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| **Course:** | **Diploma in leadership and management** |
| **Admission No:** |  |
| **Course Code:** | **D006** |
| **Module:** | **Module three** |
| **Assignment:** | **three** |
| **Year:** | **2019** |
| **Month of Submission:** | **September 2019** |
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**MODULE 3 ASSIGNMENTS:**

1. What are the types of organizations? With help of a diagram explain three,

Answer,

There are mains types of organisations in term of project management in acompany.

According to Mintzbery (1983) produced an original analysis of organiations in term of structure which are as follows,

Simple’s structures.

These are dominated by the top of the organisation, with centralized decision making.

Machine bureaucracy. This is characterized by the standardization of work processes and extensive reliance on systems.

Professional bureaucracy,

Where standardization the one skill provides the prime coordinating mechanism.

Divisionalized structures, in which authority is drawn down from the top and activities are grouped together in to units that are then managed according to their standardizedout puts.

Adhocracies, when power is decentralized selectively to constellations of work that are free to coordinate with in and between themselves by matual adjustments.

Therefore, these are the types of organization with the help of diagram.

Line and staff. The line staff organization was the type favoured by the classical theoriess based on amilitary modulel.Although the term is not so much used today, except when referring to line managers, it still describes many structures.

Functional organization.

This is the classic organizational structure where the employees are grouped hierarchically, managed through clear lines of authourity and report aultimately to one top person.For examples, there might be separate departments for marketing accounting, and engineering, generally all the functional heads will report directly to the company president or CEO.

Projectized organization.

Is the structure in which the project manager has full authority to assign prorities apply resources, and direct the work of persons assigned to the project or it is the designed or set up in away that the project manager is on the top of the hierarchy and has the full power in any decision that is involved in the project.The term members directly report to him or her and all the tasks are concentrated towards the project.

Matrix organization.

An Amatrix organizational structure is acompany structure in which the reporting relationships are set up as agrid, or matrix rether than in the traditional hierarchy. In othere words employees have dual reporting relationship generally to both afunctional manger and project manager.

Chief Executive

OPERATIONS

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Marketing Finance HR

Unitary structure. This is the most common structure,it is simple and relationships are clearly defined.However, there is an ever present risk of lack of cooperation between functions or departments, and to avoid this,the chief executive has akey role in coordinating as well as directing activities.

Centralized structure. This is the one where authority is located at the centre, which exercies total control over the activities and decisions of any divisions, subsidiaries or regionalized units.

Divisionalized or decentralized organization.The process of divisionalization, as frist described by Sloan (1986) on the basis of his experience in running generel Motors, involves structuring each concerned with discrete manufacturing sales distribution or service functions or with serving aparticular market.

2. Explain the process of decision making.

Answer.

Decision-making, along with leadership and commuincation is one the top three attributes asuccessful manager needs.it is adirect result of thinking and you need to be able to think until it hurts.Decision making is directed to reaching agoal or objective.it is about the how, what, why, when and were of acourse of action and how to over come obstacles to solve problems.Therefore, the decision making process is presented in the figure below.

Specifice objective. The need for decision making arises in order to achive certain specific objectives.The starting points in any analysis of decision making involves the determination of whether adecision needs to be made.

Problem identification. Aproblem is afelt need, words of joseph L massie Agood decision is dependent upon the recognition of the right problem.

Diagnosis is the process of identifying aproblem from its signs and symptoms.Asymptom is acondition or set of conditions that indicates the existence of aproblem.

Seach for alternatives.aproblem can be solved in servral ways, however,all the ways can not be equally satisfying, therefore,the decision maker must try to findout the various alternatives availables inorder to get the most satisfactory result of decision.

Evaluation of alternatives. After the various alternatives are identified, the next step is to evaluate them and select the one that will meet the choice criteria.The decision maker must check proposed the alternative does not meet them, he can discard it.

Choice of alternative. The evaluation of various alternatives presents aclear picture as to how each one of them contribute to the objectives under question.

Action. Once alternative is seclected, it is put into action.The actual process of decision making ends with the choice of an alternative through which the objectives can be achieved.

Results.when the decision is put in to action it brings certain results.these results must correspond with objectives the starting points of decision process, if good decision has been made and implemented properly.

1. Define an organization.

Answer.

Anorganization is an organized group of people with aparticular purpose, such abusiness or government department.

According to defination by American psychological Association (APA) is defined anorganization is asocial unit of people that is structured and managed to meet aneed or to pursue collective goals.All organizations have amanagement structure that determines relationships between the different activities and the members, and subdivided and assigns roles, responsibities and authority to carryout different tasks.Organizations are open systems, they affect and are affected the environment

Citation. American Psychologicial Association (APA) organization.BusinessDictionary.com.Retrived September 21, 2019, from BusinessDictionary.com website.

1. Why do people resist change? Explain five circumstances.

Answer.

Change is the process that flows and nothing abides everything gives way and nothing fixed. Change, it is often said, is the only thing that remains constant in organizations.As AP Sloan wrotes in many years with general Motors (1967).The circumstances of an everchanging market and everchanging product are capable of breaking any business organization if the organization is unprepared for change. Therefore, the reason why the employees or people resist change in the work place. Unfortunately, employees anywhere will not all response to change with joy and apunch in to the air saying; Brilliant, yet another organizational change.these are they reasons why people resist change in the workpleace will highlight the proven and tested reasons.

Loss of job.This is amajor reason and the first of the reasons why employees resist change in the work pleace.In anorganizational setting,any process,technological advencement systems or product change will include streamling,working smarter,cost reduction,effeciency,faster turn around times.

Bad communication strategy.This is another crucial reason why employees resist change, this point is equally as important as that of change planning of the list why employees resist change.

Shock and fear of the unknown. This is yet another crucial reason why employees resistant change.Employees, responses to organizational change can range from fear and panic to enthusistic support.

Loss of control. This is akey reason why people resist changes. Familiar routines help people develop asense of control over their work environment.

Lack of competences. This is another major reason why people resistant change at work.change must be introducd where there are no other major initiatives going on.

Lack of reward.There is acommon business saying that manages get what they reward.organizational employees will resist change when they do not see anything in it for their terms of rewards.

Office politices.Every organization has it own share of in house politics.So some people resist change as apolitical strategy to shown or prove that the change decision is wrong.

Loss of support system. People already in their comfort zones, working with the mangers they get along with, and who are operating with in preditable routines known their support system will back them up during challenging times.

Howerver, Keith Thurly (1979) described the following five approaches to managing change.

Directive. The imposition of change in crises situations or when other mathods have failed. This is done by the exercise of managerial power with organization.

Bargained. This approach recongnized that power is shared between the employer and the employed and that change reguires negotiation, compromise and agreement before being implemented.

Heart and minds, an all embracing thrust to change the attitudes, values and beliefs of the whole workforce.

Analytical.atheoretical approach to the change process using models of change such as those described previously, it proceeds sequentially from the analysis and diagnosis of the situation, through the setting of objective the desgn of the change process,the evaluation of the results and finally the determination of the objectives for the next stage in the change process.

Action- based. This recognizes that the way managers behave in real life bears little resemblance to the analytical, theoretical model.

1. Compare and contrast Leadership and Management.

Answer.

Leadership is about inspiring and main while management is about planning.

Leaders have atendancy to praise success and drive people where as manager’s work to find fults.

They points apictur of what they see as possible for the company and work to inspire and engage their people inturning that vision in to reality.

Leadrship is to have the follower’s main while manager have subordinates

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In management, manager use an authoritarian style, main while in leadership, leaders have amotivational style.

In management, managers tell what to do main while leadership show what to do the people.

In the leadership, leaders implement good ideas while managers have good ideas.

Management does rect to the change occure while leader create change.

Managers on the other hand will focuse on setting, measuring and achieving goals by controlling situations to reach or exceed their objectives.

Inconlusion, the management is serve for manageing art thing which already exist while leadership focus question and lead people with example,

Referrence

John Kotter, Professor of leadership at Harvard University, fears that too often, employee’s use the terms, synonymously if an organization is run effectively, leadership and management will exist intendem.

1. Explain how change occurs in an organization.

Anwer.

Change is the continously that naverlessing on the stage.In the organizational change is occurs when acompany makes atransition from its state.Today,s business environment reguires companies to undergo changes almost constantly if they are to remain competitive.Therefore, here are the following that change can occure in an organization.

Reaction to internal and external presure.Management and employees, particularly those in organized unions often exert presure for change.

Organizations may institute certain change is that other organzations are doing so such as the old quality circles and re-engineering fads.For example the crises of South Sudan that break out on 15 December 2013 up to date have shilfted the mind of INNGOS that are operating here in south sudan due to internal and external presure.

Organization change occure when acompany makes atransition from it current state to some desired future state. Today, s business enviroment required companies to undergo changes almost constantly if they are to remain competive.

Performance gaps.

The organizations goals and objectives are not being met or other organizational needs are not being satisfied. Changes are required to close these gaps.

New technology. Identification of new technology and more efficient and economical mathods to perform work.

Identification of opportunities. Opportunities are identified in the market place that the organization needs to pursue in order to increase its competitives.

Mergers and Acquisitions.Mergers and acquisitions creat change in anumber of areas often negatively impacting employees when two organizations merged and employees in duel functions are made redundant.

Change for sake of change often times,an organization will appoint anew CEO inorder to prove to the board he is doing something,he will make changes just for their own sake.

Sound good another reason organizations may institute certain changes is that other organizations are doing so (such as the old quality circles and re-engineering fads).

Planned Abandonment. Changes as aresult of abandoning declining products markets or subsidiaries and allocating resources to in innovation and new opportunities.

To conclud, change may occure to a certain situation whether currently or in the future.

Refference from Robert W.Swim on 08/01/2014

7. Leadership relates to coping with complexity while management is concerned with

producing useful change. Explain

Answer.

According to John Kotter leadership is about coping with complexity and his seguest management is about coping with complexity and leadership is about coping with change.

In the explaination, management is about coping with complexity, its practices and procedures are largely aresponse to the emergance of large, complex organizations in the twentieth centurly. And leadership by contrast, is about coping with change.

Complexity leadership could be defined as adaptive mechanisms developed by complex organizations in new conditions reguired by the information age rather than technical problems entailed by the industrial age.

Management is about inproving the policy of the organization as contrast leadership is about to implement the organization policy.

Conclusion.

Here the above explaination is rider in the contact from John Kotter in his leadership theory and identified and explain the key role of leadership that relating to coping with complexity and management with producing useful change.