NATIONAL DIPLOMA IN BUSINESS LEVEL 6

UNIT STANDARD 9735(V4)
DEMONSTRATE KNOWLEDGE OF THEORY IN RELATION TO MANAGEMENT IN ORGANISATIONS
(LEVEL 6, 10 CREDITS)

DUE: 08-08-2014

Instructions:

1   You are encouraged to present you work in a word processed report format using appropriate headings, page and section numbering, indentations, figures and tables, appendices, style (Arial or Times New Roman) and size (font 12, line spacing 1.5).

2   Please submit one hard copy of each attempt to the course instructor/tutor as well as a soft copy to abacusdropbox@gmail.com by each due date.

OR

Alternative arrangements can be made for presenting and submitting your work with help of the course instructor/tutor, in case of any special needs.

3   The presentation of your work must use appropriate tone, register, vocabulary (including non sexist language), grammar and syntax.

UNIT STANDARD 9735 [V4] Demonstrate knowledge of theory in relation to management in organisations

ER	Description	Range
LO1	Demonstrate knowledge of organisation theory in relation to management in organisations.	
1.1	Description of major schools of thought in management and organisation theory evaluates their contributions, strengths, and weaknesses.	evidence of three major schools of thought is required.
1.2	At least two different organisational structures are identified, described, and compared in terms of their design principles.	
1.3	Sources of power, influence, and authority within present-day organisations are identified, and their impact on organisational structure and effectiveness is explained.	formal and informal power, influence, authority.
1.4	Traditional and current perspectives of delegation, participation and decision-making are compared and contrasted.	
1.5	Principles for vertical and horizontal coordination within an organisation are identified and examined in relation to their past contribution and current relevance to management effectiveness.	
LO 2	Demonstrate knowledge of motivation theory in relation to management in organisations.	
2.1	Schools of thought of motivation theory are compared for their relevance and application to workplace behaviour in present-day organisations.	evidence of two content schools of thought and two process schools of thought is required.
2.2	Managerial approaches to motivation are evaluated for their distinctive contributions to management in organisations.	evidence of two approaches is required.
2.3	Examination of management style as a positive or negative motivator draws upon current theory, and identifies implications for management practice.	evidence of two styles is required.
2.4	Examination of job design options identifies their motivational effects in terms of task characteristics and personal and work outcomes, and derives implications for management.	evidence of two task characteristics and two outcomes is required.
2.5	Evaluation of social influences on individual work effectiveness and motivation identifies their implications for	

group functioning and team work.

LO 3	Demonstrate knowledge of leadership theory in relation to management in organisations.

3.1   Distinctions made between management and leadership roles identify the shifts in traditional thinking that is required for change in organisational structure.

3.2   Comparison of two different leadership styles identifies and contrasts attributes and skills required for each style, in terms of their significance for effective leadership in organisations.

3.3   Comparison of the same two leadership styles (as in 3.2) evaluates their strengths and weaknesses, in terms of their significance for effective leadership in organisations.

Special notes

Definitions

Organisation refers to a specific business entity which may be – profit or non-profit; in private, public, or voluntary sectors; a business unit, iwi, or other special-purpose body.

Motivation is the willingness to expend effort toward an organisational goal while satisfying a personal need. It refers to those factors or forces that energise, direct, and sustain human behaviour at work.

Current refers to being generally accepted as relevant to today's organisations, including acceptance by relevant professional institutions and/or peak bodies.

Theory is used in this unit standard as a collective noun that includes writings and thinking about a defined set of issues, such as organisation, motivation, leadership.

A *school of thought* is one coherent part of the theory about a subject.

REQUIRED

Answer the following questions. All questions are compulsory.

1.0   Management

1.1   **Describe and evaluate** three (3) major schools of thought in management and organisation theory in terms of their:

   o   Contributions
   o   Strengths and weaknesses

(ER 1.1)

1.2   **Identify, describe and compare** at least two (2) different organisational structures of your choice in terms of their design principles.

(ER 1.2)

1.3   **Identify** formal and informal sources of power influence and authority within present-day organisations, and **explain** the impact of these sources on the organisational structure and effectiveness.

(ER 1.3)

1.4   **Compare and contrast** traditional and current perspectives of each of the following:

   o   Delegation
   o   Participation
   o   Decision making

(ER 1.4)

1.5   **Identify** principles for both vertical and horizontal coordination within an organisation, and **examine** these principles in relation to their past contributions and current relevance to management effectiveness.

(ER 1.5)

2.0   Motivation

2.1   **Describe and compare** any two content schools of thought of motivation theory for their relevance and application to workplace behaviour in present-day organisations.

(ER 2.1)

2.2   **Describe and compare** any two process schools of thought of motivation theory for their relevance and application to workplace behaviour in present-day organisations.

(ER 2.1)

2.3   **Describe** any two managerial approaches to motivation, and **evaluate** both of these approaches for their distinctive contribution to management in organisations.

(ER 2.2)

2.4   **Identify and describe** any two management styles. Drawing upon current motivation theory of your choice, **examine** both of these styles in terms of their potential as positive or negative motivator, and also **identify** their implications for management practice.

> *Note: The motivation theory that you select must be current i.e., generally accepted as relevant to today's organisations, including acceptance by relevant professional institutions and/or peak bodies.*

(ER 2.3)

2.5

2.5.1   **Describe** any two job design options of your choice, and **examine** these options to identify their motivational effects in terms of:

o   task characteristics (at least two)
o   personal outcome (at least one)
o   work outcomes (at least one)

2.5.2   Based on the above examination (as in Q 2.5.1), what practical implications and suggestions can you derive for management?

(ER 2.4)

2.6

2.6.1   **Discuss and evaluate** how different social influences affect individual work effectiveness and motivation.

2.6.2   Based on the above discussion and evaluation (as in Q 2.6.1), **identify** the implications of social influences for group functioning and team work.

(ER 2.5)

3.0   Leadership

3.1   **Identify and discuss** the key distinctions between management and leadership roles. Based on these distinctions, **identify** the shifts in traditional thinking that is required for change in organisational structure.

(ER 3.1)

3.2

3.2.1   **Compare** any two different leadership styles of your choice.

3.2.2   From the above comparison, **identify and contrast** attributes and skills required for both leadership styles in terms of their significance for effective leadership in organisations.

(ER 3.2)

3.3   From the comparison of the same two leadership styles (as in Q 3.2), **evaluate** the strengths and weaknesses of both leadership styles in terms of their significance for effective leadership in organisations.

(ER 3.3)

STUDENT FEEDBACK REPORT
NAME: _____

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ER	Comment	Achieved	Not Achieved
1.1			
1.2			
1.3			
1.4			
1.5			
2.1			
2.2			
2.3			
2.4			
2.5			
3.1			
3.2			
3.3			