

COURSE GUIDE

ENT 306 MEASURING ORGANIZATIONAL SUCCESS

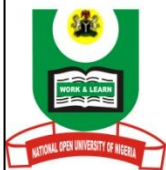
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TABLE OF CONTENT

Introduction

Course Content

Course Aims

Objectives

Course Materials

Study Units

The Modules

Assignment

Assessment

Summary

INTRODUCTION

ENT 306 – Organization Success is a semester course work of three credit hours. It is available to all students taking the B.Sc Entrepreneurship programme in the Department of Entrepreneurial Studies, Faculty of Management Sciences. The course consists of 13 units which cover the concept and y of organization success. The course guide tells you what ENT 306 is all about, the materials you will be using and how to make use of them. Other information includes the self assessment and tutor-marked questions.

COURSE CONTENT

The course content consists of principle and practices of in organization as well as the concepts, scope and contributors to the study of organization success.

COURSE AIMS

The aim of this course is to expose you to the concept and practices of organization success.

This aim will be achieved by asking a cursory look at:

- A, The principles and practices in organizations
- B, The theory and success in an organization
- C, The concept and nature of people and organizations.

OBJECTIVES

After going through this course, you should be able to:

- Explain the theory of organization success

- State principle of relationship between staff morale and job performance
- Explain the principles and practices in organization.

COURSE MATERIALS

- Course Guide
- Study Units
- Text Books
- Assignment Guide

STUDY UNITS

UNIT 1: Principles and Practices in organizations

UNIT 2: Theory of Organization

UNIT 3: What is Organizational Success

UNIT 4: Fundamental Concepts of the Nature of People

UNIT 5: The Nature of an Organization

UNIT 6: Organizational Success and indicators

UNIT 7: Organizational Lifecycles

UNIT 8: Organization and organizational development

UNIT 9: Organizational performance

UNIT 10: Managing People for Organizational Success

UNIT 11: Models of Organization

UNIT 12: Staff Morale and Job Performance

Each study unit will take at least two hours. You are expected to study each unit and answer the tutor-marked assignments.

THE MODULES

The course is divided into three modules. The first two modules will treat the concepts, forms and theory of organization success. It consists of five units (Units 1 to 10). While the third module will focus on problem areas in organisational and recommend solutions to it. It consists of four units (11-14).

ASSIGNMENT

Each unit consists of at least one assignment which you are expected to do.

ASSIGNMENT

TUTOR-MARKED ASSIGNMENT

You are expected to apply what you have learnt in the contents of the study unit to do the assignments and send them to your tutor for grading.

FINAL WRITTEN EXAMINATION

This will be done at the end of the course.

SUMMARY

This course ENT306 (Organization Success) exposes you to the theory of organization and the concept of staff morale, job performance and organisational success. On successful completion of the course, you would have equipped yourself to face on-the-job challenges that may come your way.



**MAIN
CONTENT**

MODULE 1

UNIT 1: Principles and Practices in organizations

UNIT 2: Theory of Organization

UNIT 3: What is Organizational Success

UNIT 4: Fundamental Concepts of the Nature of People

UNIT 5: The Nature of an Organization

MODULE 2

UNIT 6: Organizational Success and indicators

UNIT 7: Organizational Lifecycles

UNIT 8: Organization and organizational development

UNIT 9: Organizational performance

UNIT 10: Managing People for Organizational Success

MODULE 3

UNIT 11: Models of Organization

UNIT 12: Staff Morale and Job Performance

UNIT 13: Organisational Problems and Winning Strategy for Success

MODULE 1

UNIT 1: Principles and Practices in organizations

UNIT 2: Theory of Organization

UNIT 3: What is Organizational Success

UNIT 4: Fundamental Concepts of the Nature of People

UNIT 5: The Nature of an Organization

UNIT 1: PRINCIPLES AND PRACTICES IN ORGANISATIONS

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Principles and Practices in Organizations

3.1 What is an Organization?

3.2 Types of Organization

3.3 Principles of Organization

3.4 Self Assessment Question

3.5 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 References

UNIT 1: PRINCIPLES AND PRACTICES IN ORGANISATIONS

1.0 INTRODUCTION

“An Organization is a system of consciously coordinated activities or efforts of two or more persons”. _ Chester Barnard, Management Consultant. This unit will take a look at concepts, principles and types of Organisations.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

- State the meaning of Organization
- State and explain the types of Organization
- State and explain principles of Organization
- Distinguish between formal and informal organisation

CONTENT

3.0 PRINCIPLES AND PRACTICES IN ORGANISATION

3.1 WHAT IS AN ORGANISATION?

The concept Organization has been perceived from different perspective. It is generally believed that every individual belong to one form of Organization or another. Different authorities have tried to give different but related definitions of the word “Organization”. The common ones are given below:

(a) An Organization is a planned unit deliberately structured for the purpose of achieving specific goals.

(b) An Organization is an assemblage of interacting human beings with a central co-ordination unit (Marsh and Simeon).

(c) Organization is a system of roles graded by authority (Wright Mills).

(d) An Organization is a social unit or human grouping deliberately constructed and re-constructed to seek specific goals (Parson and Harcourt).

(e) An Organization is a collection of those activities directed at organizing.

What is clearly identified from the above definitions is that an Organization is composed of people. Since an Organization is composed of people whose collective efforts are geared towards the attainment of a collective goal, it becomes necessary that a structure should be provided for the clear allocation of resources. This is supported Misaazi (1982): Organisations are needed to provide a structure framework for communication, command and coordination of activities and people’s efforts.

Key characteristics of Organisations are:

1. They are set up to pursue objectives (co-operative mission).
2. They have individuals and groups who interact.
3. There are jobs and tasks to be performed.
4. It is a system of co-operative activities.
5. It has an input-output process.

3.2 TYPES OF ORGANISATION

Several types of Organization can be distinguished. Broadly, they classified into two:

- (a) Formal Organisations, and
- (b) Informal Organisations

3.2.1 FORMAL ORGANISATION

The formal organization is basically goal-oriented entity that exist to accurate the efforts of individuals and it refers to the structure of jobs and positions with clearly defined functions, responsibilities and authorities. In addition, a formal organization is a group that restricts membership and makes use of officially designated positions and roles, formal rules and regulations, and a bureaucratic structure. However, from point of Economy a formal organization can be defined as followed: “Formal organization is a fixed regulation of in-plant operational sequence and structures. It is a firmly given order, which is usually also in writing fixed. The formal organization is provided explicitly, in the form of rules and permits mostly only small

interpretation clearance. In Management, a formal organization can be outlined as followed:
“Formal organization refers to the organization structure which is designed and prescribed by the management of an enterprise. It is generally, but not necessarily, represented in the form of an organization chart showing designation of various people employed in the organization, their hierarchical levels, reporting relationships, and other channels for control and coordination. This chart is backed up by a more detailed description of duties and responsibilities of each position shown in the organization chart. Formal organization represents the structure of duties, responsibilities and working relationships formally prescribed in the organization.

The common features of a formal Organisation are:

A formal organization has the following characteristics:

1. Well defined rules and regulation: The first & foremost characteristic of a formal organization is a well defined set of rules & regulations. These will be strictly followed to carry out the activities of the company to achieve goals.

2. Arbitrary structure: A formal organization always contains an arbitrary structure that allows all the departments of the organization work in a coordinated way to achieve the target.

3. Determined objectives and policies: A formal organization consists of specific objectives & policies. All the activities in the company follow around these policies & to achieve the objectives.

4. Limitation on the activities of the individual: Every individual in a formal individual is assigned with specific duties & responsibilities. This is true regulation for every personnel.

5. Strict observance of the principle of co-ordination: The co-ordination between different departments in an organization is strictly maintained to achieve the most efficient result.

6. Messages are communicated through vertical chain: Normally in a formal organization the vertical communication chain is followed so that the chain of command & its unity is maintained.

7. Status symbol: A formal organization is a separate social entity. The activities have a separate entity than the individuals performing those activities.

Guidelines for Formal Organization: For the success of a formal organization the following guidelines should be followed;

1. It must have specific rules & policies;
2. It must have strict regulations regarding the way of achieving the organizational goals.
3. It must have intra-organizational discipline.
4. It must have cohesiveness among all the individual groups.
5. The organizational entity must be official. 6.

The authorities within the organization should be well delegated.

7. Every authority should have specific responsibilities.
8. There should be well regulated activities for improving the organization structure.
9. There should be well regulated activities for human resource development.
10. Presence of co-ordination between all the departments of an organization.

3.2.2 INFORMAL ORGANISATION

This is also referred to as a spontaneous Organization in the sense that it is not as a result of a conscious plan. In many businesses, large or small, there is usually a tendency for an informal Organization to grow up and operate concurrently. The informal organization is the interlocking social structure that governs how people work together in practice. It is the aggregate of behaviors, interactions, norms, personal and professional connections through which work gets done and relationships are built among people who share a common organizational affiliation or cluster of affiliations. The informal organization evolves organically and spontaneously in response to changes in the work environment, the flux of people through its porous boundaries, and the complex social dynamics of its members.

The nature of the informal organization becomes more distinct when its key characteristics are juxtaposed with those of the formal organization:

- 1) Evolving constantly
- 2) Grass roots
- 3) Dynamic and responsive
- 4) Excellent at motivation
- 5) Requires insider knowledge to be seen
- 6) Treats people as individuals
- 7) Flat and fluid
- 8) Trust and reciprocity

- 9) Difficult to pin down
- 10) Essential for situations that change quickly or are not yet fully understood:
- 11) Can lead to meritocracy
- 12) Employee reactions in certain situations may become unpredictable
- 13) Planning becomes difficult
- 14) Can lead to short-circuiting in the management decision chain.

3.2.4 Benefits of Informal Organization:

- 1) Better Total System: Informal Organizations blend with formal systems to make an effective total system. Some requirements can be met better by informal relations, which can be flexible and spontaneous.
- 2) Lighter workload for management: Informal Organizations lighten the workload on management. When managers know that the Informal Organization is working with them, they feel less compelled to check on the workers to be sure everything is shipshape.
- 3) Work group satisfaction: Informal Organizations give satisfaction and stability to work groups. Workers feel a sense of belonging and security, so satisfaction is increased and turnover reduced.
- 4) A safety valve for emotions: Informal Organization is a safety valve for employee frustrations and other emotional problem. Employees may relieve emotional pressures by discussing them with someone else with in Informal group.

5) Cohesiveness: Cohesiveness is indicated by how strongly the employees stick together, rely on each other, and desire to remain members of the group.

6) Fill up gaps: If a manager is weak in planning, an employee may informally help with planning. In this way planning is accomplished in spite of the manager's weakness. Thus Informal Organizations act to fill in gaps in a manager's abilities.

7) Channel of employee communication: Informal Organization provides the means for people to keep in touch, to learn more about their work, and to understand what is happening in their environment. Thus Informal Organization can be a useful channel of employee communication.

8) To plan and act more carefully: The presence of Informal Organizations encourages managers to plan and act more carefully than they would otherwise. Because they know Informal groups can undermine even a worthwhile project

9) Encourage Cooperation: Informal Group support of a manager leads to better cooperation and productivity. It helps get the work done.

10) Understanding and Dealing with the Environmental Crisis: The IRG Solution - hierarchical incompetence and how to overcome it 1984, argued, that Central media and government type hierarchical organizations could not adequately understand the environmental crisis we were manufacturing, or how to initiate adequate solutions. It argued that what was required was the widespread introduction of informal networks or Information Routing Groups which were essentially a description of social networking services prior to the internet.

11) Encourage improved management practice: Perhaps a subtle benefit of informal groups is that they encourage managers to prepare, plan, organize, and control in a more professional

fashion. Managers who comprehend the power of the informal organization recognize that it is a "check and balance" on their use of authority.

3.3.0 PRINCIPLES OF ORGANISATION

3.3.1 What are management principles?

These are the totality of activities employ to guide operations of the act of management. These activities include plan, organize, and control the operations of the basic elements of (people), materials, machines, methods, money and markets, providing direction and coordination, and giving leadership to human efforts, so as to achieve the sought objectives of the enterprise (Fayol,1916). However, these principles include:

- i. Division of work:** Job description and job specification paved way for division of work or labour. When work role are well specified and expert(s) is allowed to handle a part and not whole, then we say the principle of division of work is adherent to. In addition, division of work, which is also known as division of labour, is the breaking down of a specific job role so as to have different tasks that make up the whole. Everyone cannot be master in all job areas. While some will be good at welding, others will be good at sewing. The purpose of which is to create experts in all departments of the organisation.
- ii. Authority and Responsibility:** Authority is the right to give orders and obtain obedience based on the position been occupied by a person while responsibility a corollary of authority, expected from a person. Authority flows from top to bottom while responsibility flows from bottom to top. When you exercise some powers based on positions you occupied, that is authority. Effective management of both human and material resources is based on the capacity of top manager or supervisor to exercise all the powers vested on the position he/she occupies. This means when a particular individual is given a work and he/she is made responsible for the anticipated results, and then he/she must be given sufficient authority to discharge the responsibility.
- iii. Discipline:** Employees must be trained to obey and respect orders that govern the organization. These orders are mainly found in the organization's human resources manual. Good discipline is as a result of effective leadership.

- iv. **Unity of command:** This principle states that, every employee should receive orders from only one supervisor or manager. However, when orders are received from one person, it tends to lead to orderliness and unity of purpose and direction, but when it is received from many sources; it could lead to confusion and lack of direction. In other words, there cannot be two captains in a ship if it must sail to safety.
- v. **Unity of direction:** Each group of organizational activities that have the same objective should be directed by one manager using one plan for achievement of one common goal.
- vi. **Subordination of Individual interest to organisational goal:** The interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole. This means that the organization's goal comes first before individual personal goal(s).
- vii. **Remuneration:** All employees should be paid a salary or wage equal to their contribution or effort to the attainment of the organisational objectives. In other words, a fair day's work for a fair day's pay. This means, an employee should not be under-paid by management and management should not also over-pay an employee.
- viii. **Centralization:** Centralization refers to the degree to which subordinates are involved in decision making. More so, the new principle of management by objective (MBO) better replaced this principle. This is because, when employees are involved in the process of making decisions that directly or indirectly affects them, then quick result(s) is often achieved by the organization.
- ix. **Scalar chain:** The line of authority from top management to line staff represents the scalar chain. Communications should follow along this chain. Top management officers should be responsible for smooth management information flows which are most useful for organisational development.
- x. **Order:** This principle is concerned with systematic arrangement of men, machine, material etc. There should be a specific place for every employee in an organization. Where there is no order, anarchy is bound to happen.
- xi. **Equity:** Managers should be kind and fair to their subordinates. This will make employees to be motivated and encouraged to perform better. When employees are equitably rewarded, production and profitability tends to increase concomitantly.

- xii. Stability of tenure of personnel:** High employee turnover is inefficient. Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies. This replacement need to be done through successful succession planning which should run throughout the organization's decision making processes. Human capital should be draw out of human resources. Fix and long term work tenure enables an employee to give his/her best. Job security amounts to fringe benefits any employee demands from an organisation.
- xiii. Initiative:** Employees who exhibit high level of initiative, creativity and inventiveness should be allowed to exercise it. Employees who are allowed to originate and carry out plans will exert high levels of effort. This is relatively related to what Douglas McGregor referred to in his Theory Y.
- xiv. Esprit de corps:** Promoting team spirit will build harmony and unity within the organization. Employees from different departments should work together in unison and harmony in order to achieve efficiency and effectiveness which will in turns brings increase in performance, productivity and profitability.

3.4.0 Distinction between formal and Informal Organization:

1) In Meaning: A Formal Organization has its own rules and regulation. These rules must be followed by the members (employees and managers). A formal organization has a system of coordination. It also has a system of authority. It has a clear superior-subordinate relationship. In a formal organization, the objectives are specific and well-defined. All the members are given specific duties and responsibilities. An informal organization does not have its own rules and regulation. It has no system of co-ordination and authority. It doesn't have any superior-subordinate relationship or any specific and well-defined objectives. Here in informal organization, communication is done through the grapevine.

2) Formed by Whom: A formal organization is formed by the top level management. An informal organization is formed by social forces within the formal organization.

3) Rules and Regulations: The members of a formal organization have to follow certain rules and regulations. These rules are available in writing (documented). They are made by a formal

authority (superiors). If the members follow these rules properly, then they will be rewarded. However, if they do not follow these rules, they will be punished. The members of an informal organization do not have to follow any rules and regulations.

4) Duties and Responsibilities: In a formal organization, the duties, responsibilities, authority and accountability of each member is well-defined. In an informal organization, there are no fixed duties, responsibilities, authority, accountability, etc. for the members. **5) Objectives or Goals:** In a formal organization, the objectives or goals are specific and well-defined. The main objectives of a formal organization are productivity, growth, and expansion. In an informal organization, the objectives are not specific and well-defined. The main objectives of an informal organization are friendship, security, common interest, individual and group satisfaction, etc.

6) Stability: A formal organization is stable. An informal organization is not stable.

7) Channels of Communication: A formal organization uses formal channels of communication. An informal organization uses informal channels of communication (i.e. grapevine).

8) Organization Chart: A formal organization is shown on the organization chart. An informal organization is not shown on the organization chart.

9) Superior-Subordinate Relationship: In a formal organization, there exists a superior-subordinate relationship. In an informal organization, there is no such superior-subordinate relationship.

10) Benefits for Members: The members of the formal organization get financial benefits and perks like wages or salaries, bonus, travelling allowances, health insurance, etc. The members of informal organization get social and personal benefits like friend circle, community, groups, etc.

4.0 Conclusion

This unit provides a comprehensive understanding on the subject of organisation (formal and informal), characteristics of formal and informal organization, principles of organization and distinction between formal and informal organisation.

5.0 Summary

This unit provides a comprehensive understanding on the subject of organisation (formal and informal), characteristics of formal and informal organization, principles of organization and distinction between formal and informal organisation. A formal organization is a group that restricts membership and makes use of officially designated positions and roles, formal rules and regulations, and a bureaucratic structure. While an informal organization is the interlocking social structure that governs how people work together in practice.

6.0 TUTOR-MARKED ASSIGNMENT

- Define principles of management?
- Enumerate the common characteristics of an organization?
- List and explain various types of organisations and state their features?
- List and explain any 14 principles of management you know?

7.0 REFERENCES

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UNIT 2: THEORY OF ORGANISATION

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Theory of Organization -

3.1. Neo-Classical Theory of Organization

3.2. The System View of Organization Theory

3.3. Approaches to Organization Study

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 2: THEORY OF ORGANISATION

1.0 INTRODUCTION

Accounts of the growth of organizational theory usually start with Taylor and Weber, but, as Scott (1987) remarks, organizations were present in the old civilizations. This unit will take a look at the neo-classical system view and various approaches to organizational study.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

- (a) Explain the Neo-classical Theory of Organization.
- (b) Discuss the System View of Organization Theory.
- (c) Identify various approaches to organization study.

CONTENTS

3.0 THEORY OF ORGANISATION

3.1 NEO-CLASSICAL THEORY OF ORGANISATION

The Classical or Traditional Theory of Organization relates organizing to a formal relationship between jobs to be done and the positions. It is hinged on the assumption that work is a systematic and rational process that can be accomplished in an impressive and logical manner.

The theory is built around:

1. The Scalar Principle

2. Unity of command
3. Span of control
4. Organizational specialization.

This theory does not take into consideration the problem of the staff. It is efficiency-oriented. This Neo-classical Theory is commonly associated with the human relations movement. The inspiration for this movement is largely conceded to the Hawthorne studies (Clegg, 1990). The introduction of behavioural science with organization theory added more impetus to the neo-classical theory. The Hawthorne studies challenge the assumption that people in organizations are primarily motivated by economic considerations. The study regards the human being not as “another factor of production” but as a whole being with emotions and psychic disposition.

3.2 THE SYSTEM VIEW OF ORGANISATION THEORY

A system is defined as a set of subsystems whose interaction determines its survival. This school of thought sees organization as a system with parts that interacts. It also identifies the process of integration of the system. The system view tries to overcome the defects identified in the classical and neo-classical schools of thoughts. The short-comings are:

1. That the Human Relations School is a tool to manipulate people to their disadvantage
2. That the Human Relations School gives unfair advantage to the entrepreneur
3. That the Human Relations School fails to integrate the many facets of human behaviour
4. That the efforts to improve human relations in the work place have not always produced productive workers.

In order to overcome these identified shortcomings, the system view seeks to integrate all that is known about the various parts of the system.

The issues to be considered are:

1. What are the strategic parts of the system?
2. What is the nature of their mutual dependency?
3. What are the goals sought by system?
4. What are the main processes in the system that link the parts together and facilitate their adjustment to each other?

The framework for a systems approach to organization theory is hinged on answers to the above questions.

3.3 APPROACHES TO ORGANISATION STUDY

Organization study is carried out from different perspectives. They include:

1. Behavioural School
2. Empirical School
3. Decision Theory School
4. Quantitative School
5. Management Process School.

Behavioural School:

This approach is in two parts:

The Human Behavioural School:

This is based on the notion that management consists of getting things done through the help of people. The thinking here is that people are the important component of management and that managers that wish to succeed must take cognizance of human relations and use it as a tool to enhance productivity and motivation. This school of thought equates good management to good leadership. The key features are motivation, leadership, training and communication. Proponents of this school of thought include scholars like Mayo, Keith Davis, Roethlisberger, Dickson and McGregor.

Social System School:

This school of thought views management as a social system. The social system sees formal organization in terms of cultural relationships of various school groups. The primary concern of this school of thought is how to harmonize the organization goals with those of the group. Proponent of this school of thoughts are Maslow, Argyris, Herzberg and March and Simon.

Empirical School:

This is based on an experience or custom approach. The thinking here is that a manager's success depends on how he/she is able to learn from others' mistakes or successes. It is essentially management by a study of experience. The emphasis is on case studies.

Decision Theory School:

This school of thought views formal organization as a network of decision making. That is rational decision making accounts for what most executives do key proponents are Forester, Cyert and March and Simon.

The Quantitative School:

This school of thought views management as a system of mathematical models and symbols, processes, relationships and measurable data. Key proponents of this school are operation researchers, management scientists and mathematicians. Their methods include simulation and modeling techniques.

Management Process School:

This school of thought is referred to as the traditional, universal and functional approach. It owes its origin to the writings of Henri Fayol. It simply defines what managements do. That is, the functions of management.

3.4 SELF ASSESSMENT QUESTION

Identify the various approaches to organization study and briefly explain two of them.

3.5 SELF ASSESSMENT ANSWER

The approaches to organization study are:

1. Behavioural School
2. Empirical School

3. Decision Theory School

4. Quantitative School

5. Management Process School

N.B: Brief explanation required.

4.0 CONCLUSION

This unit took a critical look at organization theory vis-à-vis the Classical and Neo-classical Theories of organization as well the System View and the various approaches to the study of organization theory.

5.0 SUMMARY

The Classical Theory of Organization is based on the assumption that work is a systematic and a rational process that can be accomplished inter-personally whilst the Neo-classical believes that a happy worker is a productive worker.

A formal organization is viewed as a system whose parts interact. The objectives of the organization is integrated and harmonized with those of the groups or individuals. Various approaches to organization study were also identified.

6.0 TUTOR-MARKED ASSIGNMENT

What are the short-comings of the Classical and Neo-Classical Theories of organization, and how has the System View tried to overcome them?

6.1 TUTOR-MARKED ASSIGNMENT (ANSWERS AND MARKING SCHEME)

The short-comings are:

- A. that the human relations approach is a tool for manipulating people
- B. that the entrepreneur is unjustly placed at an advantage
- C. that it fails to integrate the many facets of human behaviour
- D. it is shortsighted in perspective and incomplete in several respects
- E. that a “happy worker” has not always resulted into a “productive worker”. The System Views tries to overcome those short-comings by considering:
 - F. What are the strategic parts of the system?
 - G. What is the nature of their mutual dependency?
 - H. What are the main processes in the system that link the parts together and facilitate their adjustment to each other?
 - I. What are the goals sought by systems?

MARKING SCHEME

2 marks for each short-coming correctly named

2 marks for each way of overcoming them

[Total – 20 marks]

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3. Hicks, H.G. and Gullet C.R. (1976): Organisations: Theory and Behaviour, McGraw-Hill KogakUsha Limited.

UNIT 3: ORGANIZATIONAL SUCCESS?

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Organization Success

3.1. Definition of Organization Success

3.2. Steps for Success

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 3: ORGANIZATIONAL SUCCESS

1.0 INTRODUCTION

This unit will take a look at the meaning of organizational success and various approaches to organizational study.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

- (a) Definition of Organization Success.
- (b) Steps for Success.

3.0 ORGANIZATIONAL SUCCESS

3.1 Definition of Organization Success

Successful organizations need both inspirational leaders and sound managers. In order to achieve increased and sustainable results, organizations need to execute strategies and engage employees. Success is measured by analyzing where the organization is in regards to its goals and its mission.

3.2 Steps for Success

Organizations need to think about the future of their business and think of better ways to be successful. Organizations can either view their challenges as competition with others or as opportunities to push them closer to reaching their full potential. What route they choose to take determines if they are successful or not. With this in mind, here are four steps leaders can use to

ensure that their organizations are not simply reacting to what challenges come their way but that they have a clear understanding of what their organization needs to do to succeed:

1. Organization's goals should be clear and in line with the mission. The goals are used to measure at certain intervals whether the organization is moving in the right direction. If not, management needs to take corrective action to get the organization back on track.

2. Define plans that fit the organization: An organization needs to develop a unique plan and to remain in line with its own mission and goals. Many organizations have failed, not because of poor leaders or managers, but because their plan did not align with the mission or goals that they set.

3. don't let external factors shift focus: External factors can, certainly, effect or even justify changes to the goals from time to time. However, external factors should have little or no effect on the organization's objectives towards achieving its core mission.

4. Communicate and review work progress often to keep everyone on track: While this should be a given, the reality is departmental and team silos are still the norm in many organizations today. For an organization to succeed, it's critical that managers break down these silos and make it easier for employees to point out potential problems or issues as well as encourage those in senior level positions to be more forthcoming about possible changes being discussed and to address new realities and conditions in the market. Furthermore, the entire team needs to review the goals at certain times to verify that the organization is on track in achieving them.



Source :Akintayo (2011)

4.0 CONCLUSION

Successful organizations need both inspirational leaders and sound managers. What route they choose to take determines if they are successful or not.

5.0 SUMMARY

Organization's goals should be clear and in line with the mission. Define plans that fit the organization should be use. For an organization to succeed, it's critical that mangers break down these silos and make it easier for employees to point out potential problems or issues as well as encourage those in senior level positions to be more forthcoming about possible changes being discussed and to address new realities and conditions in the market.

6.0 TUTOR-MARKED ASSIGNMENT

What are those factors that will brings short-comings toorganizational success?

6.1 TUTOR-MARKED ASSIGNMENT (ANSWERS AND MARKING SCHEME)

The short-comings are:

A. that the human relations approach is a tool for manipulating people in organization.

B. that the organizations are unjustly placed at an advantage:

C. What are the deliberate parts of the system for organizational success?

MARKING SCHEME

5 marks for each short-coming correctly named

5 marks for each way of overcoming them

[Total – 15 marks]

7.0 REFERENCES

1. Akintayo (2011): Management, International Student Edition, (Nigeria), GrandaPeak, Inc.

2. Harris, O.J. (1976): Managing People at Work: Concepts and Cases in Behaviour, (New York),
John Wiley and Sons

3. Hicks, H.G. and Gullet C.R. (1976): Organisations: Theory and Behaviour, McGraw-Hill
KogakUsha Limited.

UNIT 4: FUNDAMENTAL CONCEPT OF THE NATURE OF PEOPLE

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Fundamental Concept of the Nature of People

3.1. Individual Differences

3.2. The Whole Person

3.3. Caused Behaviour and Human Dignity

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 4: FUNDAMENTAL CONCEPT OF THE NATURE OF PEOPLE

1.0 INTRODUCTION

This unit will be focused on the nature of people vis-à-vis individual differences and human dignity.

2.0 OBJECTIVES

At the end of this unit, student should be able to:

1. Explain the concept of individual differences.
2. Describe the whole person.
3. Explain the concept “motivation and human dignity”.

3.0 FUNDAMENTAL CONCEPT OF THE NATURE OF PEOPLE

3.1 INDIVIDUAL DIFFERENCES

The world is inhabited by billions of people, each created with unique and diverse features. From the perspective of the Bible, all men and women are created in the image and likeness of God. This means that a lot of communalities exist among people of different creeds and races. The psychologist believes that every person is born unique and different. This suggests that even like twins are not alike in every person.

The individual's experiences after birth make people even more different. In view of this, management must appreciate the fact that standard and across-the-board ways of dealing with employee will not provide the desired motivation. The greatest motivation is achieved by treating

an employee as an individual with feelings and ego by being just and fair to individual. He or she should be seen not just as a statistical figure or badge but as an individual. Organization behaviour philosophy should start with the individual.

3.2 THE WHOLE PERSON

Employers generally seek employees with skill which are employable. This suggests that employers of labour would desire only a person's skill and not the whole person. Every person has distinct characteristics and traits which can be studied separately but, in the final analysis, they are all part of one system making up the whole person. It must be noted that skill does not exist separately from background or knowledge and that home life is not totally separable from work life. In like manner, emotional conditions are not separate from physical conditions. They affect each other.

Organizational behaviour tries to develop a better employee and a better person in terms of growth and fulfillment. This confirms the general notion that says the job shapes people. An improved or better person will bring benefit to the organization and the society at large.

3.3 CAUSED BEHAVIOUR AND HUMAN DIGNITY

Psychologists believe that there is a motive behind every behaviour of man. This motive could relate to the person's needs and or the consequences that results from the act. People are motivated not by what we think they ought to have but what they themselves want. Motivation is achieved in two ways:

1. Show that certain action will increase their need fulfillment.

2. Threaten decrease in new fulfillment unless they follow a required course of action. These causes or motives are expected to give rise to anticipated behaviour. A well-motivated worker is an efficient worker.

Motivation is the drawing force that drives and keeps the organization going. As we have learnt from our study of individual differences, human beings are born unique and different and therefore deserve to be treated with respect. The thinking is that the people are not just factors of production, or a badge number but individuals with emotions and egos. They want to be treated as human beings. Their aspirations and abilities to be recognized and be seen not as economic tool, but as a whole being with self respect and dignity. This thinking agrees with the ethical philosophy “Do unto other what you want them to do unto”. That is, respect is reciprocal.

3.4 SELF ASSESSMENT QUESTION

Explain the meaning of the term “Individual Differences”.

3.5 SELF ASSESSMENT ANSWER

Everyone is born unique and different, some tall and some short, some fat and some slim, though there are commonalities such as two eye balls, a nose, two hands, two legs etc.

In view of the above, managers must desist from using the same method to deal with different individuals. They should avoid across the board approach to motivation. Since the primary aim of management is to encourage the right behaviour that will produce the desired result, it is imperative that organizational behaviour philosophy should start with the individual.

The key attributes are:

1. Mental abilities

2. Emotional demand

3. Personality characteristics

4. Physical and sensory capacities

4.0 CONCLUSION

People are critical to the success of any organization and therefore deserve special attention.

5.0 SUMMARY

People in organizations should be treated with respect because they are human beings with aspirations, abilities and egos. Ethical philosophy requires that we treat others the way we want them to treat us. Management must recognize this individual uniqueness when dealing with people.

6.0 TUTOR-MARKED ASSIGNMENT

Discuss the concept of caused behaviour and human dignity.

6.1 TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

There is a motive for every behaviour of man, the motive could be due to needs of the individual or lack of it. In view of this, management must try to initiate the right behaviour that will produce the desired result. This cause behaviour is generally referred to as motivation.

In an attempt to produce a happy worker using incentives or other means of motivation, managements must appreciate the need to treat the individual with respect and his or her abilities and aspirations recognized. Then can we boldly say there is dignity in labour.

MARKING SCHEME

2 points for each concept correctly named.

3 points for each successful discussion.

[Total – 20 marks]

7.0. REFERENCES

1. Pitfield, R. Ronald (1984): Business Organization, (London), M & E Handbooks
 2. Koontz, et al (1980): Management International, Student Edition, (New York), McGraw-Hill, Inc.
 3. Hicks, H.G. and Gullet, C.R. (1976): Organisations: Theory and Behaviour, McGraw-Hill
- KogakUsha Limited

UNIT 5: THE NATURE OF AN ORGANISATION

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. The Nature of an Organization

3.1. Social Systems

3.2. Mutual Interest

3.3. The Structure of Organisations

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 5: THE NATURE OF AN ORGANISATION

1.0 INTRODUCTION

This unit will take a look at nature of an organization vis-à-vis social systems, structure and mutual interest.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

1. Explain the concept “Mutual Interest” as related to organizations.
2. Explain why organizations are regarded as a social system.
3. Depict the structure of organizations.

The reasons for organizing stated above shows that organization need people and people needs organization need people to achieve organizations objectives. Mutual Interest provides a super ordinate goal that unites the wide variety of needs that people bring to organizations. The outcome of this is that people are encouraged to attack organizational problems rather than each other. The worker represents the interest of labour whilst the employers represent the interest of capital.

3.0 THE NATURE OF AN ORGANISATION

3.1 SOCIAL SYSTEMS

Organisations and every activities of man are governed by laws. Laws are deliberately constructed to ensure conformity to a pattern of behaviour. Laws that govern organizations are regarded as social laws and or psychological laws. This is because the needs of man are largely psychological, social and esteem. The needs, aspirations and individuals drives as well as the group one belong determine one's behaviour.

Organisations are regarded as social system because they operate in a dynamic environment which is subject to change. The relations are not static as depicted on an organization chart. Every part of the system is independent and subject to influence by any other part. Social system provides a framework for considering and analyzing the variety of variables involved in any organizational situation. The complexity of man's behaviour can be explained within the context of social interaction.

3.2 MUTUAL INTEREST

Organisations are established by people with common interest to achieve common objectives.

People organized largely:

1. To accomplish goals which are beyond the capacity of an individual
2. To share risk
3. To advantage of division of labour
4. Because of synergy.

Organization is perceived as a means of achieving personal objectives why The reasons for organizing stated above shows that organization need people and people needs organization need people to achieve organizations objectives. Mutual Interest provides a super-ordinate goal that unites the wide variety of needs that people bring to organizations. The outcome of this is that people are encouraged to attack organizational problems rather than each other. The worker represents the interest of labour whilst the employers represent the interest of capital.

3.3 THE STRUCTURE OF ORGANISATIONS

The organization structure of a business enterprise is the basic framework within which the executive decision making behaviour takes place. The principle function of the organization structure of a business is to facilitate desired decision and action and to limit or exclude decision and action not desired. The concept of organization can be seen in two perspectives.

1. Static Concept: Here, an organization is seen as a structure or a network of specified relationships among given individuals. This is known as the static concept.

2. Dynamic Concept: Here, an organization is seen as a process of an executive function in which the dynamic of organization change and growth are central. The static concept enables us to observe and classify and to recognize similar action and differences among organization whilst the dynamic concept enable us to discern the various kinds of executive behaviour that produce growth and change in the structure.

The structure of organizations usually assumes the form of pyramid. This is because with successful higher levels fewer persons are needed. Organization structure may also be classified into formal and informal structure.

The formal structure can further be sub-classed into:

1. Staff Organization Structure
2. Functional Organization Structure
3. Lateral Organization Structure
4. Committee Organization Structure
5. Matrix Organization Structure.

3.4 SELF ASSESSMENT QUESTION

Why are organizations regarded as social systems?

3.5 SELF ASSESSMENT ANSWER

Organisations are regarded as social systems because the activities of organizations are governed by social laws as well as psychological laws. Man's needs can be categorized as psychological, social and esteem. Man's behaviour is influenced by his or her aspirations and drives as well as the group to which he belongs.

4.0 CONCLUSION

Organisations are social systems established on the basis of Mutual Interest.

5.0 SUMMARY

Organisations are social systems established on the basis of Mutual Interest. Man's needs are psychological, social and statics. His behaviour is influenced by his personal drives and

aspiration as well as the group he belong. Organisations tend to take the form of a pyramid. It is the basic framework within which the executive decision making process takes place.

6.0 TUTOR-MARKED ASSIGNMENT

Explain the term “Mutual Interest” in relation to an organization.

6.1 TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME) Mutual Interest as related to organizations is represented by the statement: “Organizations need people and people need organizations”. People perceive organizations as a means to help them reach their goals, while at the same time, organizations need people to help organizational objectives”. reach Within the ambit of Mutual Interest, people are encouraged to attack organizational problems rather than each other.

MARKING SCHEME

3 marks for each explanation and relationship correctly named

[Total – 20 marks]

7.0 REFERENCES

1. Karimu, B.O. (1992): Business Management: An Introduction, (Lagos), Mufa Nig. Industrial Press Ltd.
2. Koontz, H. and Weibrich, H. (1980): Management: A Book of Readings, (New York) McGraw-Hill, Inc.

MODULE TWO

UNIT 6: Organizational Success and indicators

UNIT 7: Organizational Lifecycles

UNIT 8: Organization and organizational development

UNIT 9: Organizational performance

UNIT 10: Managing People for Organizational Success

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Organizational Success and indicators

3.1 Commitment to Continuous Quality/Process Improvement

3.2 Continuous Learning / Development

3.3 Creativity / Innovation

3.4 Customer Orientation

3.5 Displays Vision

3.6 Flexibility / Adaptability to Change

3.7 Leadership / Initiative

3.8 Teamwork / Cooperation (within and across units)

3.9 Self Assessment Question

3.10 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 References

UNIT 6: Organizational Success and indicators

1.0 INTRODUCTION

This unit will take a look at nature of an Organizational Success and indicators in both formal and informal sectors.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

1. Explain the Commitment to Continuous Quality/Process Improvement.
2. Explain Continuous Learning / Development
3. Explain Creativity / Innovation
4. Explain Customer Orientation

5. Explain Continuous Learning / Development

6. Explain Flexibility / Adaptability to Change

7. Explain Leadership / Initiative

8. Explain Teamwork / Cooperation (within and across units)

3.0 Organizational Success and indicators

3.1 Commitment to Continuous Quality/Process Improvement

Indicator Statements

1. Identifies and implements new processes and initiatives that help the customer/department accomplish its goals;
2. Translates ideas into specific tasks/actions to improve operations;
3. Actively seeks and suggests better ways of getting the job done, and learns from both successes and failures;
4. Creatively applies and actively shares expertise and best practices with other departments.

3.2 Continuous Learning / Development

Indicator Statements

1. Takes the initiative to learn new skills that would benefit the position and operational objectives;
2. Takes ownership of own professional development;
3. Learns from and seeks others' ideas and perspectives;

4. Acts as a mentor and/or encourages other employees to improve and develop individual skills;
5. Seeks feedback on performance;
6. Considers, evaluates, and incorporates others' suggestions about their own performance;
7. Continuously looks forew or nontraditional ideas to improve personal, team and operational effectiveness.

3.3 Creativity / Innovation

Indicator Statements

1. Injects originality into daily work through research, personal knowledge, and networking relationships;
2. Thinks "outside the box";
3. Brainstorms and encourages new ideas and solutions;
4. Takes appropriate risks.

3.4 Customer Orientation

Indicator Statements

1. Insists on and/or provides on high quality service for internal and external customers;
2. Demonstrates customer focus by seeking out, understanding, and responding to the needs of both internal and external customers;
3. Responds to customers' needs, questions and concerns in an accurate, effective, and timely manner;
4. Develops effective partnerships with customers;

5. Effectively and professionally works with upset customers, solving their problems;
6. Continually seeks efficient ways of providing services by minimizing procedural requirements.

3.5 Displays Vision

Indicator Statements

1. Thinks and considers possible future change;
2. Helps provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision;
3. Develops and/or explains strategic action plans for practical use;
4. Inspires and energizes others to commit to vision;
5. Develops and refines vision to reflect constant and accelerating change impacting MSU.

3.6 Flexibility / Adaptability to Change

Indicator Statements

1. Displays flexibility and openness in daily work and encourages others to stay open to change, improvements, etc.;
2. Adapts own attitudes and behavior to work effectively with different people and situations;
3. Accepts and readily adapts to changing priorities, better ideas, strategies, procedures, and methods;
4. Maintains work effectiveness in new situations.

3.7 Leadership / Initiative

Indicator Statements

1. Views him/herself as part of the team, not above it;
2. Is flexible and easy to approach;
3. Builds positive working relationships with all staff;
4. Provides recognition;
5. Develops staff;
6. Personally models MSU's values, behaviors, and work practices;
7. Has personal credibility and high integrity;
8. Utilizes internal organizational resources effectively;
9. Anticipates and plans for future developments;
10. Tackles difficult problems and decisions, when appropriate
11. Handles pressure and stress appropriately

3.8 Teamwork / Cooperation (within and across units)

Indicator Statements

1. Openly shares information, knowledge and expertise with the team and co-workers;
2. Cooperates with other members to achieve the workgroup's goals;
3. Appropriately gives and is open to feedback from team/coworkers;
4. Puts accomplishing the interests of the University/unit ahead of accomplishing individual goals;
5. Actively works to remove barriers to team effectiveness;
6. Utilizes team members' skills to accomplish goals.

3.9 SELF ASSESSMENT QUESTION

Explain Organizational Success and indicators

3.10. SELF ASSESSMENT ANSWER

Explain the following indicators:

1. Explain the Commitment to Continuous Quality/Process Improvement.
2. Explain Continuous Learning / Development
3. Explain Creativity / Innovation
4. Explain Customer Orientation
5. Explain Continuous Learning / Development
6. Explain Flexibility / Adaptability to Change
7. Explain Leadership / Initiative
8. Explain Teamwork / Cooperation (within and across units)

4.0 CONCLUSION

Organizational successes are critically directed to organization performance and therefore deserve special attention and specific indicators.

5.0 SUMMARY

People in organizations should be treated with respect because they are human beings with aspirations, abilities and egos. Ethical philosophy requires that we treat others the way we want them to treat us. Management must recognize this individual uniqueness when dealing with people.

6.0 TUTOR-MARKED ASSIGNMENT

Discuss Organizational Success and indicators.

6.1 TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

There are different indicators for organizational success, some are particular to formal organization where some are informal. Without mixing word, explain vividly the indicators for success in an organization.

MARKING SCHEME

2 points for each concept correctly named.

5 points for each successful discussion.

[Total – 20 marks]

7.0. REFERENCES

1. Pitfield, R. Ronald (1984): Business Organization, (London), M & E Handbooks
 2. Koontz, et al (1980): Management International, Student Edition, (New York), McGraw-Hill, Inc.
 3. Hicks, H.G. and Gullet, C.R. (1976): Organisations: Theory and Behaviour, McGraw-Hill
- KogakUsha Limited

UNIT 7: ORGANIZATIONAL LIFECYCLE

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Organizational Lifecycle

3.1 Definition of Organizational Lifecycle

3.2 Diagram of organization lifecycle

3.3 The five elements of organizational success

3.4 Self Assessment Question

3.5 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 References

1.0 INTRODUCTION

The most effective organizational models now derive their strength from their observation and integration of systems found in natural lifecycles

2.0 OBJECTIVES

At the end of this unit, students should be able to:

1. Explain the concept “Organizational Lifecycles.
2. Explain the elements of organization success

3.0 ORGANIZATIONAL LIFECYCLES

3.1 The most effective organizational models now derive their strength from their observation and integration of systems found in natural lifecycles. In East Asian cultures, this cycle is depicted through five elements – water, wood, fire, earth and metal - which interact with each other in fluid and dynamic ways. Figure 1 depicts how the organizations evolve and transition through these five elements in a circular formation. Natural Lifecycles

In contrast, corporations and businesses commonly use a framework that is based upon a linear model which advances through step-like stages of development – creation, direction, coordination, implementation and consolidation.

3.2 DIAGRAM



In contrast, corporations and businesses commonly use a framework that is based upon a linear model which advances through step-like stages of development – creation, direction, coordination, implementation and consolidation.

3.3 THE FIVE ELEMENTS OF ORGANIZATIONAL SUCCESS

The Five Elements of Organizational Success has been particularly effective in:

1. Organizational Systems and Design
2. The system assists in creating a harmonious work environment by contributing to the design and development of the operating and administrative systems.
3. Communication & Conflict Resolution
4. The system provides a unique way of looking at group and interpersonal dynamics in a way that is affirming of differing views, non-threatening and practical.
5. Leadership Development

The system acknowledges the spectrum of leadership styles, and provides a model for processes to develop in a constructive and harmonious manner. In addition, it gives leaders a tool to maximize the strengths of each person involved.

Teambuilding

The system provides a way of analyzing teams and workgroups in a way that clarifies roles and responsibilities based on the inherent strengths and gifts of each individual. In this manner, an effective and mutually-supportive team can be maintained.

Strategic Planning & Implementation

The system effectively addresses the philosophy, premises and processes involved in strategic planning. Moreover, it provides a good method of integrating a strategic plan from the written report to actual implementation. We design a training program that draws upon an established curriculum, but is tailored to client's needs. The program works best if it is integrated over a period of time, allowing for the staff to become familiar with the concepts and try them out before the next training session. We also can co-create series workshops, either in part or as a whole. The workshop format is especially useful for general audiences, conferences and groups or organizations in the midst of a strategic planning process or in their early stages of development

3.4 SELF ASSESSMENT QUESTION

1. Organizational Systems and Design?

3.5 SELF ASSESSMENT ANSWER

Organisations are so bless with different elements and a specific lifecycle is given to it. Explain this statement.

4.0 CONCLUSION

In East Asian cultures, this cycle is depicted through five elements – water, wood, fire, earth and metal - which interact with each other in fluid and dynamic ways.

5.0 SUMMARY

There are several ways to integrate the Five Elements of Organizational Success into an organization. The most effective method is through a customized program, starting with a general presentation of the system to the staff and board, along with an analysis of the organization’s culture and leadership style.

6.0 TUTOR-MARKED ASSIGNMENT

Explain the term “LIFECYCLE of an organization.

6.1 TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

Both the elements and lifecycle are expected to explain here.

MARKING SCHEME

3 marks for each explanation and relationship correctly named

[Total – 20 marks]

7.0 REFERENCES

1. Karimu, B.O. (1992): Business Management: An Introduction, (Lagos),

Mufa Nig. Industrial Press Ltd.

2. Koontz, H. and Weibrich, H. (1980): Management: A Book of Readings, (New York)

McGraw-Hill, Inc.

UNIT 8: ORGANIZATION AND ORGANIZATIONAL DEVELOPMENT

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Organization and organizational development

3.1 Organization and organizational development

3.2 Self Assessment Question

3.3 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 Reference

1.0 INTRODUCTION

Organizations and organizational development issues as we have shown throughout this chapter, is a subject of increasing interest for both practitioners and theorists in the field as they tried to highlight the major issues that define organizations.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

- 1.Explain the concept “Organizational
- 2.Explain the elements organizational development

3.0 Organizations and organizational development

3.1 The influence of organizations in our daily life registered a rising trend during the twentieth century. According to the authors Baum and Rowley (2002), organizations are the pillars of our society, a vehicle for collective action. They also provide infrastructure, such mapping our future. However, as stated by Richard Scott (1992) because of their ambiguity, organizations tend to disappear in the background and thus requiring a constant reminder of their impact on society. Scott (1998) articulates three definitions which reflect very well the way organizations are perceived. Each of these definitions points out the essential characteristics of organizations in which they differ from other types of collectivities (families, groups of persons, etc.). These three definitions detailed in this chapter are based on three systemic approach of the organization: rational system, natural systems and open system. Although researchers are looking to find a formal definition of organization to corroborate the essential features of it, others consider that

there isn't a specific or valid definition for all organizations (Pfeffer, 1997). Because of the importance and impact of organizations on society we decided to dedicate this chapter to the concept of organization and organizational development.

This chapter is structured in two parts as follows:

Organization can be defined as a group of people working together to achieve a goal or a set of common objectives. Viewed as a system, organizations are composed of a set of integrated subsystems to achieve organizational efficiency and effectiveness. Like any system, organizations use inputs that are subject to a process of transformation to obtain outputs (tangible results of the transformation process embodied in goods and services). As highlighted throughout this chapter organizations have the role of pillars of society, success is a key ingredient for the welfare of a nation.

To survive, any organization must be in constant contact with an environment in which it operates and be able to cope with changes in its relations with the environment.

Organizations and organizational development issues as we have shown throughout this chapter, is a subject of increasing interest for both practitioners and theorists in the field as they tried to highlight the major issues that define organizations. The importance of organizational development results primarily from its role in helping organizations in the transition and change. Employees have higher expectations regarding the work they conduct. They need challenges, recognition, sense of accomplishment and good relationships with managers and other employees. If these needs are not met the organization's performance will suffer. Moreover, customer needs have become more varied and sophisticated can be satisfied only by the most

innovative practices. For these reasons, an effective organization must be able to meet current and future challenges; ability to adapt to these changes is an essential condition for survival.

3.2 SELF ASSESSMENT QUESTION

What is organizational development?

3.3 SELF ASSESSMENT ANSWER

Organization can be defined as a group of people working together to achieve a goal or a set of common objectives. Viewed as a system, organizations are composed of a set of integrated subsystems to achieve organizational efficiency and effectiveness

4.0 CONCLUSION

The importance of organizational development results primarily from its role in helping organizations in the transition and change

5.0 SUMMARY

Like any system, organizations use inputs that are subject to a process of transformation to obtain outputs (tangible results of the transformation process embodied in goods and services). As highlighted throughout this chapter organizations have the role of pillars of society, success is a key ingredient for the welfare of a nation.

6.0 TUTOR-MARKED ASSIGNMENT

Explain the term organizational development

TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

Both organization and organization development can be explain interchangeably elements and re expected to explain here.

MARKING SCHEME

3 marks for each explanation and relationship correctly named

[Total – 20 marks]

7.0 REFERENCES

1. Karimu, B.O. (1992): Business Management: An Introduction, (Lagos),

Mufa Nig. Industrial Press Ltd.

2. Koontz, H. and Weibrich, H. (1980): Management: A Book of Readings, (New York)

McGraw-Hill, Inc.

UNIT 9: ORGANIZATIONAL PERFORMANCE

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Organizational Performance

3.1 Organizational Performance

3.2 Organization performance measurement

3.3 Self Assessment Question

3.4 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 References

1.0 INTRODUCTION

Organizational performance is one of the most important variables in the management research and undoubtedly the most important indicator of organizational success.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

1. Explain Organizational Performance

2. Explain Organization performance measurement

3.0 Organizational Performance

3.1 Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider

organizations and institutions similar to an engine in determining the economic, social and political progress. Precisely for this reason, in the last 22 years, there were 6 Nobel prizes awarded to researchers who have focused on the analysis of organizations and institutions. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance.

Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept.

In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum, 1957: p. 535). Performance evaluation during this time was focused on work, people and organizational structure.

Later in the 60s and 70s, organizations have begun to explore new ways to evaluate their performance so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Yuchtman& Seashore, 1967: p. 379).

The years 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, organizational theories that followed supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the

limited resources (Lusthaus&Adrien, 1998 after Campbell, 1970). In this context, profit became one of the many indicators of performance.

3.2 Organization Performance Measurement

Organizational performance is one of the most important variables in the management research and undoubtedly the most important indicator of organizational success. The first condition necessary to improve and achieve excellence in business is developing and implementing a system for measuring performance of the organization. According to Robert Kaplan (2003), professor at Harvard Business School: "Each organization must create and communicate ways to measure performance to reflect its unique strategy. A performance measurement system has many roles (Kanji and Moura, 2002: 715):

1. The immediate role of a performance measurement is to check the organization's progress in achieving its targets.
2. Another important role of a performance measurement system is to notify individuals the aspects that are important for organizational success and identifying the areas that need improvement
3. Finally, a performance measurement system enables the development of efficient and effective development strategy since, no matter how favorable are the results recorded by the organization is always room for improvement.

More specifically, in the first part we focused on identifying organizational performance criteria discussed in literature. The second part is intended to identify the categories of indicators that are used or should be used in the performance measurement process, followed by a review of

literature aimed at measuring the performance. Basically the literature oriented toward performance measurement is divided into three categories: in the first category includes the theoretical work designed to clarify the concept of measuring performance, the second category includes the studies aimed at identifying how organizations measure their performance, and the third category includes the studies aimed at identifying the determinants of performance that is essentially a reflection of how performance is measured in the literature. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress.

Thus, from the definitions discussed in this unit, we assert that organizational performance is the most important way of measuring the success of an organization through a set of indicators reflecting the results of the different components of an organization.

The concept of performance measurement faces the same difficulties like that of performance assuming also a variety of definitions. According the authors Neely, Gregory and Platts (1995:80) performance measurement involves the concepts of efficiency and effectiveness. They define performance measurement as:

1. a process to quantify the efficiency and effectiveness of past actions;
2. an indicator used to highlight how effective and/or efficient of an action;
3. a set of indicators used to quantify the efficiency and effectiveness of action. Other authors define performance measurement in terms of the economic areas to be assessed: financial, marketing, management.

3.3 SELF ASSESSMENT QUESTION

1. What is organizational performance?
2. What is organization performance measurement?

3.4 SELF ASSESSMENT ANSWER

Organization can be defined as a group of people working together to achieve a goal or a set of common objectives. Viewed as a system, organizations are composed of a set of integrated subsystems to achieve organizational efficiency and effectiveness. This section contains two separate parts designed to clarify first the concept of organizational performance and second to provide information regarding the performance measurement process.

4.0 CONCLUSION

Finally, a performance measurement system enables the development of efficient and effective development strategy since, no matter how favorable are the results recorded by the organization is always room for improvement.

5.0 SUMMARY

The deficiencies of traditional performance measurement systems focused on financial indicators such as profit, turnover, etc. have led to the development of performance measurement systems based on both financial and non-financial indicators. This section contains two separate parts designed to clarify first the concept of organizational performance and second to provide information regarding the performance measurement process

6.0 TUTOR-MARKED ASSIGNMENT

1. Explain the term organizational performance
2. Explain vividly organization performance measurement

TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

This section contains two separate parts designed to clarify first the concept of organizational performance and second to provide information regarding the performance measurement process

MARKING SCHEME

2 marks for each explanation and relationship correctly named

[Total – 20 marks]

7.0 REFERENCES

1. Georgopoulos&Tannenbaum(1972): Business Management: An Introduction, (Lagos),

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2. Yuchtman& Seashore, (1967) : Management: A Book of Readings, (New York) McGraw-Hill,

Inc.

UNIT 10: MANAGING PEOPLE FOR ORGANIZATIONAL SUCCESS

TABLE OF CONTENT

1.0 Introduction

2.0 Objectives

3.0 Managing People for Organizational Success

3.1 Managing People for Organizational Success

3.2 Self Assessment Question

3.3 Self Assessment Answer

4.0 Conclusion

5.0 Summary

6.0 Tutor-Marked Assignment

6.1 Tutor-Marked Assignment (Answers and Marking Scheme)

7.0 References

1.0 INTRODUCTION

Organizations, whether they are educational, business, industrial, government, military, service, health care, or entertainment focused, are made up of people – women and men. It is people who provide leadership, stewardship, and follower-ship in every organization. People formulate

strategies to help organizations achieve their specific objectives. People constantly learn new and innovative ideas to help transform their organizations from mediocrity to greatness.

2.0 OBJECTIVES

At the end of this unit, students should be able to:

Explain how to manage people for organizational success

3.0 Managing People for Organizational Success

3.1 Organizations, whether they are educational, business, industrial, government, military, service, health care, or entertainment focused, are made up of people – women and men. It is people who provide leadership, stewardship, and follower-ship in every organization. People formulate strategies to help organizations achieve their specific objectives. People constantly learn new and innovative ideas to help transform their organizations from mediocrity to greatness. It is people who make things happen in all organizations, even those operated by robots which, after all, were designed by people. To understand the causes of organizational behaviors without an understanding of people is like trying to understand the cause of a moving vehicle without knowing about the engine and driver.

In fact, organizations can be defined as the major social units that people have devised for getting things done. People who work spend more of their time at work than at any other single activity. They can't eat for eight hours a day. They can't drink for eight hours a day. They can't make love for eight hours a day.

What people can do for eight hours a day is work. And, in the course of those eight working hours, people are going to:

- Produce work and sabotage it.
- Learn something new and forget.
- Make decisions and procrastinate.
- Create and conform to rules.
- Exult in accomplishments, and despair in failures.
- Come early to work and not at all.
- Avert catastrophe and cause accidents.
- Get drunk and sober up.
- Fight and reconcile.
- Get excited and bored.
- Form cliques and get left out.
- Reveal confidences and clam up.
- Understand and misinterpret messages.
- Take risks and avoid them.
- Accept others and stereotype them.
- Empathize and discriminate.
- Help others and stab them in the back.

- Cooperate and compete.
- Bargain and threaten.
- Lead and follow.
- Harmonize and disrupt work activities.
- Grow and die.

These are productive and counterproductive human behaviors common in today's organizations.

Surprisingly, people are often the most neglected part of critical organizational resources. People are being taken for granted, and in some cases, grossly mistreated by their superiors. It is not uncommon to find some leaders credited for organizational success, while their unfortunate subordinates are singled out as scapegoats for organizational failures. This is particularly true in an organization where the concept of accountability or stewardship is foreign to its leaders.

Moreover, the art of motivating people in the workplace is increasingly becoming a lost art form. An organization is more apt to focus on enhancing its business systems rather than on motivating its employees to achieve significant improvements in business performance. This is particularly surprising in this era of information-based economy, knowledge management, and empowered workforce. How can this be possible? Are organizations slow in understanding that effective people management is a prerequisite for customer satisfaction and survival in an increasingly competitive global marketplace? How can organizations satisfy their external customers (buyers) if their internal customers (employees) are dissatisfied or unmotivated?

Of course, we have heard it said numerous times by major organizations that people are their most important asset and that their strength is their people. These catchy phrases are bandied about by many organizations in their vision, their mission statements, and their annual reports. We also see them framed and hanging on the walls of our offices. Our leaders (senior management) repeat these statements in their communications to external stakeholders and employees. However, many of us are skeptical. Our cynicism is not accidental. We have heard it so often that we no longer believe it. How can our leaders continue to say these things while organizations continue to discriminate downsize, lay people off, treat hard-working employees without a modicum of human dignity, and seemingly ignore the value of the people-side of the business?

The rapidly changing nature of business given today's economy and global competitiveness requires a fundamental rethinking in how organizations manage people. Organizations will not be successful or profitable if they do not pay sufficient attention to their working people. Those people have faces. They have feelings. They have aspirations. They want to do their best every working day to help make their organizations successful. And, most importantly, they demand to be treated unfailingly as human beings.

Thus, if you are a dedicated manager, leader, or business owner interested in improving your people management skills, you might find the following 21-point observations helpful:

- (1) You will always be working with people, regardless of your position or level in the organizational hierarchy. Even if you try to isolate yourself from others, chances are that you will find yourself constantly involved with people.

(2) The knowledge that you will constantly be involved with people behooves you to constantly apply the

Golden Rule in your dealings with people: treat people in the workplace as you would like to be treated.

(3) Unhappy or dissatisfied employees contribute to the immediate downfall of virtually all organizations.

Many organizations are finding that customer satisfaction is linked to employee satisfaction. Thus, to provide customer value and improve profitability or performance, your organizations must make sure that employees are generally satisfied with their jobs and organizational climate.

(4) Employee satisfaction can only be achieved by creating and sustaining a motivating workplace.

Motivation is inherently intrinsic – it emanates from within us. It does not work to bring in a motivational speaker from time to time to motivate employees – no matter how great that consultant might be.

Employees today are better informed than ever before. They are too sophisticated for the quasi manipulative tactics that have worked for many traditional managers in the past. Employees want greater satisfaction from their work. They are rarely bought with money or artificial rewards alone. Employees want to do their jobs better when they love what they are doing!

(5) To sustain motivation, organizations need to constantly identify, assess, and attack the demotivators – those practices or activities that do not "turn on" the working people. Motivation

requires organizations to set their employees on fire – inspiring them to be their best, to take risks, to think like entrepreneurs, and to unleash their limitless, synergistic potential.

(6) People have strengths and weaknesses. It is too easy to de-motivate employees by harping on their weaknesses. Conversely, employees can get sufficiently motivated to do their best every day when their strengths are appropriately recognized and used for the good of the organization.

(7) The goal of every manager should be to help create a truly motivating organization – one that inspires each employee to do his/her best every day, especially when the manager is not looking. In this role, the motivating managers act as facilitator, trainer, coach, and relentless cheerleader. Also, the managers clearly understand the important responsibility of preparing employees for constant changes in their organization.

(8) Factoring FUN into work helps in creating an environment conducive for highly motivated employees.

Employees can become more complacent as their jobs become more routine and predictable over time.

They can also become more distracted or less committed to their work when they feel the workplace is no longer fun. A good sense of humor for both managers and employees is vital to making the workplace more enjoyable and productive.

(9) Do not try to "motivate" employees or treat them as your most "valuable assets" only when people are watching you. How you treat them in the confines of your office is just as important as how you treat them in public. Constancy of purpose is vital here. If employees sense

differences in how they are being treated privately and publicly, they will not only distrust, but also lose respect for their leaders. This will create an organization where employees are more liabilities than assets. It de-motivates employees and leads to poor work performance.

(10) Strategies, information systems, and business processes are just tools to help people (employees) perform their jobs better. Managers must have not only an understanding of such tools but also their impact on the people in the organization. Otherwise, the tools will not be effectively and efficiently utilized to help the organization achieve its goals.

(11) The Ostrich Management Philosophy does not always work in organizations. Burying our heads in the sand of ignorance will not wish away major people-related problems in your organization. Taking the bull by the horns is the way to identify and solve such organizational problems. Otherwise, such problems persist to the extent that key employees start leaving your organization until it is eventually brought to its knees.

(12) There is no substitute for direct, frequent and spontaneous interactions with people when it comes to understanding and solving organizational problems effectively. Relying on messages filtered or passed on by your favorite managers or cliques won't cut it. Chances are those select employees will just communicate what they think you want to hear – putting positive or negative spins on everything. Taking a reality check entails a direct connection to the people and reality in the workplace.

(13) It is always helpful to practice what you preach. If you mistreat any employees, you can't realistically expect your subordinates to treat employees better. As a leader, your actions speak louder than words – setting the standard (example) for the treatment of employees throughout your organization.

(14) Eliminate biased annual performance appraisals that reward "friends" and punish "enemies" in the workplace. Such a harmful practice promotes conflict, divisiveness, and bitterness among employees in your organization. Bitter or vindictive employees are usually the reason why most successful leaders or organizations are brought down from grace to grass. In the short run, such practice will please your already loyal colleagues, but in the long run they will adversely affect the loyalty and commitment of your employees overall.

(15) Real people-oriented managers are those who spend more time honing their human relations skills than any other skills set. They realize that if they manage people poorly, their managerial careers will inevitably suffer gravely. They also understand that their legacies as leaders will be defined by the people they leave behind in the organization.

(16) If you treat and motivate your employees well, your organization will not need a public relations office. Those highly motivated employees will be your best spokespersons to the outside world. They can make you look and smell good as leaders – helping build a solid legacy that is certain to last for generations. Conversely, you will need to invest heavily in your public relations office if you have a lot of unhappy employees who can damage your professional and organizational reputation.

(17) The best advice one can give to any individual interested in a lasting, happy marriage is to always listen to one's spouse. Similarly, the best advice one can give to a pragmatic manager interested in sustaining a productive working relationship is to always listen to his/her employees. By that I don't mean listening to just the few people who feel that their mission in life is to please you. Commitment to truth is essential here. This entails listening to both the pleasant and unpleasant truths in your organization.

(18) Share the wealth. Give people full credit for organizational success. Find the time to communicate constantly with people on what is going on in your organization, not just when you have badly or negative things to say about people. Replace intimidation with inspiration in your people management philosophy.

(19) Frequent reorganizations intended to eliminate people considered as “threats” to certain leaders are not good solutions to organizational problems. The enhancement of the work processes should be the focus of every reorganization effort, not the elimination of disliked people without good justification.

(20) Make effective people management part of your strategic vision. Formulate specific and measurable objectives for achieving such a strategic vision. Report results on such objectives with transparent accountability.

(21) Conduct ongoing assessment (internal audits) of your organization's people management practices.

Be proactive and decisive in addressing known problems.

In conclusion, creating a motivating organization can pose an incredible challenge for every leader or manager. We know that motivation leads to greater work performance in our organizations. We also know that managing or motivating people is an art. There is simply no magic formula or silver bullet for it. It comes with creativity, intuition, experience, stewardship, and steadfast faith in the goodness of people. It is up to you as a manager to create an environment in which your employees (people) know what is expected of them and feel passionate about doing their jobs – always putting the best of themselves in everything they do. Resources abound to help you meet this onerous challenge.

Always remember that it's the people that drive your organization to succeed or fail. As long as you do not lose sight of this straight, unvarnished truth, you will be on the right path to building a truly people-based organization – one that requires managers to master the art of people management in order to be successful in the 21st century. There is no other route or detour to creating a high-performance organization. Organizational transformation from effectiveness to greatness starts with the recognition that the people are indeed your most important asset and deserve to be managed every day as such.

3.2 SELF ASSESSMENT QUESTION

How can people be managing for organizational success?

3.3 SELF ASSESSMENT ANSWER

It is people who provide leadership, stewardship, and follower-ship in every organization. People formulate strategies to help organizations achieve their specific objectives. People constantly learn new and innovative ideas to help transform their organizations from mediocrity to greatness. It is people who make things happen in all organizations, even those operated by robots which, after all, were designed by people. To understand the causes of organizational behaviors without an understanding of people is like trying to understand the cause of a moving vehicle without knowing about the engine and driver.

4.0 CONCLUSION

In conclusion, creating a motivating organization can pose an incredible challenge for every leader or manager. We know that motivation leads to greater work performance in our organizations. We also know that managing or motivating people is an art. There is simply no

magic formula or silver bullet for it. It comes with creativity, intuition, experience, stewardship, and steadfast faith in the goodness of people. It is up to you as a manager to create an environment in which your employees (people) know what is expected of them and feel passionate about doing their jobs – always putting the best of themselves in everything they do. Resources abound to help you meet this onerous challenge.

5.0 SUMMARY

Always remember that it's the people that drive your organization to succeed or fail. As long as you do not lose sight of this straight, unvarnished truth, you will be on the right path to building a truly people-based organization – one that requires managers to master the art of people management in order to be successful in the 21st century. There is no other route or detour to creating a high-performance organization. Organizational transformation from effectiveness to greatness starts with the recognition that the people are indeed your most important asset and deserve to be managed every day as such.

6.0 TUTOR-MARKED ASSIGNMENT

Explain how people be managing for organizational success

TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

An organization is more apt to focus on enhancing its business systems rather than on motivating its employees to achieve significant improvements in business performance. This is particularly surprising in this era of information-based economy, knowledge management, and empowered workforce.

MARKING SCHEME

20 marks for full explanation

[Total – 20 marks]

7.0 REFERENCES

1. Karimu, B.O. (1992): *Business Management: An Introduction*, (Lagos),

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McGraw-Hill, Inc

MODULE THREE

UNIT 11: Models of Organization

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Models of Organization

3.1. The Concepts of Overlays

3.2. The Fusion Process and Systems Organization

3.3. The Bureaucratic Model

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment -

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 11: MODELS OF ORGANIZATION

1.0. INTRODUCTION

This unit will expose students to the various models of organization primarily designed to achieve organizational effectiveness.

2.0. OBJECTIVES

At the end of this unit, students should be able to:

1. State the concept of system overlaps.
2. Identify the processes in an organization.
3. State the characteristic of bureaucratic organization.

3.0. MODELS OF ORGANISATION

3.1. THE CONCEPT OF OVERLAYS

The Concept of Overlays was proposed by Pfiffner and Shernood. They see organizations as a variety of complex factors working within the ambit of a formal organizational set-up. This concept presupposes that an organization is a formal structure deliberately constituted by the framer to show the types of interactions that will be allowed in the organization. The formal structure is a Job-task Pyramid and represents the foundation of the organization.

The structure can be modified by internal and external pressures. The pressures were referred to by Orife as a System of Overlay. The overlays are:

(a) Socio-Metric Overlay – This is a problem solving approach. It depicts

special friendship within the organization.

(b) Function Overlay – Depicts a direct relationship between operating departments and specialists assistants.

(c) The Decision Overlay – Depicts the flow of important decisions in the organization.

(d) The Power Overlay – Depicts the centres of power in the organization

(e) Communication Overlay – depicts the channel of who talks to whom about a particular problem. These overlays invariably modify the formal structure of the job-task pyramid.

3.2. THE FUSION PROCESS AND SYSTEM ORGANISATION

The Fusion Process recognizes the existence of individuals whose goals are distinctly separate from those of the organization for which they work.

It regards an organization as a dynamic open system containing formal and

informal behaviours. Three processes in an organization were identified as:

1. The Socializing Process, which are activities contributing to achievement of corporate goals.

2. The Personalizing Process, which are activities contributing to the realization of the individual work.

3. The Fusion Process, which are simultaneous occurrences of socializing and personalizing processes or the simultaneous achievement of organizational and individual goals.

The concept of organization as a system was based on empirical studies. It assumes that not all organizations are effective. An effective organization is regarded as one which encourages the

building of an effective work groups with high performance goals. Likert categorizes such organizations into four, namely: System 1, System 2, System 3, and System 4. The Likert's Systems 1 and 2 are equivalent to McGregor's Theory X while Systems 3 and 4 are equivalent to the Theory Y assumptions. In system organization, the managers act as link pins. That is, they connect each group with the immediate supervisor's group.

3.3. THE BUREAUCRATIC MODEL

Max Weber's ideal type of organisation, otherwise referred to as Bureaucracy is an attempt at describing an ideal form of an organization which guarantees the predictability of the behaviour of employees of an organization.

The characteristics of bureaucracy are:

1. Rational legal system of goals
2. Authority of office
3. Hierarchy: superior – subordinate relationship
4. Rules, regulations and records
5. Specialization – limited sphere of competence
6. Predictability arising from rules and regulations
7. Universalism or indifference implying apparent impartiality
8. Employment should be based on technical competence.
9. Offices should be taken as careers.

3.4. SELF ASSESSMENT QUESTION

Identify the overlays which are inherent in a formal organization.

3.5. SELF ASSESSMENT ANSWER

The overlays are:

1. The Socio-metric Overlay
2. Function Overlay
3. The Decision Overlay
4. The Power Overlay
5. The Communication Overlay.

N.B: Brief explanations required.

4.0. CONCLUSION

Organizations are deliberately designed to achieve effectiveness.

5.0. SUMMARY

Different models of organizations are identified. These are:

1. The Concept of Overlays
2. The Fusion Process

3. System Organization

4. The Bureaucratic Model.

Organizations must be designed to achieve effectiveness. Likert identified four categories of an effective organization. The Likert Systems 1 and 2 are equivalent to McGregor's Theory X, while Systems 3 and 4 are identical to McGregor's Theory Y.

6.0. TUTOR-MARKED ASSIGNMENT

State the characteristics of Weber's ideal-type organization or Bureaucracy.

6.1. TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

The characteristics of Bureaucracy are:

1. Rational legal system of goals
2. Authority of office
3. Hierarchy: superior – subordinate relationship
4. Specialization – limited sphere of competence
5. Predictably arising from rules and regulations
6. Universalism or indifference implying apparent impartiality
7. Employment should be based on technical competence
8. Offices should be taken as careers.

MARKING SCHEME

2 ½ marks for each characteristic named.

[Total – 20 marks]

7.0. REFERENCES

1. Simon, H.A (1945): Administrative Behaviour, (New York), Macmillan
2. Barnard, C. (1964): The Functions of the Executive, (Cambridge), Harvard University Press

UNIT 12: STAFF MORALE AND JOB PERFORMANCE

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Staff Morale and Job Performance

3.1. The Concepts of Morale and Motivation

3.2. The Influence of Motivation on Staff Performance

3.3. Boosting Staff Morale

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

UNIT 12: STAFF MORALE AND JOB PERFORMANCE

1.0. INTRODUCTION

The unit will expose us to the concept of staff morale and its attendant effects on job performance.

2.0. OBJECTIVES

At the end of this unit, students should be able to:

1. Explain the concepts of morale and motivation.
2. State the influence of motivation on staff performance.
3. Explain the process of boosting staff morale.

3.0. STAFF MORALE AND JOB PERFORMANCE

3.1. THE CONCEPTS OF MORALE AND MOTIVATION

Motivation is one of the ways of arousing interest and inspiring people to cooperate and when necessary “pull out” something extra. It is the investigation of behaviour rather than the mere existence of a need. Environment motivations (incentives) are:

1. Good objectives towards which good behaviour is directed
2. A wide variety of stimulating conditions which act as spurs and checks to performance efficiency.

Study has shown that human performance equally depends on the environment's temperature, humidity and circulation of air. Man's attitude to work can be changed by praise or reproof,

rewards or punishment, working against a competitor or as a member of a cooperating group, working with the knowledge, achieving success, or failure, working with a definite aim or purpose. The morale of a worker can be changed by one or more of the reasons mentioned above.

3.1.1. WHO IS INVOLVED IN MOTIVATION?

1. Team Leader – Inspires members of the team to create the right response.
2. Self Motivation – The desire to excel and achieve target.
3. Co-workers – Other varieties such as music could be a stimulant, monotonous work. A natural leader could emerge from the working team.
4. Personnel Staff – Through effective administration of incentives and other staff welfare packages.

3.1.2. WHAT IS MORALE?

According to Otu (1998), morale is the emotional reaction of a person to his job. It refers to confidence in the means of goal attainment,

i. in leaders

ii. in subordinates

iii. in Oneself

Morale is an abstract term. It cannot be isolated or seen.

A correlation exists between low morale and other factors such as:

1. Labour withdrawal
2. Absenteeism
3. Indolence
4. Loafing
5. Excessive excuse from work.

Conversely, high morale is associated with:

1. Promptness
2. Enthusiasm
3. Dependability and
4. Cooperation.

3.2. THE INFLUENCE OF MOTIVATION ON STAFF MORALE

Motivation is a driving force, a propeller that drives an individual to take a desired action. The human resource plays a pivotal role in the effective attainment of organizations. In view of this, it is critical that managements address the welfare of this all-important resource. Addressing these resources will require the integration of the individuals' needs with the goals of the organization. This should be pursued in line with Frederick Herzberg's Motivator – Hygiene factors. To be avoided are the hygiene factors which are demotivators. They are workers' pay,

fringe benefits, working conditions, quality supervision and administration policies, while the motivators to be embraced are: Recognition, advancement, achievement, personal growth and self-fulfillment. This enables the organization to elicit the following behaviour from its staff:

1. Staff are induced to enter and remain within the system
2. Staff are made to carry out their role assignment in dependable manner
3. Staff are involved in innovative and spontaneous activity in achieving organizational objectives.

3.3. BOOSTING THE MORALE OF STAFF

It is the prime responsibility of the leadership to ensure a conducive work environment is created to give staff members an enabling environment to carry out their work and to boost their self-worth on their jobs.

The leader must be accessible, flexible and willing to effect necessary and practical changes in the leadership style and administration.

Staff morale can be boosted through:

1. Praise
2. Responsibility
3. Promotion
4. Advancement
5. Professional and academic growth.

3.4. SELF ASSESSMENT QUESTION

In what ways can staff morale be boosted?

3.5. SELF ASSESSMENT ANSWER

Staff morale can be boosted through:

1. Praise
2. Reward
3. Achievement
4. Career advancement
5. Recognition.

4.0. CONCLUSION

Motivation is a key aspect of morale, while morale is critical to the attainment of organizational goals. A happy worker is a productive worker.

5.0. SUMMARY

Motivation is an inner drive that compels an individual to act in a desirable way while morale is that emotional response of a person to his or her job.

Low morale correlates with absenteeism, lateness to work, loafing, indolence and unacceptable labour withdrawal. High morale is associated with:

1. Promptness and punctuality

2. Enthusiasm

3. Dependability

4. Cooperation.

6.0. TUTOR-MARKED ASSIGNMENT

Discuss the effects of motivation on staff morale.

6.1. TUTOR-MARKED ASSIGNMENT (ANSWER AND MARKING SCHEME)

Staff morale refers to the confidence a member of staff has in:

1. The means of goal attainment

2. The leaders

3. The subordinates

4. In himself or herself.

His or her emotional reaction to these situations on the job, as listed above, could translate to low or high morale.

Morale and motivation have a positive correlation. Morale is the foundation on which motivation is based. This explains why a demotivated staff is a demoralized staff. The attendant effects of low morale or demoralization are expressed in:

1. Absenteeism of the staff

2. Indolence

3. Lateness to work

4. Loafing etc

A highly motivated staff will exhibit the underlisted characteristics:

1. Promptness

2. Enthusiasm

3. Dependability

4. Cooperation

5. Long stay on the job.

MARKING SCHEME

2 marks for each point effectively discussed.

[Total – 20 marks]

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2. Hicks H.G. and Gullet C.R. (1976): Organizations Theory and Behaviour, McGraw Hill Kogakusha Limited

UNIT 13: Organisational Problems and Winning Strategy for Success

TABLE OF CONTENT

1.0. Introduction

2.0. Objectives

3.0. Identified problem of organisations

3.1. Organisational Winning Strategy for Success

3.4. Self Assessment Question

3.5. Self Assessment Answer

4.0. Conclusion

5.0. Summary

6.0. Tutor-Marked Assignment

6.1. Tutor-Marked Assignment (Answers and Marking Scheme)

7.0. References

1.0. Introduction

The main problem in the study of "problems" and the organizations attempting to solve them is that the environmental context of organizations is changing, at an increasing rate, and towards increasing complexity. In many cases, the changed texture of the environment is not recognized by the executive body of an organization until it is too late. It fails entirely to appreciate that a

number of outside events are becoming connected with each other in a way that leads up to irreversible general change. The first response to this situation is to make an herculean effort to defend the traditional approach.

However, this unit is concerned about the every-day problems faced by organisations and winning strategies to overcome these problems in order to be successful.

2.0. Objectives

At the end of this unit, students should be able to understand:

1. major problems faced by modern day organisations
2. Winning strategies to employ in order to be success.

CONTENTS

3.0 Common Types of Problems in Organizations Board operations

- Low attendance at meetings
- Low participation in meetings
- High turnover of Board members
- No, or poor, decision making
- Rubber-stamping recommendations from the Chief Executive Officer
- Conflict among Board members
- Micromanagement of day-to-day activities

Workplace conflict

This is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those

individuals and groups affected. This could take the form of inter-personal, inter-group, intra-personal, personal or departmental, and or organisational. Irrespective of what form it takes , conflict in most cases has adverse effect on organisation.

Strategic planning

- Lack of clear focus for the organization and for making major decisions
- Frequent, conflicting suggestions from Board and/or employees
- Continual shortage of funds across the organization
- Low attendance and participation from Board and/or employees
- Poor results from products and services
- Conflict among Board members and employees about priorities, roles and responsibilities

Business planning

- Lack of clear goals and outcomes with products and services
- Shortage of resources for products and services
- Little or no results from products and services
- Frequent complaints from employees who deliver products and services
- Conflict and turnover among employees who deliver products and services

Management development

- Poor planning, organizing, leading and administration of resources
- Lack of direction and guidance to employees
- Conflict among employees
- High employee turnover
- Poor communication between employees and between Board members
- Incomplete implementation and evaluation of products and services
- Board is not involved at all, or far too much, in planning and leadership

Employee development

- Frequent turnover
- Frequent complaints and conflict
- Poor performance

- Compliance (“going through motions”) on the job

Poor Human Resource Management

- Conflict between team members
- Inefficiencies in activities
- High turnover of members
- Confusion about decision making and problem solving
- Poor performance among members
- Ineffective meetings
- Low morale
- Workplace diversity

Financial management

- Shortage of resources for products and services
- Lack of understanding of costs of various resources
- Bills continually not paid on time
- Problems reported by annual financial audits
- Numerous requests for funds from investors
- Frequent refusals from investors
- Financial goals are not clear

Advertising and promotions

- Little or no available feedback from customers
- Strong testimonials and results from customers, yet little growth in products and services
- Confusion among customers about features and benefits of products and services
- Lack of resources to obtain, develop and deliver products and services

Evaluations of products and services

- Confusion among employees about products and services
- Inability to successfully describe products and services to others
- Poor results from products and services
- Frequent complaints and conflicts among employees who deliver products and services
- Ineffective advertising and promotions

Resources

- Maintenance of group momentum
- Members' difficulties finding time
- Negative reactions of members' constituents
- Maintaining access to additional funding
- Increased competition between groups
- Delayed accomplishments

Organizational Structure

- difficulty working with a diverse set of organizations
- Duplication of efforts
- Creating an effective structure
- Personalities

Vision

- Lack of a shared vision
- Dilemma of mission drift

3.1 Organisational Winning Strategies for Success

Generally, no organisation is set up basically for failure. Being it public or private organisation, the rationale behind its establishment is to succeed. In achieving success, managers/management are saddled with responsibilities of formulating and seeing to a judicious implementation of policies and programmes that will help to achieve the preset objectives. More so, in doing this, management must assess various human and material resources that are assets and not costs in order to put things rightly. In addition, no matter how good an organisation plan is, if there are no human resources (people) to implement such, then it as good as no planning. People contribute to about 70% percent of such resources that management needs in order to succeed.

Conversely, having said that, the following solutions are identified in order to tackle the identified problems in modern organisations:

- (a) **Conflicts:** Being in any form can be tackled through forcing, problem solving, compromise, smoothing and avoiding.
- **Forcing:** Also known as *competing*. An individual firmly pursues his or her own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

Win-Win (Collaborating)

- Also known as *problem confronting* or *problem solving*. Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand - the one that most satisfies the concerns of both parties. The win-win approach sees conflict resolution as an opportunity to come to a mutually beneficial result. It includes identifying the underlying concerns of the opponents and finding an alternative which meets each party's concerns.

Compromising

- *Compromising* looks for an expedient and mutually acceptable solution which partially satisfies both parties.

Withdrawing

- Also known as *avoiding*. This is when a person does not pursue her/his own concerns or those of the opponent. He/she does not address the conflict, sidesteps, postpones or simply withdraws.

Smoothing

Also known as *accommodating*. Smoothing is accommodating the concerns of other people first of all, rather than one's own concerns. Examples of when *smoothing* may be appropriate:

- When it is important to provide a temporary relief from the conflict or buy time until you are in a better position to respond/push back
- When the issue is not as important to you as it is to the other person
- When you accept that you are wrong
- When you have no choice or when continued competition would be detrimental.

(b) Human Resource Management

Human resource management is the management of the most important resources of any organisation-THE PEOPLE. Unlike management of material resources, managing people is dynamic and needs emotional intelligent manager to do. People management comprises of managing workforce emotions, actions and output. The main purpose of managing the human resources is to create human capital (when human beings are competent, productive, efficient and effective). In some countries i.e UK and US, the term as changed to PEOPLE MANAGEMENT. Whatever it's called, the both terms are the same-managing the human elements in an organisation or political settings.

Organisation will see its objective achieved when its stakeholders i.e employees, suppliers, government, society, customers etc are treated with fairness, equity and just. Employees expects a fair day work to a fair day pay (commensurate compensation package) i.e salary, bonuses, benefits, general staff welfare, training and development, promotion and succession planning etc.

Also, workplace diversity when not well managed becomes an organisational threat. The term is a complex phenomenon to manage in an organisation. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. It is argued that organizations that value diversity will definitely cultivate success and have a future in this dynamic global labour market (Jain and Verma, 1996). Workforce diversity management has become an important issue for both governments and private organizations. Its importance has mainly been brought about by the free

movement of labour due to globalization and the fight for human rights by certain minority groups who feel excluded from the employment sector.

Broadly, defined diversity management as the systematic and planned commitment by the organisations to recruits, retain, reward and promote a heterogeneous mix of employees. Theories and techniques of diversity management have been developed and enthusiastically supported by a growing number of chief executives, training specialists, diversity consultants and academics (Saji, 2004). Similarly, Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status (Wentling and Palma-Rivas, 2000).

Companies can succeed at diversity if the initiative to create, manage and value the diverse workforce has the full support of the top management (Hayes, 1999; Jackson et al., 1992). The following are the conditions which would make workforce diversity a success in any organisation:

The organization should assign this work to a senior manager (Jackson et al., 1992). The organization should link concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards (Cascio, 1998). The organization should create such a working environment as will increase the motivation, satisfaction, and commitment of diverse people. Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. Identify desirable and undesirable behaviors that must be based upon performance feedback discussions involving a diverse workforce.

The strategy (diversity or otherwise) must be based on the will of the human resources, strength, and culture of the organization (Hayes, 1999). Managers must understand their firm's culture first and then implement diversity strategies according to that culture (Hayes, 1999). Training and development programs will improve the skills in dealing with the day to day diversity

dilemmas. This will help managers to be aware on how power relations impact on stereotypes of groups and on perceptions of individuals and the expectations.

Communicating intercultural' it will aid in managing a diverse workforce. An individual will be able to understand how cultural and ethnic differences shape the conflict process and coming up with conflict resolution strategies. There will be able to negotiate outcomes with cultural differences in mind.

More so, mentoring programs involvement of experienced advisors and helps others for a period of years. This mentor should be able to advise employees on the whole concept of workforce diversity and the reasons why diversity should be managed in the workplace.

Assessment of one's beliefs about work values, being able to identify work values of others from different cultural backgrounds and examination of the leadership assumptions from a multicultural perspective. Creation of the support system, to reduce isolation and discrimination. This can be done through the encouragement of a formal system and informal networks. Language competence, lack of language skills in multicultural environments is a significant barrier to building a multicultural organization.

(c) Strategic Change

Strategic planning is planning for the long-term period. It is vary between organizations but the plan usually made for up to 5 years. Because of that long term goal, there are some challenges to be faced. This should be used to manage the deficiency in strategic planning process. Strategic change is defined as "changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy (Hofer and Schendel 1978). Although, before we can fully talk about strategic change, how well implemented was the strategy formulated? In most cases, strategy are often formulated but poorly implemented. It is the responsibility of those saddled with the responsibility to manage strategy planning to see to its efficient implementation. Strategic change arises when a particular well implemented strategy is not giving the expected result. In simple form strategic change is a way of changing the objectives and vision of the company in order to

obtain greater success. There is no certain magic formula to do the job and of course it is not always leading to success. Many companies fail to implement the plan correctly and completely, whereas the others fail to convey this change among employees and organization.

(d) Intrinsic Motivation

Psychologists such as Deci and Ryan (2000) define intrinsic motivation as “the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards. p56” They argue that there is considerable evidence that such motivation exists. The possibility that intrinsic motivation can be harnessed in solving organisational problems is appealing since it could economize on the need for the standard carrots and sticks. However, to make use of this idea concretely, it is necessary to understand when intrinsic motivation is likely to be a powerful force. More interesting still is the possibility that such motivation can be cultivated and expanded. This is particularly interesting in social situations where norms may support some forms of intrinsic motivation. This type of motivation includes: praises, award of recognition, feeling of accomplishment with such words as ‘thank you, we are grateful, you are the best etc’.

(e) Advertising and promotions

For a production organisation, treating advertisement and promotion as cost should be stopped. This is because, it's impossible to sell a new product or expand market share for existing one without making such known to the end users. Advertisement is such platform that creates a unique awareness for product identification and recognition. Arguably, major advantages of advertising are: Advertisement and promotion help to -

- introduces a new product in the market
- expansion of the market
- increased sales
- fights competition

- enhances good-will
- educates the consumers
- elimination of middlemen
- better quality products
- supports the salesmanship
- more employment opportunities
- reduction in the prices of newspapers and magazines

However, whether it is a product or service provider organisation, advertisement is vital in order to succeed and be effective. Moreover, you can presently enjoy competitive advantage , but since business environment is ever dynamic, organisations that hope to be successful or retain success must remain competitive by following the business trends in order to be able to achieve sustainable competitive advantage.

3.4. Self Assessment Question

- List and explain common problems of modern organisations?
- What is conflict and explain five ways of solving it in workplace?
- Explain remedies to solving poor human resource management in organizations?

4.0. Conclusion

This unit has success looked at various problems impending success in organisations and recommended solutions to them.

5.0. Summary

This unit has success looked at various problems impending success in organisations and recommended solutions to them. Concept of success is old, universal but have distinctive

definition depending on people and culture. Success means different things to different people. According to Dzombak (2015), Success is about having passion and dedication for something that holds a special place in your heart; it's about wanting it and going for it, even if everyone else is doing something different. Conversely, for organisations, success means timely achieving preset objectives.

However, the most important solution enunciated in this unit is proper management of people. Since without people, nothing can be achieved even in the most ICT oriented organisation. Hence, organisational success is absolutely dependent on people and their motivation or demotivation can bring about failure of the entire workplace.

6.0. Tutor-Marked Assignment

- What do you understand as workplace diversity and why is it important to manage?

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