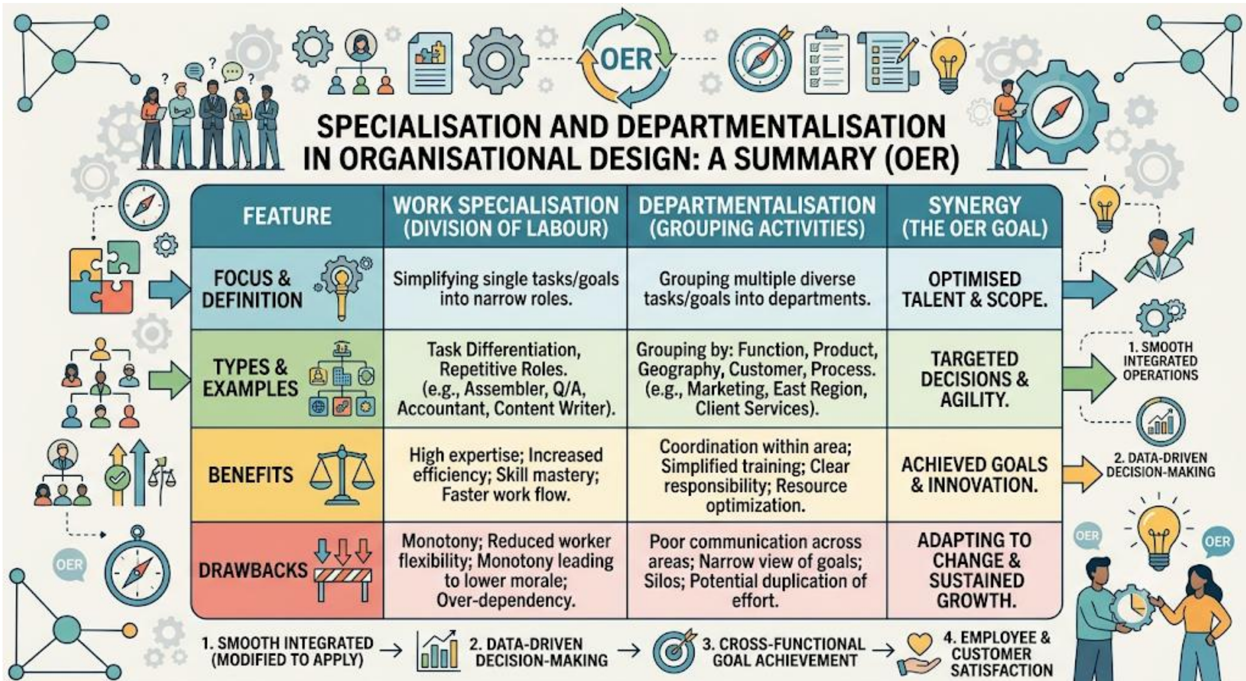


Short description: Diagram showing unity of command and coordination across departments.
Caption: Figure 3.4 Unity of command and coordination in organisational design

Fill in the blank: Unity of command ensures that each employee receives instructions from only __________ superior.

### 3.3.2 Specialisation and departmentalisation

**Specialisation** involves assigning tasks based on expertise, allowing employees to focus on specific functions. This increases efficiency and quality of work. **Departmentalisation** groups related activities into departments, such as finance, marketing, or production, to streamline operations. These principles ensure that work is organised logically and resources are used effectively.



Caption: Box 3.3 Specialisation and departmentalisation Short description: A summary of how specialisation and departmentalisation improve efficiency.

Fill in the blank: Departmentalisation groups related activities into _________ to streamline operations.

### 3.3.3 Flexibility and adaptability

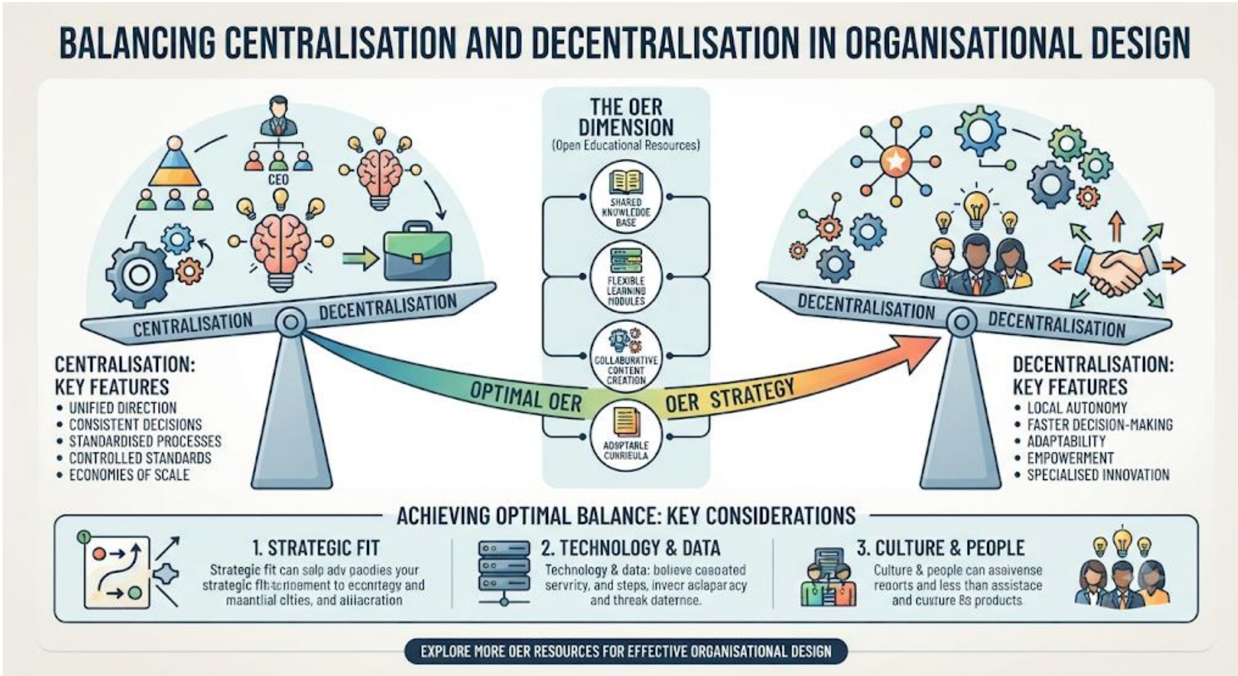
Organisations must remain **flexible and adaptable** to respond to changes in technology, markets, and environments. A rigid structure may hinder innovation and responsiveness. Flexibility allows managers to adjust roles, processes, and structures to meet new challenges, while adaptability ensures long-term survival in dynamic environments.


Short description: Image of a flexible team adapting to new technology. Caption: Plate 3.3 Flexibility and adaptability in organisational design

Fill in the blank: Flexibility in organisational design allows managers to adjust __________ to meet new challenges.

**3.3.4 Balance between centralisation and decentralisation**

Effective organisational design requires a balance between **centralisation** (concentrating authority at the top) and **decentralisation** (distributing authority across levels). Centralisation ensures consistency and control, while decentralisation promotes responsiveness and innovation. The right balance depends on organisational size, goals, and environment.



Short description: Diagram showing balance between centralisation and decentralisation. Caption: Figure 3.5 Balancing centralisation and decentralisation

Fill in the blank: Centralisation ensures consistency and control, while decentralisation promotes _________.

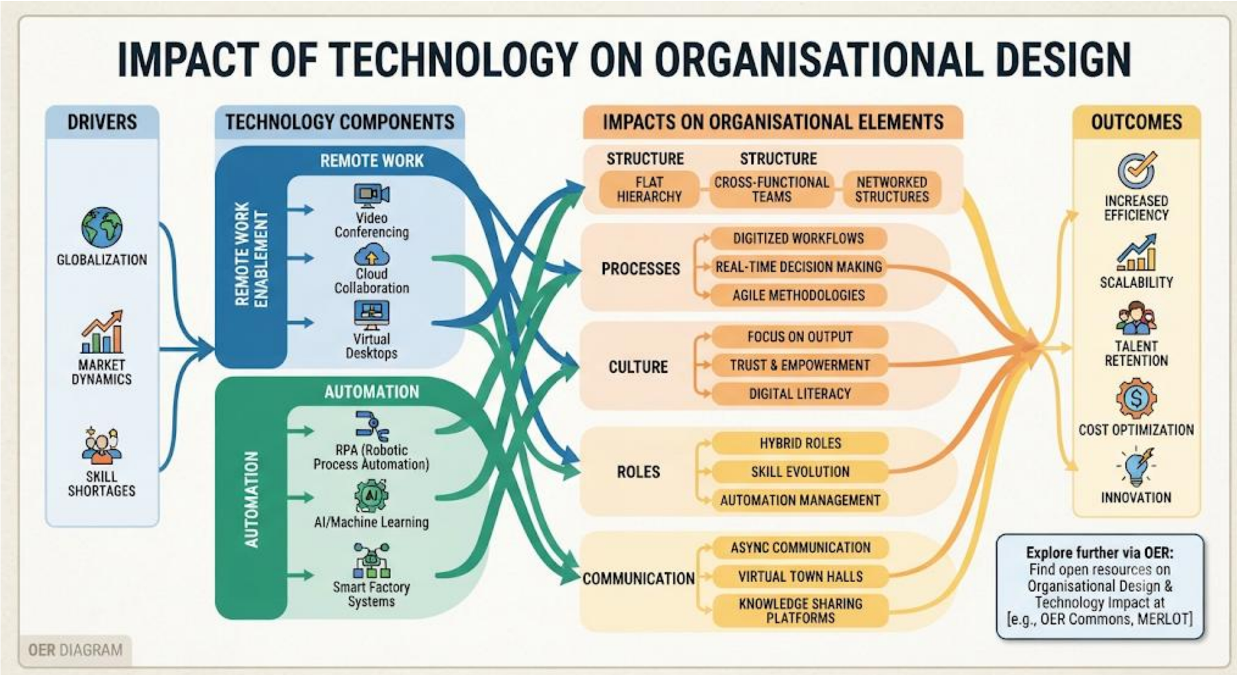
**Pilot questions 3.3**

1. What does unity of command mean in organisational design?
2. How does specialisation improve efficiency?
3. Why is flexibility important in organisational design?
4. What is the difference between centralisation and decentralisation?
5. How does coordination support organisational goals?

### 3.4 Contemporary Issues In Organisational Design

#### 3.4.1 Impact of technology on organisational design

Technology has transformed organisational design by enabling remote work, digital collaboration, and automation of routine tasks. Modern organisations often adopt flatter structures to take advantage of faster communication tools and digital platforms. While technology increases efficiency, it also requires organisations to adapt their structures to remain competitive.




Short description: Diagram showing how technology influences organisational design. Caption: Figure 3.6 Impact of technology on organisational design

Fill in the blank: Technology has enabled _________ work and digital collaboration in organisations.

### 3.4.2 Globalisation and cross-cultural structures

Globalisation has led organisations to operate across multiple countries and cultures. This requires structures that can accommodate diverse practices, languages, and regulations. Cross-cultural structures often emphasise flexibility, inclusivity, and communication to ensure smooth coordination across borders. Managers must design structures that balance global consistency with local responsiveness.


Short description: Image of a multinational team collaborating across cultures. Caption: Plate 3.4 Globalisation and cross-cultural organisational structures

Fill in the blank: Globalisation requires organisational structures that balance global consistency with _________ responsiveness.

**3.4.3 Emerging trends: flat organisations and agile design**

**Flat organisations** reduce hierarchical levels, promoting open communication and faster decision-making. They empower employees by minimising bureaucracy and encouraging collaboration.

**Agile design** emphasises adaptability, teamwork, and iterative processes. It is particularly useful in industries facing rapid technological change, as it allows organisations to respond quickly to new challenges. Both trends reflect a shift towards more flexible and responsive organisational structures.

Caption: Box 3.4 Features of flat and agile organisational design Short description: A summary comparing flat organisations and agile design.

Fill in the blank: Flat organisations reduce _________ levels to promote faster decision-making.

**Pilot questions 3.4**

1. How has technology influenced organisational design?
2. Why is globalisation important in shaping organisational structures?
3. What is the main characteristic of flat organisations?
4. How does agile design help organisations respond to change?
5. What challenge does globalisation pose for managers designing structures?

**Series Summary**

This Series has examined how organisational structures and design shape the way organisations function and achieve their goals. We began with the **concept of organisational structure**, defining its importance and exploring key elements such as authority, responsibility, span of control, and chain of command. We then studied the **types of organisational structures**, including functional, divisional, matrix, team-based, and network forms. Following that, we looked at the **principles of organisational design**, highlighting unity of command, specialisation, flexibility, and the balance between centralisation and decentralisation. Finally, we explored **contemporary issues**, focusing on the impact of technology, globalisation, and emerging trends like flat and agile organisations.

By completing this Series, you should now be able to **define** organisational structure, **distinguish** between different types, **apply** design principles, and **evaluate** contemporary issues. These outcomes align directly with the Series Learning Outcomes (SLOs) and provide you with the ability to understand and adapt organisational structures to meet modern challenges.

**Series Glossary**

- **Agile design**: An organisational approach that emphasises adaptability, teamwork, and iterative processes.
- **Authority**: The right to make decisions and direct others.
- **Chain of command**: The line of authority running from top management to the lowest level.
- **Coordination**: Aligning activities across departments to achieve common goals.
- **Decentralisation**: Distributing authority across different levels of the organisation.
- **Divisional structure**: Organising employees around products, services, or geographical regions.
- **Flexibility**: The ability of an organisation to adjust roles and processes to meet new challenges.
- **Functional structure**: Grouping employees based on specialised functions such as marketing or finance.
- **Globalisation**: The process of organisations operating across multiple countries and cultures.
- **Matrix structure**: A structure combining functional and divisional approaches with dual reporting lines.
- **Network structure**: A flexible organisational form relying on partnerships, alliances, and outsourcing.
- **Organisational structure**: The formal arrangement of roles, responsibilities, and relationships within an organisation.
- **Responsibility**: The obligation to perform assigned tasks.
- **Span of control**: The number of subordinates a manager can effectively supervise.
- **Specialisation**: Assigning tasks based on expertise to improve efficiency.
- **Unity of command**: The principle that each employee should receive instructions from only one superior.

**Concept Check Questions [Series 3]**

**Objective questions**

1. Which element of organisational structure refers to the number of subordinates a manager can supervise? (Linked to SLO 3.1)
2. What type of structure combines functional and divisional approaches? (Linked to SLO 3.2)
3. Which principle ensures that each employee receives instructions from only one superior? (Linked to SLO 3.3)

**Short-answer questions**

4. Define organisational structure and explain its importance. (Linked to SLO 3.1)
5. State one advantage and one disadvantage of divisional structure. (Linked to SLO 3.2)

**Long-answer questions**

6. Analyse the differences between functional and matrix structures. (Linked to SLO 3.2)
   - **Basic response**: Functional structures group employees by specialised functions, while matrix structures combine functional and divisional approaches with dual reporting lines.
   - **Value-added response**: Outstanding learners may evaluate how functional structures promote expertise but risk silos, while matrix structures encourage collaboration but may cause confusion.
7. Evaluate the impact of technology and globalisation on organisational design. (Linked to SLO 3.4)
   - **Basic response**: Technology enables remote work and automation, while globalisation requires structures that balance global consistency with local responsiveness.
   - **Value-added response**: Outstanding learners may discuss how digital platforms, cross-cultural teams, and agile design reshape organisations to remain competitive in a globalised economy.

**Answers to Concept Check Questions [Series 3]**

1. Span of control.
2. Matrix structure.
3. Unity of command.
4. Organisational structure is the formal arrangement of roles, responsibilities, and relationships within an organisation. It is important because it provides clarity, improves communication, and ensures accountability.
5. Advantage: flexibility and responsiveness. Disadvantage: duplication of resources.

6. Functional structures group employees by specialised functions, while matrix structures combine functional and divisional approaches. Outstanding learners may evaluate strengths and weaknesses of each.
7. Technology enables remote work and automation, while globalisation requires adaptable structures. Outstanding learners may highlight how agile and flat designs support competitiveness in global markets.

**Answers to Pilot Questions [Series 3]**

- **Part 3.1**: Formal arrangement of roles; authority and responsibility; clarity and accountability; number of subordinates; alignment with goals.
- **Part 3.2**: Grouping by specialised functions; products or regions; dual reporting lines; innovation and flexibility; reliance on trust.
- **Part 3.3**: One superior; expertise; adaptability; consistency vs responsiveness; aligning activities.
- **Part 3.4**: Remote work and automation; cross-cultural coordination; fewer hierarchical levels; adaptability to change; balancing global and local needs.

**References and Attributions [Series 3]**


- Fayol, H. (1916). *General and Industrial Management*.
- Weber, M. (1947). *The Theory of Social and Economic Organisation*.

- Suggested OER sources for illustrations:
  - “organisational structure diagram OER”
  - “functional organisational structure diagram OER”
  - “divisional organisational structure OER”
  - “matrix organisational structure diagram OER”
  - “team-based network organisational structures summary OER”
  - “unity of command coordination organisational design OER”
  - “specialisation departmentalisation organisational design OER”
  - “flexibility adaptability organisational design OER”
  - “balance centralisation decentralisation organisational design OER”
  - “technology impact organisational design diagram OER”
  - “globalisation cross-cultural organisational structures OER”

    - "flat organisations agile design summary OER"
- AI prompt suggestions included in instructional content for Figures, Plates, and Boxes.

# Series 4: Leadership And Motivation Theories

**Series outline**

- **Part 4.1 Concept of leadership**
    - Definition and importance of leadership
    - Roles and responsibilities of leaders
    - Leadership styles (autocratic, democratic, laissez-faire)
- **Part 4.2 Leadership theories**
    - Trait theory
    - Behavioural theories
    - Situational and contingency theories
    - Transformational and transactional leadership
- **Part 4.3 Motivation theories**
    - Maslow's hierarchy of needs
    - Herzberg's two-factor theory
    - McGregor's Theory X and Theory Y
    - Contemporary motivation approaches (self-determination, equity, expectancy theory)
- **Part 4.4 Application of leadership and motivation theories**
    - Linking leadership and motivation in practice
    - Case examples in organisational settings
    - Challenges and best practices in applying theories

**Introduction**

Leadership and motivation are two critical forces that drive organisational success. Leadership provides direction, vision, and influence, while motivation energises individuals to perform at their best. Together, they shape workplace culture, productivity, and employee satisfaction. Understanding the theories behind leadership and motivation helps managers and professionals apply effective strategies in real-world settings.

The aim of this Series is to equip you with knowledge of leadership concepts, explore major leadership theories, examine motivation theories, and apply both sets of ideas to organisational practice.

We shall commence this Series by examining the **concept of leadership**, focusing on its definition, importance, roles, and styles. Next, we will explore **leadership theories**, including trait, behavioural, contingency, transformational, and transactional perspectives. Following that, we will study **motivation theories**, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, McGregor's Theory X and Theory Y, and contemporary approaches. Finally, we will conclude with the **application of leadership and motivation theories**, linking them to organisational practice and exploring challenges and best practices.

**Series Learning Outcomes**

Upon completing this Series, you should be able to:

- **SLO 4.1** define leadership and explain its importance, roles, and styles,
- **SLO 4.2** distinguish between major leadership theories and analyse their relevance,
- **SLO 4.3** describe and evaluate motivation theories and their application to workplace settings, and
- **SLO 4.4** apply leadership and motivation theories to organisational practice, identifying challenges and best practices.

**4.1 Concept Of Leadership**

**4.1.1 Definition and importance of leadership**

**Leadership** is the process of influencing and guiding individuals or groups toward achieving organisational goals. It involves setting direction, inspiring others, and fostering collaboration. Leadership is important because it provides vision, builds trust, and motivates employees to perform effectively. Without strong leadership, organisations may lack focus and struggle to achieve success.

Short description: Diagram showing leadership guiding a team toward goals. Caption: Figure 4.1 Leadership as guidance and influence

Fill in the blank: Leadership is the process of _________ and guiding individuals toward organisational goals.

**4.1.2 Roles and responsibilities of leaders**

Leaders play multiple roles in organisations, including:

- **Visionary**: Setting long-term goals and direction.
- **Motivator**: Inspiring and energising employees.
- **Communicator**: Ensuring clear and effective information flow.
- **Decision-maker**: Making strategic and operational choices.
- **Coach**: Developing and mentoring team members.

These responsibilities ensure that leaders not only manage tasks but also build strong, cohesive teams.


Caption: Box 4.1 Roles and responsibilities of leaders Short description: Summary of visionary, motivator, communicator, decision-maker, and coach roles.

Fill in the blank: One role of a leader is being a _________, setting long-term goals and direction.

**4.1.3 Leadership styles**

Leadership styles reflect how leaders interact with their teams. Common styles include:

- **Autocratic**: Leaders make decisions unilaterally, providing clear direction but limiting participation.
- **Democratic**: Leaders involve team members in decision-making, encouraging collaboration and ownership.
- **Laissez-faire**: Leaders provide minimal guidance, allowing employees freedom to make decisions.

Each style has strengths and weaknesses, and effective leaders often adapt their style to the situation.

Short description: Image showing different leadership styles in practice. Caption: Plate 4.1 Leadership styles in organisational settings

Fill in the blank: In a _________ leadership style, leaders involve team members in decision-making.

**Pilot questions 4.1**

1. What is the definition of leadership?
2. Name two roles of a leader.
3. Why is leadership important in organisations?
4. What is the main characteristic of autocratic leadership?
5. Which leadership style encourages collaboration and ownership?

## 4.2 Leadership Theories

### 4.2.1 Trait theory

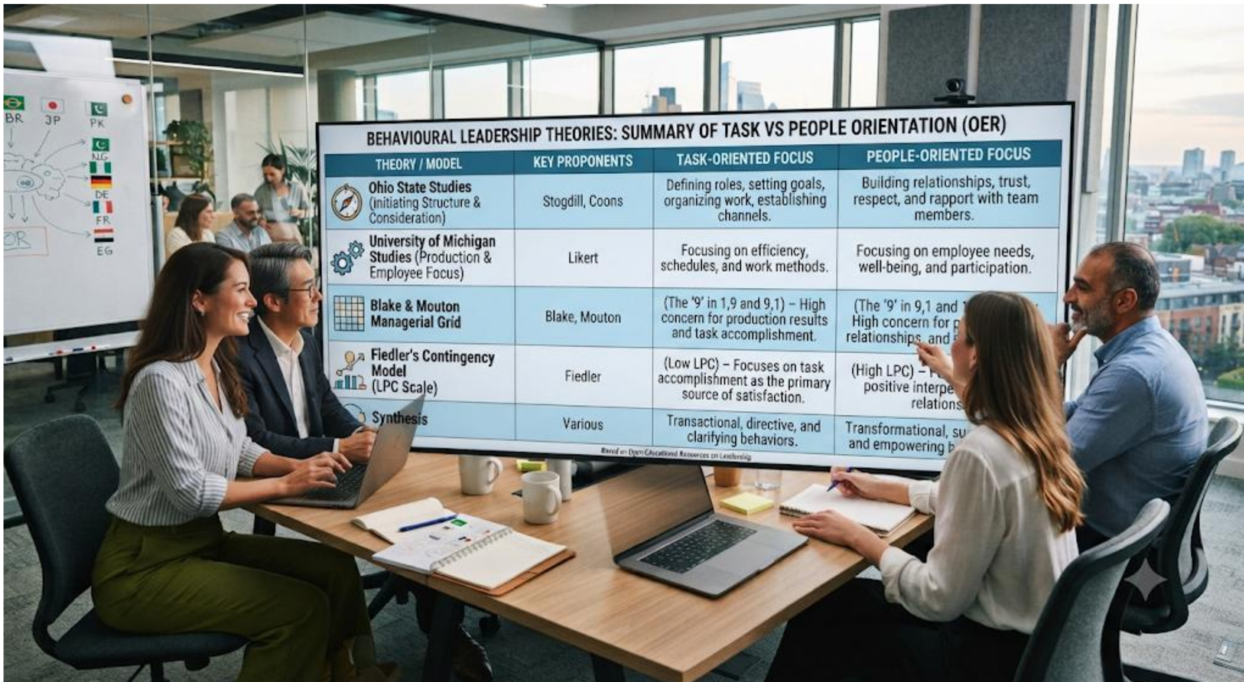
**Trait theory** suggests that effective leaders possess certain inherent qualities such as confidence, integrity, and intelligence. It assumes that leaders are born, not made. While this theory highlights important characteristics, it has been criticised for overlooking situational factors and learned behaviours.


Short description: Diagram showing key traits of effective leaders. Caption: Figure 4.2 Trait theory of leadership

Fill in the blank: Trait theory assumes that leaders are _________, not made.

#### 4.2.2 Behavioural theories

**Behavioural theories** focus on what leaders do rather than who they are. They categorise leadership behaviours into task-oriented (emphasising productivity and structure) and people-oriented (emphasising relationships and support). This theory suggests that effective leadership can be learned and developed through practice.




Caption: Box 4.2 Behavioural theories of leadership Short description: Summary of task-oriented and people-oriented behaviours.

Fill in the blank: Behavioural theories focus on what leaders _________ rather than who they are.

**4.2.3 Situational and contingency theories**

**Situational theories** argue that effective leadership depends on the context. Leaders must adapt their style to the needs of the situation and the readiness of their followers.

**Contingency theories** build on this idea, suggesting that leadership effectiveness depends on the match between a leader's style and the specific circumstances. For example, Fiedler's contingency model emphasises the relationship between leadership style and situational favourableness.


Short description: Diagram showing situational leadership adapting to follower readiness. Caption: Figure 4.3 Situational and contingency theories of leadership

Fill in the blank: Situational theories argue that effective leadership depends on the _________.

#### 4.2.4 Transformational and transactional leadership

**Transformational leadership** inspires and motivates followers by creating a vision, fostering innovation, and encouraging personal growth. Transformational leaders focus on long-term change and development.

**Transactional leadership** is based on exchanges between leaders and followers, such as rewards for performance or penalties for failure. It emphasises structure, rules, and short-term goals. Both styles can be effective depending on organisational needs.


Short description: Image showing transformational vs transactional leadership in practice.
Caption: Plate 4.2 Transformational and transactional leadership styles

Fill in the blank: Transactional leadership is based on __________ between leaders and followers.

**Pilot questions 4.2**

1. What does trait theory suggest about leaders?
2. How do behavioural theories view leadership?
3. What is the main idea of situational leadership?
4. What is the difference between transformational and transactional leadership?
5. Which contingency model emphasises the relationship between leadership style and situational favourableness?

**4.3 Motivation Theories**

**4.3.1 Maslow's hierarchy of needs**

**Maslow's hierarchy of needs** is a motivational theory that arranges human needs in a pyramid, starting from basic physiological needs (food, shelter) to higher-level needs such as self-actualisation. The levels include:

- Physiological needs
- Safety needs

- Social (belongingness) needs
- Esteem needs
- Self-actualisation

The theory suggests that individuals are motivated to satisfy lower-level needs before progressing to higher ones.


Short description: Pyramid diagram showing Maslow's hierarchy of needs. Caption: Figure 4.3 Maslow's hierarchy of needs

Fill in the blank: Maslow's hierarchy suggests individuals satisfy _________ needs before higher ones.

**4.3.2 Herzberg's two-factor theory**

**Herzberg's two-factor theory** divides workplace factors into:

- **Hygiene factors**: Salary, working conditions, company policies. These prevent dissatisfaction but do not motivate.
- **Motivators**: Achievement, recognition, responsibility, growth. These create satisfaction and motivation.

The theory highlights that motivation requires more than good working conditions; it depends on meaningful work and recognition.

**COMPARISON OF HERZBERG'S HYGIENE FACTORS AND MOTIVATORS**

| | FACTOR TYPE | DEFINITION \| KEY ELEMENTS (EXAMPLES) | OUTCOME WHEN PRESENT/ABSENT |
|---|---|---|---|
| HYGIENE FACTORS (MAINTE-NANCE FACTORS) | Company Policy & Administration | Rules, regulations, and procedures. | Prevents job dissatisfaction when adequate; causes dissatisfaction when inadequate. |
| | Salary | Amount and structure of pay. | Necessary to avoid dissatisfaction. Does not necessarily motivate. |
| | Supervision | Quality and style of management. | Poor supervision causes dissatisfaction. |
| | Working Conditions | Physical environment and resources. | Unsafe or uncomfortable conditions cause dissatisfaction. |
| | Relationship with Peers & Subordinates | Social interactions at work. | Poor relationships lead to dissatisfaction. |
| MOTIVA TORS (SATIS-FIERS) | Achievement | Sense of accomplishment and task completion. | Leads to high satisfaction and motivation. |
| | Recognition | Acknowledgment and praise for work. | Increases motivation and job satisfaction. |
| | The Work Itself | The nature and interest of the tasks. | Engaging work drives internal motivation. |
| | Responsibility | Ownership and control over one's job. | Fostering responsibility increases motivation. |
| | Growth & Advancement | Opportunities for career development and learning. | Leads to personal growth and high satisfaction. |

*Source: Based on Frederick Herzberg's Two-Factor Theory (Motivation-Hygiene Theory). OER Educational Resource.

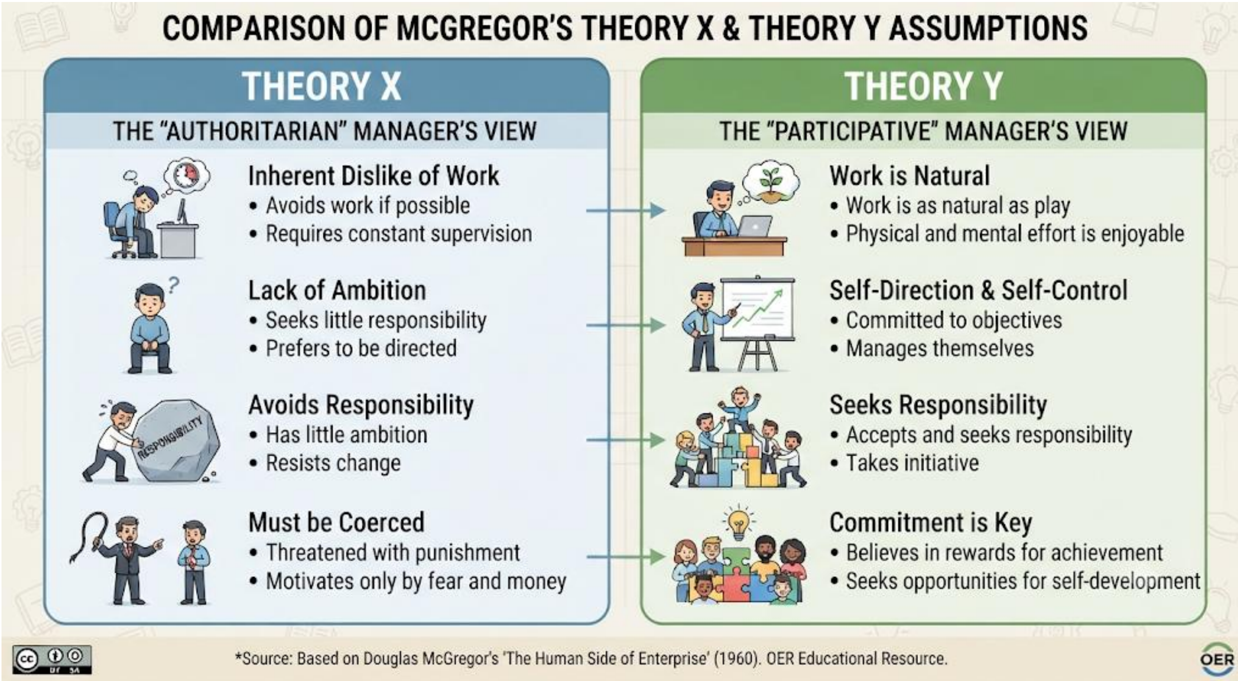
Caption: Box 4.3 Herzberg's two-factor theory Short description: Summary of hygiene factors vs motivators.

Fill in the blank: Hygiene factors prevent dissatisfaction, while _________ create satisfaction and motivation.

**4.3.3 McGregor's Theory X and Theory Y**

**Theory X** assumes employees are inherently lazy, dislike work, and need strict supervision and control. **Theory Y** assumes employees are self-motivated, enjoy responsibility, and can be trusted to work independently.

McGregor argued that managers' assumptions about employees influence their leadership style and organisational culture.




Short description: Diagram contrasting Theory X and Theory Y assumptions. Caption: Figure 4.4 McGregor's Theory X and Theory Y

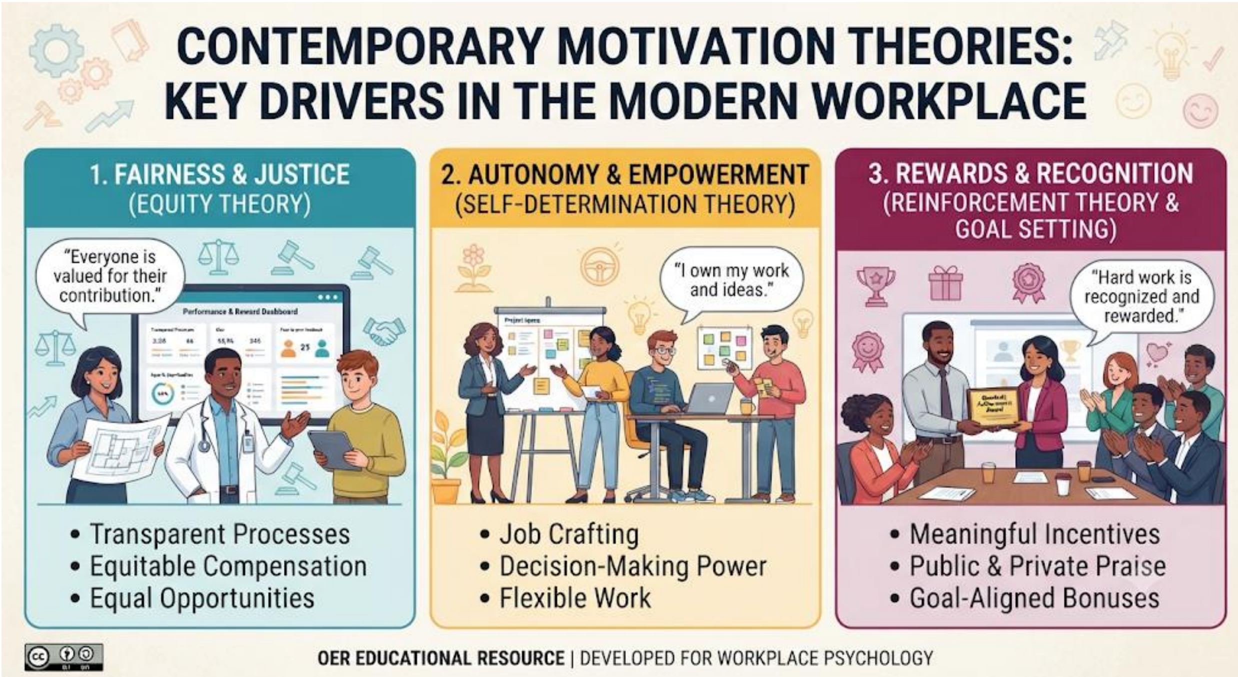
Fill in the blank: Theory Y assumes employees are __________ and enjoy responsibility.

**4.3.4 Contemporary motivation approaches**

Modern theories expand on classical ideas:

- **Self-determination theory**: Focuses on autonomy, competence, and relatedness as drivers of motivation.
- **Equity theory**: Suggests employees are motivated when they perceive fairness in rewards compared to others.
- **Expectancy theory**: States motivation depends on the belief that effort leads to performance and performance leads to rewards.

These approaches highlight the importance of psychological and social factors in motivation.



Short description: Image of employees motivated by fairness, autonomy, and rewards. Caption: Plate 4.3 Contemporary motivation approaches in practice

Fill in the blank: Expectancy theory states motivation depends on belief that effort leads to _________.

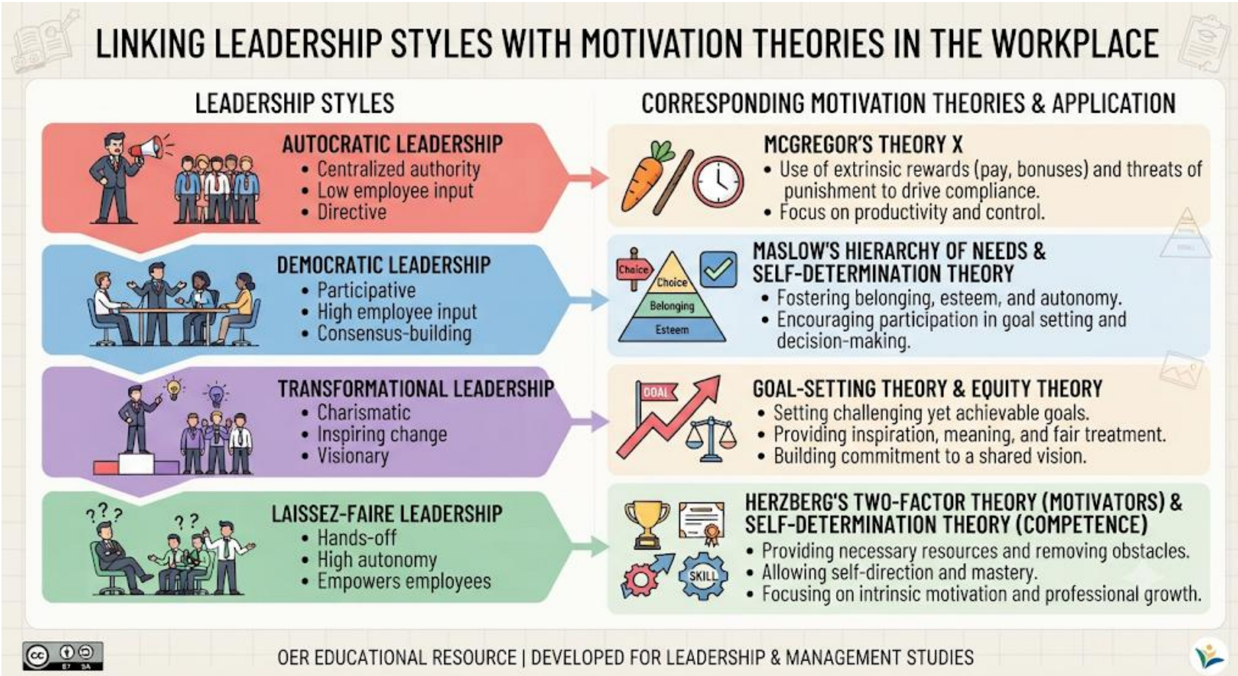
**Pilot questions 4.3**

1. What are the five levels in Maslow's hierarchy of needs?
2. According to Herzberg, what is the difference between hygiene factors and motivators?
3. What assumption does Theory X make about employees?
4. How does Theory Y view employees compared to Theory X?
5. Name one contemporary motivation theory and its key idea.

### 4.4 Application Of Leadership And Motivation Theories

#### 4.4.1 Linking leadership and motivation in practice

Effective leaders use motivation theories to inspire their teams. For example, a transformational leader may apply **Maslow's hierarchy** by helping employees achieve self-actualisation through challenging projects. Similarly, a transactional leader may use **Herzberg's two-factor theory** by ensuring hygiene factors are met while offering rewards for achievement. The link between leadership and motivation ensures that employees are both guided and energised.



Short description: Diagram showing leadership styles linked with motivation theories. Caption: Figure 4.5 Linking leadership and motivation theories in practice

Fill in the blank: Transformational leaders may apply Maslow's hierarchy by helping employees achieve _________.

**4.4.2 Case examples in organisational settings**

In practice, organisations combine leadership and motivation theories to improve performance:

- A **democratic leader** may use **equity theory** to ensure fairness in rewards, boosting morale.
- A **situational leader** may apply **expectancy theory**, motivating employees by clarifying how effort leads to performance and rewards.
- A **transactional leader** may rely on **Theory X assumptions**, using supervision and incentives to maintain productivity.

These examples show how theories are adapted to fit organisational contexts.


Short description: Image of workplace leaders applying motivation theories. Caption: Plate 4.4 Case examples of leadership and motivation in organisations

Fill in the blank: A situational leader may apply expectancy theory by clarifying how _________ leads to rewards.

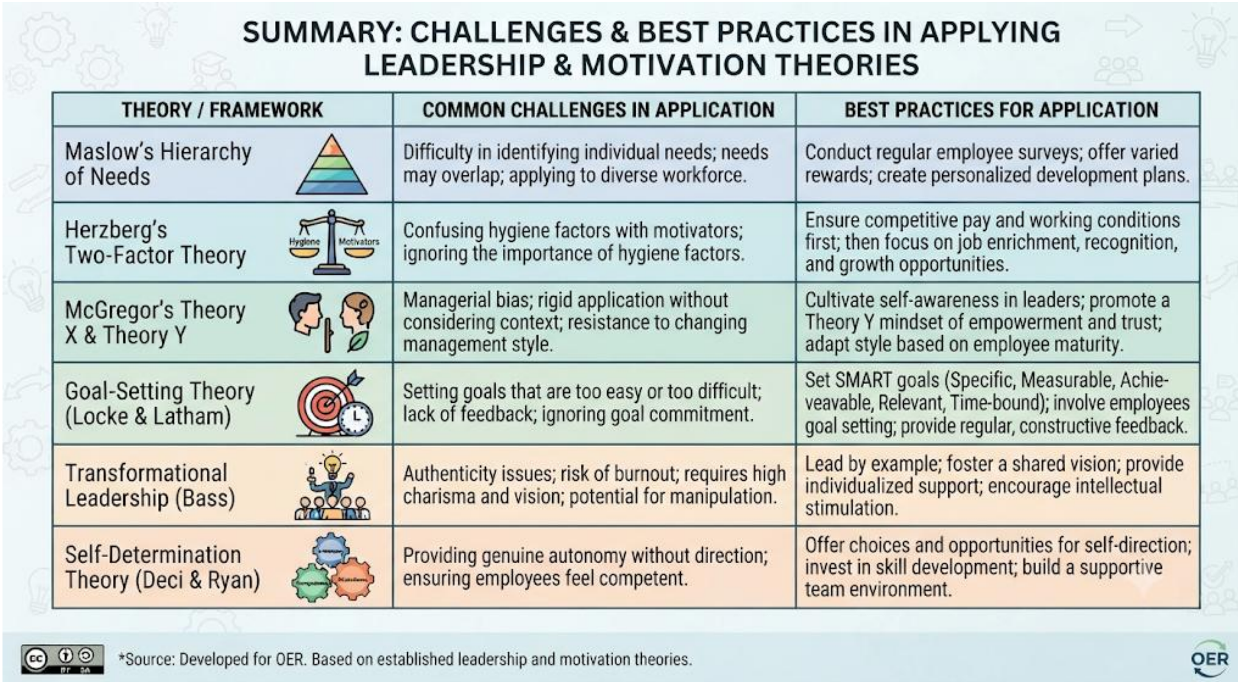
#### 4.4.3 Challenges and best practices in applying theories

Applying leadership and motivation theories is not without challenges. Leaders may face:

- Diverse employee needs that require different motivational approaches.
- Resistance to change when introducing new leadership styles.
- Difficulty balancing short-term rewards with long-term development.

**Best practices** include:

- Adapting leadership style to the situation and individual needs.
- Combining multiple motivation theories for a holistic approach.
- Ensuring fairness, transparency, and recognition in all practices.



SUMMARY: CHALLENGES & BEST PRACTICES IN APPLYING LEADERSHIP & MOTIVATION THEORIES

| THEORY / FRAMEWORK | COMMON CHALLENGES IN APPLICATION | BEST PRACTICES FOR APPLICATION |
|---|---|---|
| Maslow's Hierarchy of Needs | Difficulty in identifying individual needs; needs may overlap; applying to diverse workforce. | Conduct regular employee surveys; offer varied rewards; create personalized development plans. |
| Herzberg's Two-Factor Theory | Confusing hygiene factors with motivators; ignoring the importance of hygiene factors. | Ensure competitive pay and working conditions first; then focus on job enrichment, recognition, and growth opportunities. |
| McGregor's Theory X & Theory Y | Managerial bias; rigid application without considering context; resistance to changing management style. | Cultivate self-awareness in leaders; promote a Theory Y mindset of empowerment and trust; adapt style based on employee maturity. |
| Goal-Setting Theory (Locke & Latham) | Setting goals that are too easy or too difficult; lack of feedback; ignoring goal commitment. | Set SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound); involve employees goal setting; provide regular, constructive feedback. |
| Transformational Leadership (Bass) | Authenticity issues; risk of burnout; requires high charisma and vision; potential for manipulation. | Lead by example; foster a shared vision; provide individualized support; encourage intellectual stimulation. |
| Self-Determination Theory (Deci & Ryan) | Providing genuine autonomy without direction; ensuring employees feel competent. | Offer choices and opportunities for self-direction; invest in skill development; build a supportive team environment. |

*Source: Developed for OER. Based on established leadership and motivation theories.

Caption: Box 4.4 Challenges and best practices in applying leadership and motivation theories
Short description: Summary of challenges and best practices in applying theories.

Fill in the blank: One best practice in applying leadership and motivation theories is ensuring __________ and recognition.

**Pilot questions 4.4**

1. How can transformational leaders apply Maslow's hierarchy of needs?
2. Give one example of a leader applying equity theory in practice.
3. What challenge might leaders face when applying motivation theories?
4. What is one best practice for applying leadership and motivation theories?
5. How does expectancy theory link effort, performance, and rewards?

**Series Summary**

This Series has explored the theories of **leadership and motivation**, showing how they shape organisational performance and employee behaviour. We began with the **concept of leadership**, defining its importance, roles, and styles. Then we examined **leadership theories**, including trait, behavioural, situational/contingency, transformational, and transactional perspectives. Following that, we studied **motivation theories**, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, McGregor's Theory X and Theory Y, and contemporary approaches like self-determination, equity, and expectancy theory. Finally, we looked at the **application of leadership and motivation theories**, linking them to practice, case examples, and best practices.

By completing this Series, you should now be able to **define** leadership, **distinguish** between leadership theories, **evaluate** motivation theories, and **apply** both sets of theories to organisational practice. These outcomes align directly with the Series Learning Outcomes (SLOs).

**Series Glossary**

- **Autocratic leadership**: Style where leaders make decisions unilaterally.
- **Behavioural theories**: Leadership theories focusing on actions and behaviours rather than traits.
- **Contingency theory**: Leadership effectiveness depends on the match between style and situation.
- **Democratic leadership**: Style involving team members in decision-making.
- **Equity theory**: Motivation theory based on fairness in rewards.
- **Expectancy theory**: Motivation depends on belief that effort leads to performance and rewards.
- **Herzberg's two-factor theory**: Distinguishes hygiene factors (prevent dissatisfaction) and motivators (create satisfaction).
- **Laissez-faire leadership**: Style with minimal guidance, allowing employee autonomy.
- **Maslow's hierarchy of needs**: Pyramid of human needs from physiological to self-actualisation.
- **McGregor's Theory X**: Assumes employees dislike work and need strict supervision.
- **McGregor's Theory Y**: Assumes employees are self-motivated and enjoy responsibility.
- **Motivators**: Factors that create satisfaction, such as achievement and recognition.
- **Self-determination theory**: Motivation driven by autonomy, competence, and relatedness.
- **Situational leadership**: Leadership style adapts to follower readiness and context.
- **Trait theory**: Suggests leaders are born with inherent qualities.
- **Transactional leadership**: Leadership based on exchanges of rewards and penalties.
- **Transformational leadership**: Inspires followers through vision, innovation, and personal growth.

**Concept Check Questions [Series 4]**

**Objective questions**

1. Which leadership theory assumes leaders are born, not made? (Linked to SLO 4.2)

2. What are the two categories in Herzberg's two-factor theory? (Linked to SLO 4.3)
3. Which leadership style involves team members in decision-making? (Linked to SLO 4.1)

**Short-answer questions**

4. Define leadership and explain its importance. (Linked to SLO 4.1)
5. State one difference between transformational and transactional leadership. (Linked to SLO 4.2)

**Long-answer questions**

6. Analyse McGregor's Theory X and Theory Y and their impact on organisational culture. (Linked to SLO 4.3)
    - **Basic response**: Theory X assumes employees dislike work and need control, while Theory Y assumes employees are self-motivated and enjoy responsibility.
    - **Value-added response**: Outstanding learners may evaluate how Theory X creates rigid cultures, while Theory Y fosters innovation and trust.
7. Evaluate how leaders can apply motivation theories in practice. (Linked to SLO 4.4)
    - **Basic response**: Leaders can use Maslow's hierarchy to meet employee needs and Herzberg's motivators to create satisfaction.
    - **Value-added response**: Outstanding learners may discuss combining multiple theories, adapting to diverse needs, and ensuring fairness and recognition.

**Answers to Concept Check Questions [Series 4]**

1. Trait theory.
2. Hygiene factors and motivators.
3. Democratic leadership.
4. Leadership is the process of influencing and guiding individuals toward organisational goals. It is important because it provides vision, builds trust, and motivates employees.
5. Transformational leadership inspires long-term change, while transactional leadership focuses on short-term exchanges of rewards and penalties.
6. Theory X assumes employees dislike work and need control, while Theory Y assumes employees are self-motivated. Outstanding learners may evaluate their cultural impacts.
7. Leaders can apply Maslow's hierarchy and Herzberg's motivators. Outstanding learners may highlight combining theories and adapting to diverse employee needs.

**Answers to Pilot Questions [Series 4]**

- **Part 4.1**: Influencing and guiding; visionary and motivator; provides vision and trust; unilateral decisions; democratic style.
- **Part 4.2**: Leaders are born; focus on behaviours; depends on context; vision vs rewards; Fiedler's model.
- **Part 4.3**: Physiological, safety, social, esteem, self-actualisation; hygiene vs motivators; lazy employees; self-motivated employees; equity, expectancy, or self-determination.
- **Part 4.4**: Self-actualisation through projects; fairness in rewards; diverse needs; fairness and recognition; effort → performance → rewards.

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    - "behavioural leadership theories summary OER"
    - "situational contingency leadership theories diagram OER"
    - "transformational transactional leadership comparison OER"
    - "Maslow hierarchy of needs pyramid OER"
    - "Herzberg two-factor theory summary OER"
    - "McGregor Theory X and Theory Y diagram OER"
    - "contemporary motivation theories workplace OER"
    - "leadership motivation theories application diagram OER"
    - "leadership motivation theories workplace examples OER"
    - "challenges best practices leadership motivation theories OER"
- AI prompt suggestions included in instructional content for Figures, Plates, and Boxes.

# Series 5: Managing Change And Procedures

**Series outline**

- **Part 5.1 Concept of organisational change**
  - Definition and importance of change management
  - Drivers of organisational change (internal and external)
  - Resistance to change and its implications
- **Part 5.2 Models and approaches to change management**
  - Lewin's three-step model (unfreeze–change–refreeze)
  - Kotter's eight-step model
  - Other contemporary approaches (ADKAR, Bridges' transition model)
- **Part 5.3 Procedures for managing change**
  - Planning and communication strategies
  - Employee involvement and training
  - Monitoring and evaluation of change initiatives
- **Part 5.4 Challenges and best practices in change management**
  - Common obstacles in implementing change
  - Best practices for overcoming resistance
  - Sustaining change and embedding new procedures

**Introduction**

Change is inevitable in every organisation. Whether driven by technology, competition, regulations, or internal restructuring, organisations must adapt to survive and thrive. Managing change effectively requires clear procedures, strong leadership, and an understanding of human behaviour. Poorly managed change often leads to resistance, confusion, and failure, while well-managed change can enhance innovation, efficiency, and employee engagement.

The aim of this Series is to provide you with knowledge of organisational change, explore models and approaches to change management, examine procedures for managing change, and evaluate challenges and best practices.

We shall commence this Series by examining the **concept of organisational change**, focusing on its definition, importance, drivers, and resistance. Next, we will explore **models and approaches to change management**, including Lewin's three-step model, Kotter's eight-step model, and contemporary approaches. Following that, we will study **procedures for managing change**, such as planning, communication, employee involvement, and evaluation. Finally, we will conclude with **challenges and best practices in change management**, identifying obstacles and strategies for sustaining change.

**Series Learning Outcomes**

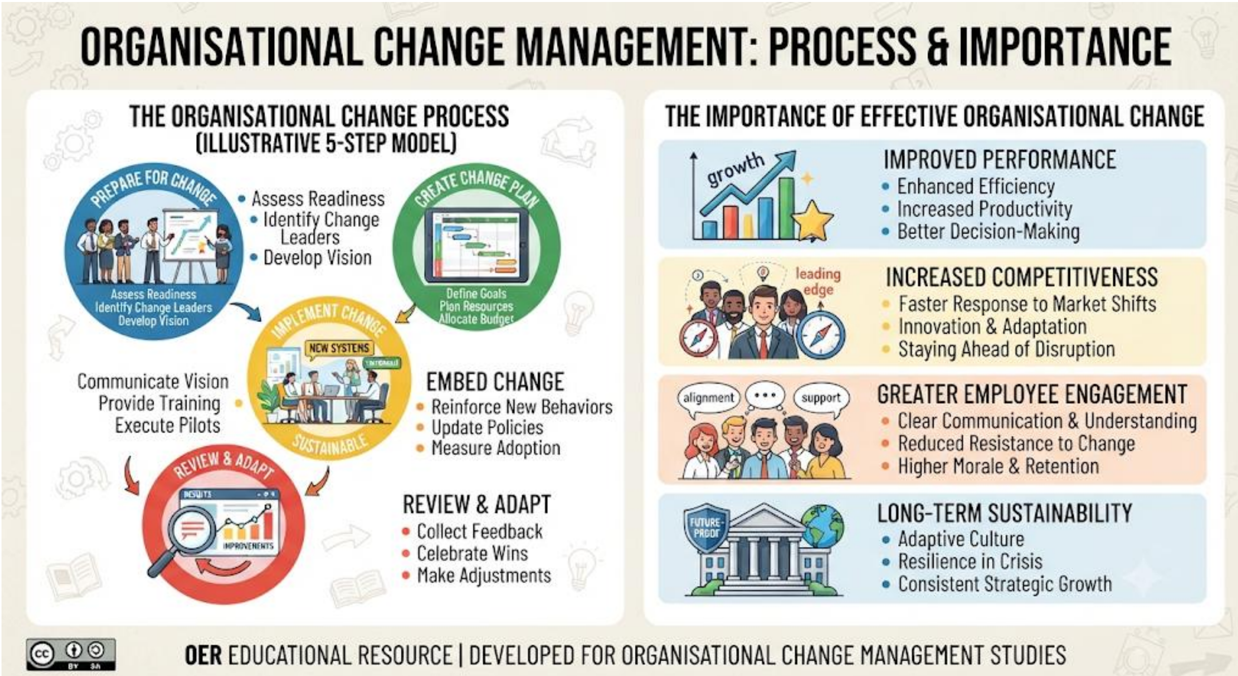
Upon completing this Series, you should be able to:

- **SLO 5.1** define organisational change and explain its drivers and resistance,
- **SLO 5.2** distinguish between major models and approaches to change management,
- **SLO 5.3** describe procedures for managing change effectively, and
- **SLO 5.4** evaluate challenges and best practices in implementing and sustaining change.

### 5.1 Concept Of Organisational Change

#### 5.1.1 Definition and importance of change management

**Organisational change** refers to the process of altering structures, strategies, processes, or cultures within an organisation to adapt to internal and external pressures. Change management is the structured approach to guiding individuals and organisations through these transitions. It is important because it helps organisations remain competitive, innovative, and resilient in dynamic environments.




Short description: Diagram showing organisational change process. Caption: Figure 5.1 Organisational change and its importance

Fill in the blank: Organisational change refers to the process of altering __________, strategies, processes, or cultures.

### 5.1.2 Drivers of organisational change

Organisational change is driven by both **internal** and **external** factors:

- **Internal drivers**: Leadership decisions, employee needs, restructuring, innovation.
- **External drivers**: Market competition, technological advances, regulatory changes, globalisation.

Recognising these drivers helps organisations anticipate and prepare for change rather than react to crises.

**DRIVERS OF ORGANISATIONAL CHANGE: INTERNAL & EXTERNAL**

| | DRIVER CATEGORY | KEY DRIVERS (EXAMPLES) | IMPACT ON ORGANISATION |
|---|---|---|---|
| INTERNAL DRIVERS | New Strategy or Vision | Rebranding, new market entry, diversification | Changes in structure, processes, and culture |
| | Poor Performance | Declining sales, high costs, loss of market share | Need for cost-cutting, restructuring, or new products |
| | New Technology | Automation, AI, new software systems | Changes in workflows, skill requirements, and efficiency |
| | Change in Corporate Culture | New leadership, shift in values, mergers | How people work, communicate, and make decisions |
| | WorkForce Changes | Skills gaps, retirement of key personnel, new talent needs | Training, recruitment, and team composition |
| EXTERNAL DRIVERS | Technological Advancements | Disruptive innovation, e-commerce, mobile technology | Need to adapt or become obsolete; new opportunities |
| | Market Changes | Customer preferences, globalization, new competitors | Product innovation, competitive strategies |
| | Economic Conditions | Inflation, recession, interest rates | Resource availability, pricing strategies, financial stability |
| | Political & Legal Factors | New government regulations, trade policies, labor laws | Compliance costs, operational restrictions |
| | Social & Cultural Trends | Demographics, lifestyle changes, corporate social responsibility | Marketing, product design, employee expectations |



Caption: Box 5.1 Drivers of organisational change Short description: Summary of internal and external drivers of change.

Fill in the blank: Market competition and technological advances are examples of _________ drivers of change.

**5.1.3 Resistance to change and its implications**

Resistance to change occurs when employees or stakeholders oppose new initiatives. Common causes include fear of the unknown, loss of control, lack of trust, or poor communication. Resistance can slow down or derail change efforts, but it can also provide valuable feedback if managed constructively. Leaders must address resistance through communication, involvement, and support.

Short description: Image of employees showing resistance to organisational change. Caption: Plate 5.1 Resistance to change in organisations

Fill in the blank: Resistance to change often arises from fear of the __________.

**Pilot questions 5.1**

1. What is the definition of organisational change?
2. Name two internal drivers of organisational change.
3. Give two examples of external drivers of organisational change.
4. What are common causes of resistance to change?
5. How can leaders address resistance to change?

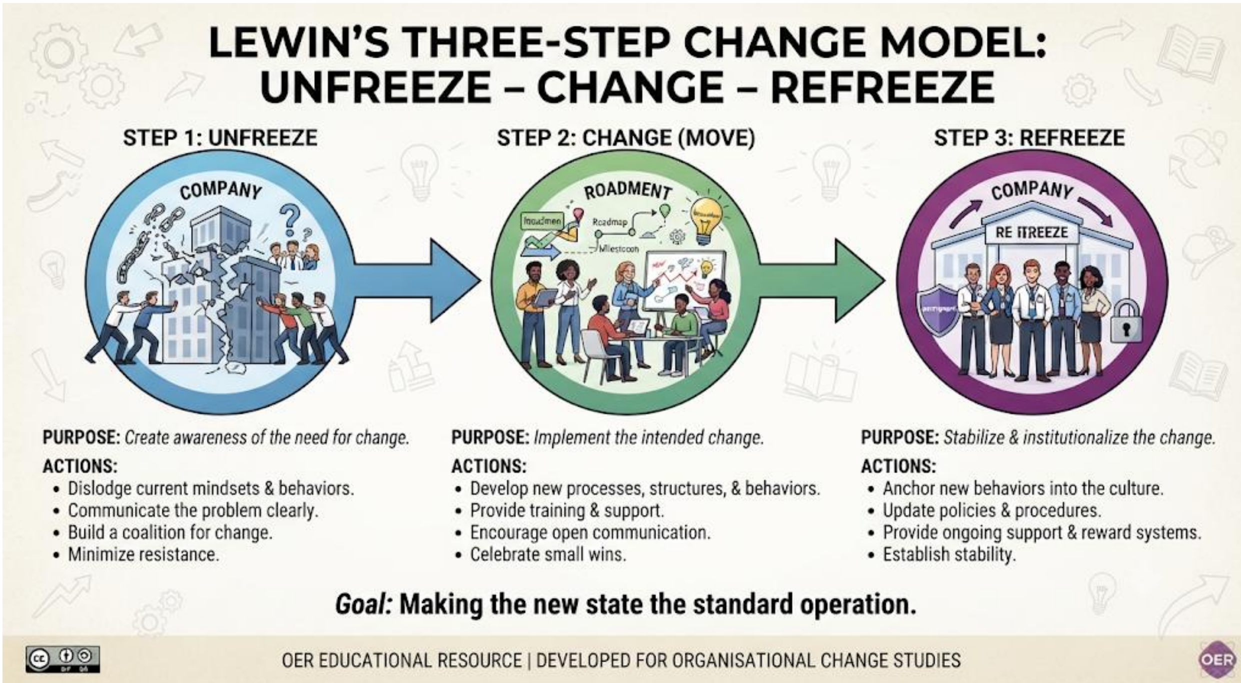
**5.2 Models And Approaches To Change Management**

**5.2.1 Lewin's three-step model**

Kurt Lewin proposed a simple yet powerful model for managing change:

- **Unfreeze**: Preparing the organisation by recognising the need for change and reducing resistance.
- **Change**: Implementing new processes, behaviours, or structures.
- **Refreeze**: Stabilising the organisation after change to ensure new practices are embedded.

This model emphasises the importance of preparation and reinforcement in successful change.




Short description: Diagram showing Lewin's three-step model (unfreeze–change–refreeze).
Caption: Figure 5.2 Lewin's three-step model of change

Fill in the blank: Lewin's model begins with the _________ stage, preparing the organisation for change.

**5.2.2 Kotter's eight-step model**

John Kotter developed a more detailed model with eight steps:

1. Establish a sense of urgency
2. Form a guiding coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower employees for action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

This model provides a comprehensive roadmap for managing complex organisational change.

**SUMMARY OF KOTTER'S EIGHT-STEP CHANGE MODEL**

| STEP # & NAME | DESCRIPTION / PURPOSE | KEY ACTIONS & ACTIVITIES | BENEFIT / OUTCOME |
|---|---|---|---|
| 1. CREATE URGENCY | Convince people change is necessary. | Examine market realities; identify crises or major opportunities; make a compelling case for change. | Employees understand the "why" and are motivated to act. |
| 2. BUILD GUIDING COALITION | Assemble a powerful team with influence. | Get the right people with strong leadership skills; encourage teamwork; build trust and commitment. | A committed group drives the change process forward. |
| 3. DEVELOP VISION & STRATEGY | Create a clear, inspiring vision for the future. | Define core values and purpose; create a vision statement; develop strategies to achieve the vision | Everyone knows where the change is heading and how to get there. |
| 4. COMMUNICATE THE VISION | Ensure widespread understanding and buy-in. | Talk about the vision often; use multiple communication channels; lead by example. | Increased understanding and commitment to the vision. |
| 5. EMPOWER EMPLOYEES FOR ACTION | Remove obstacles and empower people. | Provide necessary resources and training; restructure processes; encourage risk-taking and problem-solving. | More people are able and willing to participate in change. |
| 6. GENERATE SHORT-TERM WINS | Create and celebrate small, visible victories. | Plan for easy-to-achieve goals; reward people who contribute to wins; visibly recognize success | Momentum builds; skeptics are silenced; motivation stays high. |
| 7. CONSOLIDATE GAINS & PRODUCE MORE CHANGE | Use momentum to tackle larger initiatives. | Analyze wins for lessons; hire and promote change-ready people; maintain a sense of urgency. | The change spreads deeper into into organization. |
| 8. ANCHOR NEW APPROACHES IN CULTURE | Make change stick by embedding it. | Ensure change is visible in day-to-day activities; create leadership succession plans; celebrate the new culture. | Change becomes the new standard way of operating. |

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Caption: Box 5.2 Kotter's eight-step model Short description: Summary of Kotter's eight steps for change management.

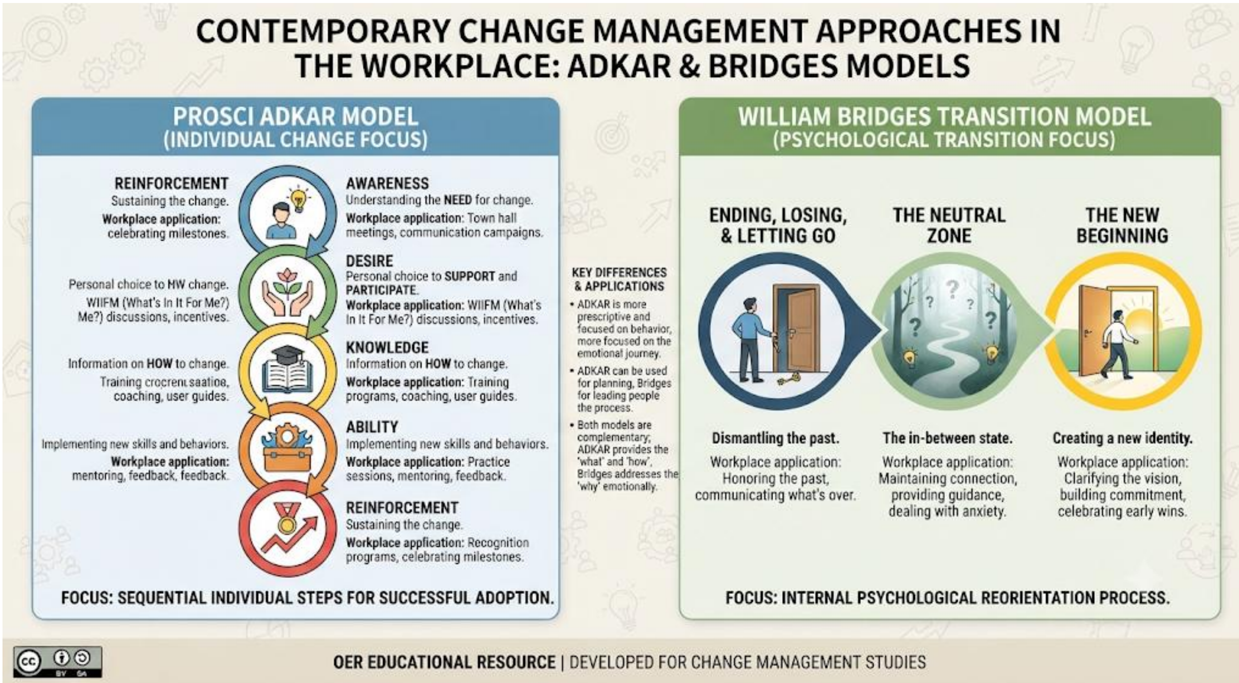
Fill in the blank: Kotter's model emphasises anchoring new approaches in the _________.

### 5.2.3 Contemporary approaches

Modern organisations often use flexible models such as:

- **ADKAR model**: Focuses on Awareness, Desire, Knowledge, Ability, and Reinforcement.
- **Bridges' transition model**: Emphasises the psychological transition individuals undergo during change (ending, neutral zone, new beginning).
- **Agile change management**: Encourages iterative, adaptive approaches to change in fast-moving environments.

These approaches highlight the human and adaptive aspects of change management.




Short description: Image showing contemporary change management approaches in practice.
Caption: Plate 5.2 Contemporary approaches to change management

Fill in the blank: The ADKAR model includes Awareness, Desire, Knowledge, Ability, and _________.

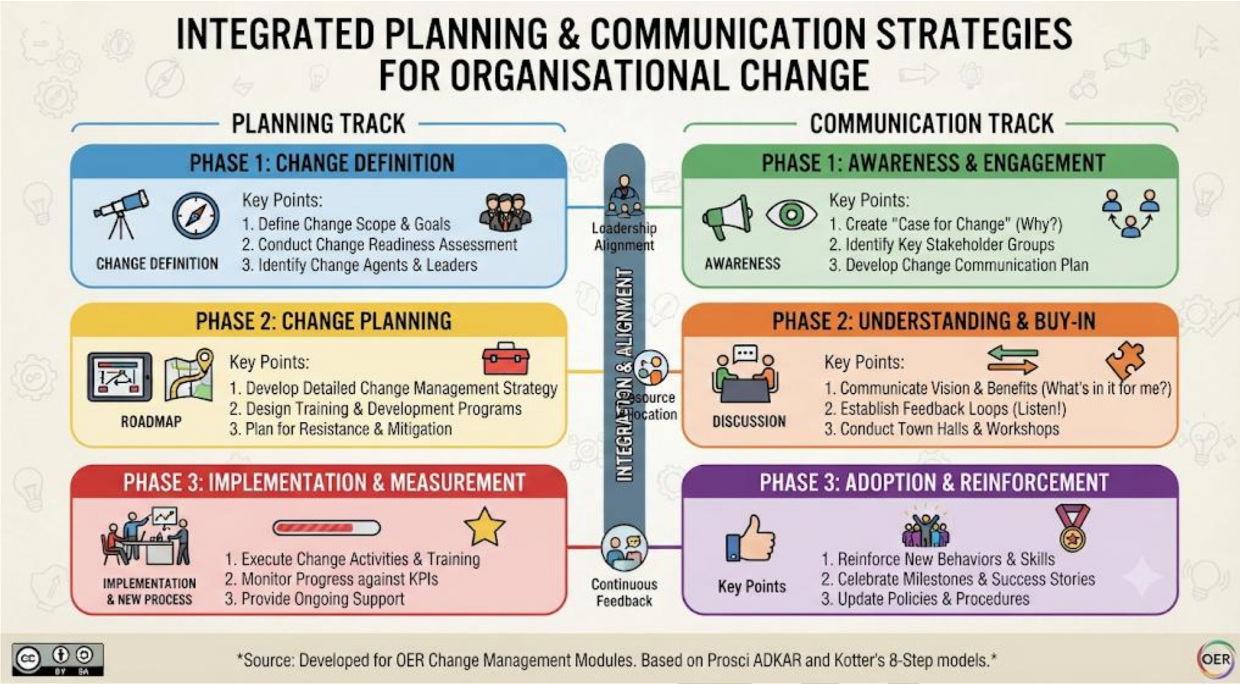
**Pilot questions 5.2**

1. What are the three stages in Lewin's model?
2. Name two steps in Kotter's eight-step model.
3. What does the ADKAR model stand for?
4. How does Bridges' transition model view change?
5. Why is refreezing important in Lewin's model?

### 5.3 Procedures For Managing Change

#### 5.3.1 Planning and communication strategies

Successful change begins with **planning**. Leaders must set clear objectives, identify resources, and outline timelines. Equally important is **communication**—employees need to understand why change is happening, what it involves, and how it affects them. Transparent communication reduces uncertainty and builds trust.



Short description: Diagram showing planning and communication in change management.
Caption: Figure 5.3 Planning and communication strategies in change management

Fill in the blank: Transparent __________ reduces uncertainty and builds trust during change.

### 5.3.2 Employee involvement and training

Change is more effective when employees are actively involved. Participation fosters ownership and reduces resistance. Training equips employees with the skills needed to adapt to new processes or technologies. Involving employees in decision-making and providing adequate training ensures smoother transitions.

**SUMMARY: EMPLOYEE INVOLVEMENT & TRAINING IN CHANGE MANAGEMENT**

| CHANGE MANAGEMENT PHASE | EMPLOYEE INVOLVEMENT STRATEGIES (WHAT) | TRAINING & DEVELOPMENT NEEDS (HOW) | DESIRED EMPLOYEE OUTCOMES |
|---|---|---|---|
| PREPARATION (Unfreezing) | Communicate the 'why' of change; solicit feedback on the need for change; identify change agents. | Change awareness sessions; 'Case for Change' workshops; leadership communication training. | Understands reasons for change; feels heard; reduced anxiety; readiness to participate. |
| PLANNING (Designing) | Involve cross-functional teams in change design; gather input on process improvements; form focus groups. | Problem-solving and design thinking workshops; process mapping skills; impact analysis. | Sense of ownership; commitment to the plan; relevant solutions; better design. |
| IMPLEMENTATION (Moving) | Encourage peer-to-peer support; pilot change initiatives; establish feedback loops; recognize early adopters. | New system/process training; skills development for new roles; change resilience training; coaching for supervisors. | Able to perform new tasks; confident; uses new skills effectively; manages stress; peer support. |
| REINFORCEMENT (Refreezing) | Celebrate milestones and success stories; provide ongoing support; include in post-change reviews; create a culture of continuous improvement. | Advanced skill training; refresher courses; mentoring program training; train-the-trainer programs. | Sustained new behaviors; change becomes business-as-usual; high morale; continuous learning culture. |

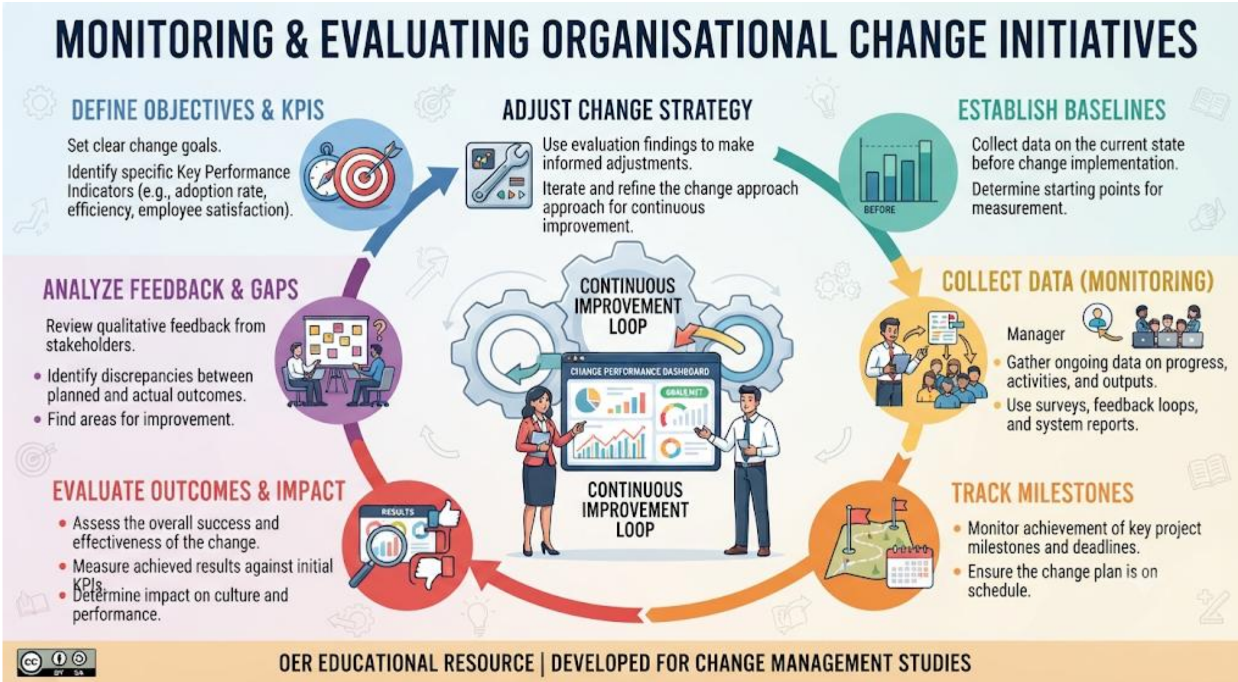
*Source: Developed for OER Change Management Modules.

Caption: Box 5.3 Employee involvement and training in change management Short description: Summary of employee participation and training benefits.

Fill in the blank: Employee _________ fosters ownership and reduces resistance to change.

**5.3.3 Monitoring and evaluation of change initiatives**

Monitoring ensures that change initiatives are progressing as planned. Evaluation helps determine whether objectives have been achieved and identifies areas for improvement. Tools such as performance metrics, feedback surveys, and progress reports are commonly used. Continuous monitoring and evaluation allow organisations to adjust strategies and sustain change.



Short description: Image of managers monitoring and evaluating change initiatives. Caption: Plate 5.3 Monitoring and evaluation of change initiatives

Fill in the blank: Continuous monitoring and __________ allow organisations to adjust strategies and sustain change.

**Pilot questions 5.3**

1. Why is communication important in managing change?
2. How does employee involvement reduce resistance?
3. What role does training play in change management?
4. Name one tool used for monitoring change initiatives.
5. Why is evaluation necessary after implementing change?

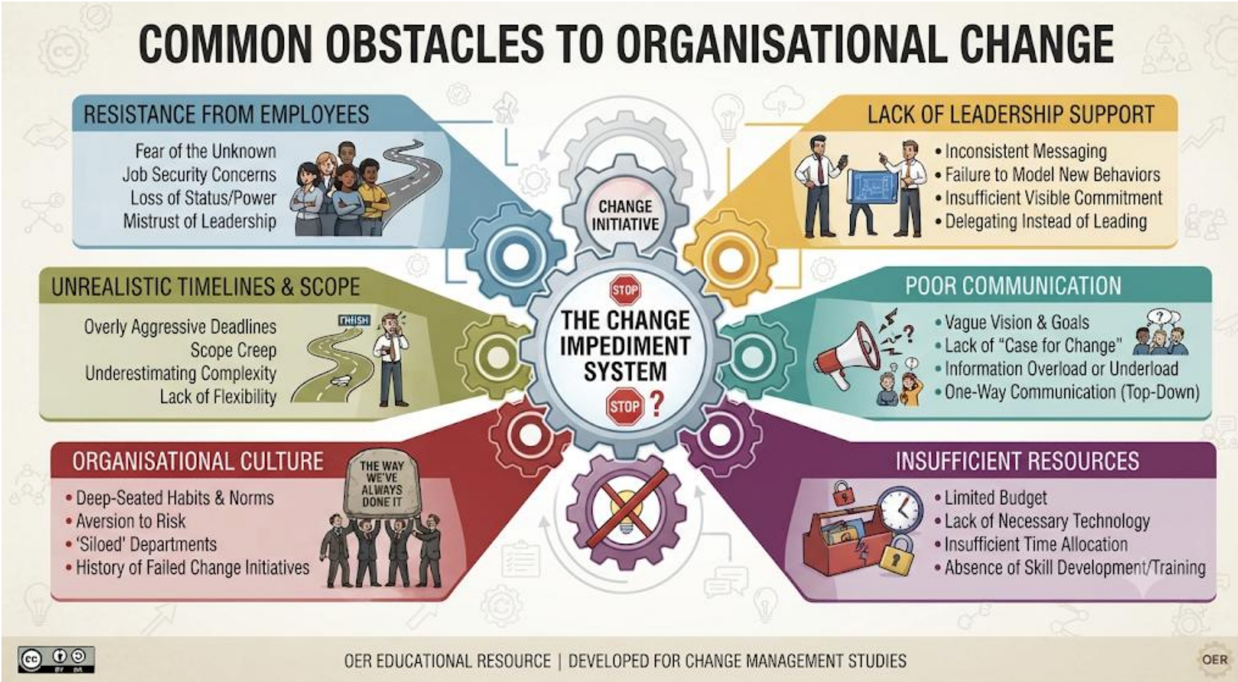
**5.4 Challenges And Best Practices In Change Management**

**5.4.1 Common obstacles in implementing change**

Organisations often face several obstacles when introducing change:

- **Employee resistance**: Fear of the unknown, loss of control, or mistrust.
- **Poor communication**: Lack of clarity about goals and processes.
- **Insufficient resources**: Limited time, budget, or skills to support change.
- **Cultural barriers**: Organisational culture that resists innovation or new practices.

These obstacles can delay or derail change initiatives if not addressed proactively.




Short description: Diagram showing common obstacles to change. Caption: Figure 5.4 Obstacles in implementing organisational change

Fill in the blank: One common obstacle to change is _________ resistance.

**5.4.2 Best practices for overcoming resistance**

To overcome resistance and ensure successful change, leaders can adopt best practices such as:

- **Effective communication**: Clearly explain the purpose and benefits of change.
- **Employee involvement**: Engage staff in planning and decision-making.
- **Training and support**: Provide resources to help employees adapt.
- **Leadership commitment**: Demonstrate strong and consistent support for change.

These practices build trust, reduce fear, and encourage acceptance of new initiatives.

**BEST PRACTICES FOR OVERCOMING RESISTANCE TO ORGANIZATIONAL CHANGE**

Summary of Strategies based on OER (Open Educational Resources) Principles

| CORE STRATEGY (Pillar) | BEST PRACTICE (ACTION) | DESCRIPTION / KEY ACTIONS | BENEFIT | OER ALIGNMENT (Example Concept) |
|---|---|---|---|---|
| COMMUNICATION & TRANSPARENCY | Develop Clear & Consistent Communication | Explain the 'WHY', benefits, and impact. Use multiple channels. Be honest about challenges. | Reduces Uncertainty & Rumors | Open Dialogue / Access to Information |
| PARTICIPATION & ENGAGEMENT | Involve Employees Early in the Process | Create change teams, seek input, and value contributions. | Increases Buy-in & Ownership | Collaborative Content / Shared Governance |
| EDUCATION & TRAINING | Provide Comprehensive Training & Support | Upskill employees for new roles/systems. Offer ongoing guidance. | Builds Confidence & Competence | Open Educational Resources / Skill Development |
| EMPATHY & SUPPORT | Address Emotional Concerns & Provide Support | Listen actively to fears. Offer counseling, coaching, and reassurance. | Enhances Trust & Morale | Supportive Learning Environments |
| INCENTIVES & RECOGNITION | Align Incentives with the New Behaviors | Recognize and reward contributions to the change effort. | Motivates Desired Actions | Open Recognition / Motivation (e.g., Badges) |
| LEADERSHIP & MODELING | Demonstrate Visible Leadership Commitment | Leaders must "walk the talk" and champion the change. | Builds Credibility & Example | Transparent Leadership / Role Modeling |

**Source:* Synthesis of Change Management & OER Best Practices*

Caption: Box 5.4 Best practices for overcoming resistance Short description: Summary of communication, involvement, training, and leadership commitment.

Fill in the blank: One best practice for overcoming resistance is effective _________.

**5.4.3 Sustaining change and embedding new procedures**

Sustaining change requires embedding new behaviours and procedures into organisational culture. This involves:

- Reinforcing change through policies and rewards.
- Monitoring progress and celebrating successes.
- Aligning new procedures with long-term organisational goals.
- Continuously adapting to evolving environments.

Embedding change ensures that improvements are not temporary but become part of the organisation's identity.

Short description: Image of employees adopting and sustaining new procedures. Caption: Plate 5.4 Sustaining change and embedding new procedures

Fill in the blank: Sustaining change requires embedding new behaviours into organisational __________.

**Pilot questions 5.4**

1. What are two common obstacles to implementing change?
2. How can effective communication help overcome resistance?
3. Why is leadership commitment important in change management?
4. Name one way to sustain change in an organisation.
5. What role does organisational culture play in embedding new procedures?

**Series Summary**

This Series has examined how organisations manage change and procedures to remain competitive and resilient. We began with the **concept of organisational change**, exploring its definition, importance, drivers, and resistance. Next, we studied **models and approaches to change management**, including Lewin's three-step model, Kotter's eight-step model, and contemporary approaches such as ADKAR and Bridges' transition model. We then looked at **procedures for managing change**, focusing on planning, communication, employee involvement, training, monitoring, and evaluation. Finally, we explored **challenges and best practices**, highlighting common obstacles, strategies for overcoming resistance, and ways to sustain change by embedding new procedures into organisational culture.

By completing this Series, you should now be able to **define** organisational change, **distinguish** between change management models, **describe** procedures for managing change, and **evaluate** challenges and best practices. These outcomes align directly with the Series Learning Outcomes (SLOs).

**Series Glossary**

- **ADKAR model**: A change management framework focusing on Awareness, Desire, Knowledge, Ability, and Reinforcement.
- **Change management**: A structured approach to guiding individuals and organisations through transitions.
- **Contingency approach**: Emphasises adapting leadership and change strategies to specific situations.
- **Drivers of change**: Internal or external factors that push organisations to adapt.
- **Employee resistance**: Opposition to change due to fear, mistrust, or lack of clarity.
- **Kotter's eight-step model**: A comprehensive roadmap for managing organisational change.
- **Lewin's three-step model**: A foundational change model involving unfreeze, change, and refreeze stages.
- **Monitoring and evaluation**: Processes for tracking progress and assessing outcomes of change initiatives.
- **Organisational culture**: Shared values and practices that influence how change is received.
- **Resistance to change**: Opposition that can hinder or delay change initiatives.
- **Sustaining change**: Embedding new behaviours and procedures into organisational culture.

**Concept Check Questions [Series 5]**

**Objective questions**

1. Which model of change includes unfreeze, change, and refreeze stages? (Linked to SLO 5.2)
2. What does ADKAR stand for? (Linked to SLO 5.2)
3. Which factor is an example of an external driver of change? (Linked to SLO 5.1)

**Short-answer questions**

4. Define organisational change and explain its importance. (Linked to SLO 5.1)

5. State one best practice for overcoming resistance to change. (Linked to SLO 5.4)

**Long-answer questions**

6. Compare Lewin's three-step model and Kotter's eight-step model. (Linked to SLO 5.2)
   - **Basic response**: Lewin's model is simpler with three stages, while Kotter's model provides eight detailed steps.
   - **Value-added response**: Outstanding learners may evaluate how Lewin's model is useful for basic change, while Kotter's model is better suited for complex organisational transformations.
7. Evaluate challenges and best practices in sustaining organisational change. (Linked to SLO 5.4)
   - **Basic response**: Challenges include resistance, poor communication, and lack of resources. Best practices include effective communication, employee involvement, and leadership commitment.
   - **Value-added response**: Outstanding learners may discuss embedding change into culture, aligning procedures with long-term goals, and celebrating successes to reinforce change.

**Answers to Concept Check Questions [Series 5]**

1. Lewin's three-step model.
2. Awareness, Desire, Knowledge, Ability, Reinforcement.
3. Market competition or technological advances.
4. Organisational change is the process of altering structures, strategies, processes, or cultures to adapt to pressures. It is important because it ensures competitiveness and resilience.
5. Effective communication.
6. Lewin's model has three stages, while Kotter's has eight steps. Outstanding learners may evaluate their suitability for different contexts.
7. Challenges include resistance and poor communication. Best practices include embedding change into culture and aligning with long-term goals.

**Answers to Pilot Questions [Series 5]**

- **Part 5.1**: Altering structures, strategies, processes, or cultures; leadership decisions and innovation; market competition and regulations; fear of the unknown; communication and involvement.

- **Part 5.2**: Unfreeze–change–refreeze; urgency and guiding coalition; Awareness, Desire, Knowledge, Ability, Reinforcement; psychological transition; stabilising new practices.
- **Part 5.3**: Builds trust; fosters ownership; equips employees with skills; feedback surveys; evaluation ensures objectives achieved.
- **Part 5.4**: Employee resistance and poor communication; explaining purpose and benefits; leadership commitment; reinforcing change through policies; culture influences embedding.

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  - “drivers of organisational change OER”
  - “resistance to organisational change OER”
  - “Lewin three-step change model diagram OER”
  - “Kotter eight-step change model summary OER”
  - “contemporary change management approaches OER”
  - “planning communication change management diagram OER”
  - “employee involvement training change management OER”
  - “monitoring evaluation organisational change OER”
  - “obstacles implementing organisational change OER”
  - “best practices overcoming resistance organisational change OER”
  - “sustaining organisational change embedding procedures OER”
- AI prompt suggestions included in instructional content for Figures, Plates, and Boxes.