c. **Hierarchical structures are tall with many levels/ranks of responsibility; Flat structures have fewer levels thereby giving managers a greater span of control.**

Task 6 – Multiple Choice

1.	A.	**Directors**
2.	**C.**	**Chief Executive Officer**
3.	A.	**Hierarchy**
4.	**B.**	**It is more cost effective due to less hierarchical levels**
5.	C.	**Shorter chains of command**
6.	B.	**Suitable when employees are multi-skilled**
7.	B.	**Passing responsibility and authority away from the Board of Directors to individual departments**
8.	A.	**Delegation**
9.	C.	**Informal**
10.	C.	**Informal groups**
11.	B.	**Reduced bureaucracy**
12.	C.	**Matrix structure**
13.	C.	**Bureaucracy**
14.	D.	**Centralization**
15.	C.	**Improved control**
16.	C.	**Conflicting interest from having more than one line manager**
17.	A.	**Core staff**
18.	B.	**Peripheral staff**
19.	A.	**Downsizing**
20.	D.	**The chain of command in the organization**

Unit 2.3
Leadership and Management

Task 1 – Complete the missing words…

Management is the process of getting things done through other people in order to achieve the **aims** and **objectives** of a business. This is likely to involve planning, organizing, co-ordinating, commanding and controlling the various operations and resources within a business.

Managers and leaders adopt different styles to tackle organizational objectives and strategies. For example, **autocratic** leaders make decisions independently of others and delegate very little, if any, responsibility to their subordinates. By contrast, **democratic** leaders encourage others to be involved in decision-making (by a process of consultation and consideration of the views of the workforce) before they implement any changes. **Laissez-faire** leaders are those who have minimal direct input in the work of their staff. Instead, they allow subordinates to make their own decisions and to complete tasks in their own way. **Situational** leadership also suggests that managers and leaders must be able to change and adapt their style to different situations. Managers may adopt a **paternalistic** approach when inducting new staff or when dealing with staff with personal difficulties.

There are various factors that influence a person's style of management and leadership. These influences include: the nature of the **task** (e.g. whether it is routine or a major undertaking that requires strategic leader-

ship), the nature of the **individual** (e.g. experience, qualifications, training and personality) and the organizational **culture** (i.e. the "way" things are done in the organization).

Task 2 – Explanations…

a. **The character, experience and ability of the leader**
   Cultural norms - the person and/or the staff may be used to an authoritarian culture
   A high degree of importance and urgency of the decision / task
   Inability of (unskilled) subordinates to do their work without such a leadership style

b. **'Over-managed' suggests that the roles of managers and leaders are not clearly distinguished and that staff are unable to take on any initiative to do their jobs, i.e. employees might not be given opportunities to excel. 'Under-led' suggests that leadership is needed and the staff lack direction and/or sense of purpose.**

c. **Establishing a clear vision that provides all employees with direction of where the organization is heading towards**
   Clarifying the meaning of the vision through effective communication
   Building trust with the workforce in order to motivate people towards achieving the organization's objectives
   Being flexible in their management and leadership in order to adapt to the changing business environment.

d. **Not necessarily – especially if the leader is seeking advice/feedback from trusted and highly competent senior staff. Consultation with employees or key personnel might also be a form of motivation for the staff who feel that they have some input in the strategic direction of the organization. Shared leadership in large organizations can be important due to the scale of their operations and the level of risks involved in decision-making.**

Task 3 – Management and Leadership Crossword

[1]A	U	T	O	[2]C	R	A	T	I	C								
				O					[3]C	O	N	T	R	O	[4]L		
		[5]E		O											L	A	
[6]P	A	T	E	R	N	A	L	I	[7]S	T	I	[8]C			I		[9]M
L		H		D					S			U			S		O
A		I		I		[10]F		N				L			S		T
N		C		N		O		I	[11]S	T	R	A	T	E	G	I	C
N		A		A		R		O				U			Z		V
I		L		T	[12]S	M	A	R	T			R			F		A
N		E		A		A						E			A		T
G						L									I		I
									[13]M	A	N	A	G	E	R		O
															E		N

Task 4 – True or False?

	True / False
a.	T
b.	F
c.	F
d.	T
e.	T
f.	F
g.	F
h.	T
i.	T

Task 5 – Multiple Choice

1.	A.	**Managers conform to the organizational culture**
2.	C.	**Training and developing people**
3.	D.	**Laissez-faire**
4.	A.	**Autocratic**
5.	C.	**Useful when working with highly skilled workers**
6.	C.	**An unexpected crisis**
7.	A.	**Trust their employees**
8.	B.	**Delegate much, if any, responsibility to subordinates**
9.	A.	**Democratic**
10.	D.	**Specialisation and division of labour**
11.	C.	**Autocratic**
12.	**C.**	**Delegation and empowerment**
13.	E.	**Democratic**
14.	A.	**Centralized decision-making**
15.	D.	**Controlling people**

Unit 2.5
Motivation

Task 1 – Complete the missing words…

Motivation refers to the **willingness** (or desire) to work. This drive can come from the satisfaction of work itself (such as teaching or photography) and/or from the desire to achieve one's **goals** (such as to earn money, to gain recognition or to accomplish greatness). Methods of motivation can be classified as **financial** methods (e.g. salaries, commission and profit-related pay) and **non-financial** methods (e.g. empowerment, teamwork and job enrichment).

Poor motivation can be costly to a business because absenteeism, labour **turnover**, lower **productivity** (output per worker), wastage and disciplinary problems are likely to increase. By contrast, high levels of motivation lead to job **satisfaction** and improved industrial **relations**.

Abraham Maslow's theory of motivation differs markedly from that of F.W. Taylor's in that **Maslow** considered the human side of work. He put forward the theory of a hierarchy of human needs which have to be fulfilled in order to motivate a person. At the base of the hierarchy are **physiological** (basic) needs and at the