

Figure 1.1: Organisations as networks

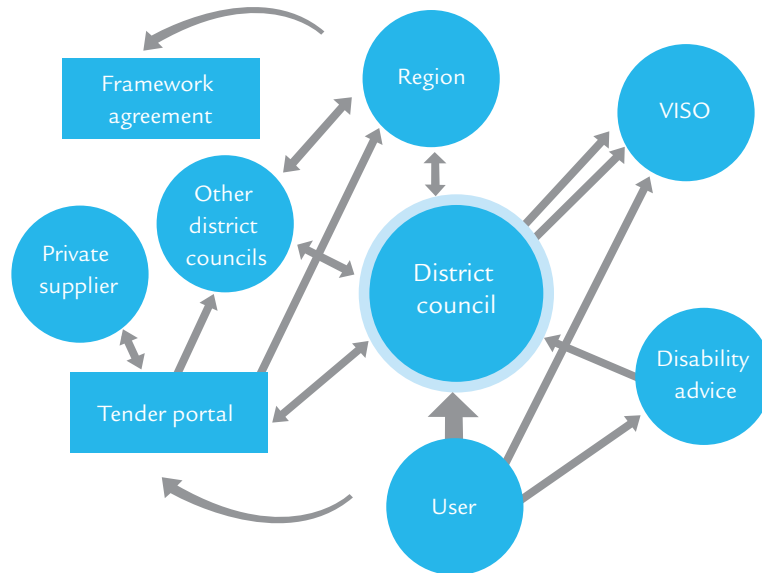
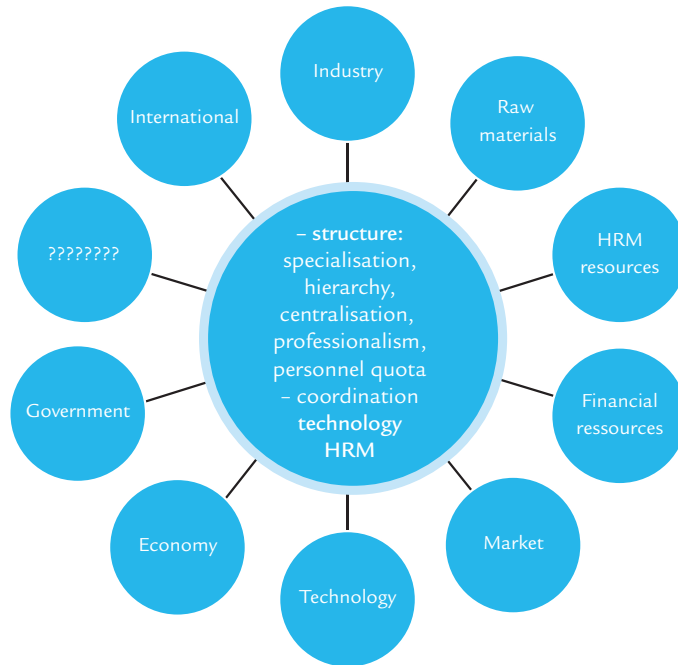


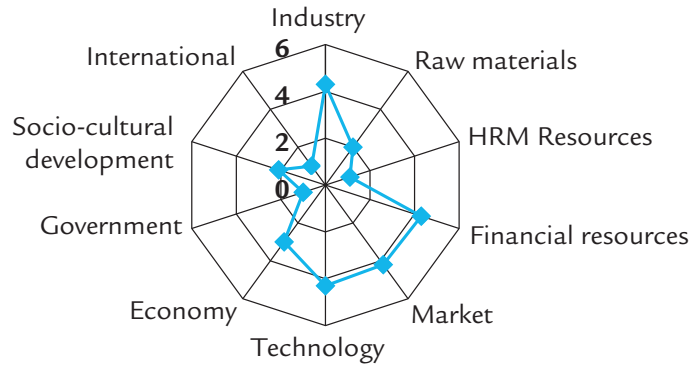
Figure 2.1: Factors in the external environment that affects the organisation.



Source: Own design with inspiration from Daft (2007)

Figure 2.2: Examples of the different domains from two different companies

The small innovative company



The international company with its own capital

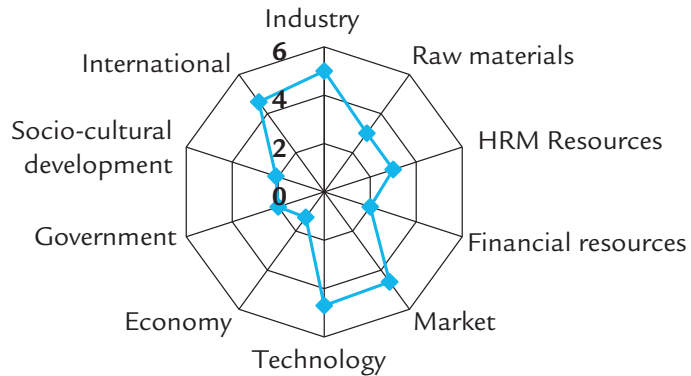
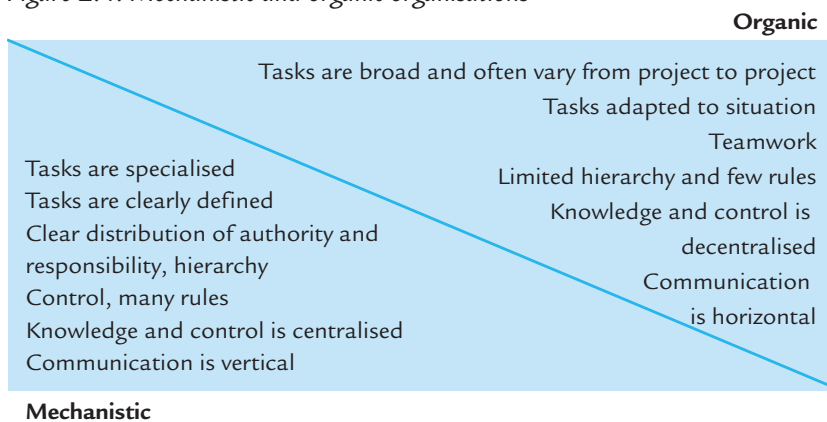


Figure 2.3: Identification of environmental uncertainty

		Poor
Dynamic	<p>Dynamic-simple = moderate to high uncertainty</p> <ul style="list-style-type: none"> - Few factors - Many, large changes <p>Examples: fashion industry, music industry, toy manufacturers</p>	<p>Dynamic-complex = high uncertainty</p> <ul style="list-style-type: none"> - Many factors - Large changes <p>Examples: mobile phone manufacturers, IT companies, airlines, IT companies, airlines</p>
Stable	<p>Stable-simple = low uncertainty</p> <ul style="list-style-type: none"> - Few factors - Few, predictable changes <p>Examples: packaging manufacturers, container producers, slaughterhouses, gardeners</p>	<p>Stable-complex = moderate to low uncertainty</p> <ul style="list-style-type: none"> - Many factors - Few, predictable changes <p>Examples: lawyers or accountants, chemical manufacturing companies, universities / schools, insurance companies</p>
Rich	Simple	Complex

Source: Daft (2007); Robbins & Judge (2009)

Figure 2.4: Mechanistic and organic organisations



Source: Own design inspired by Daft (2007)

Figure 2.5: An organisation with a functional structure

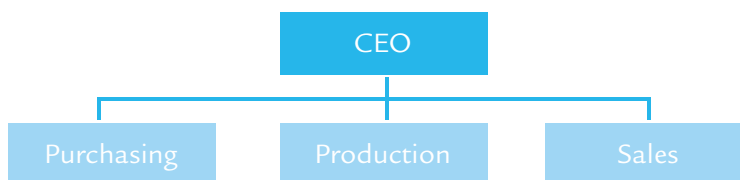


Figure 2.6: An organisation with a product divisional structure

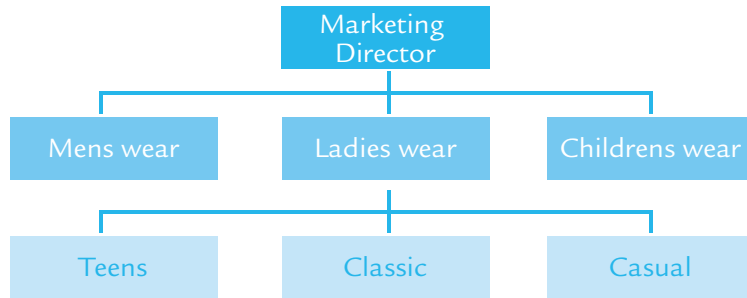
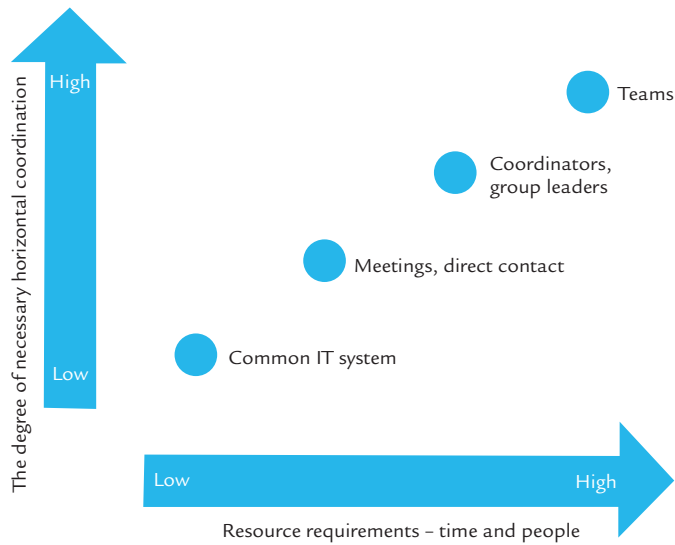


Figure 2.7: Methods for horizontal coordination and communication



Source: Own design with inspiration from Daft (2007)

Figure 2.8: Illustration of an organisation with autonomous groups

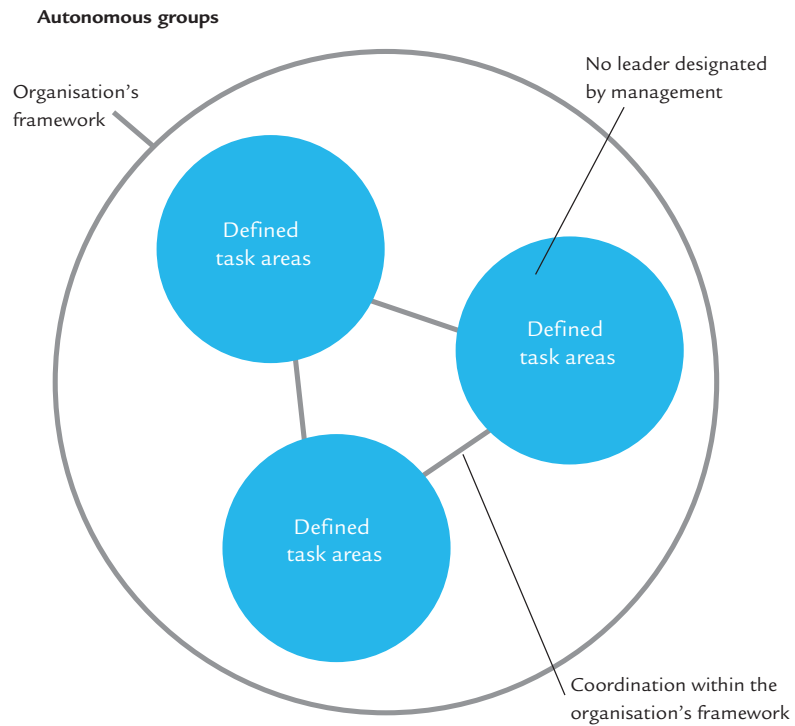


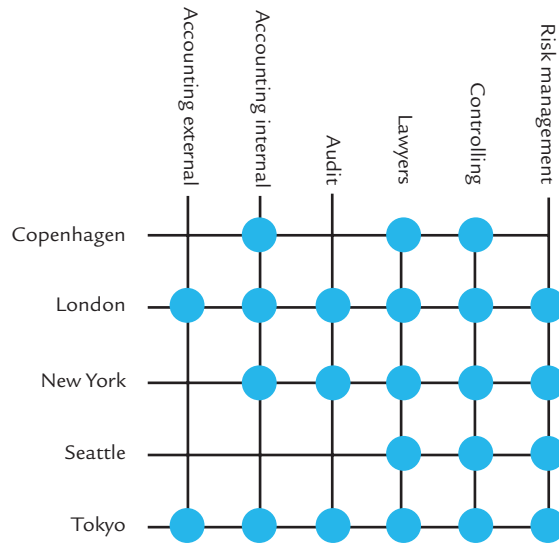



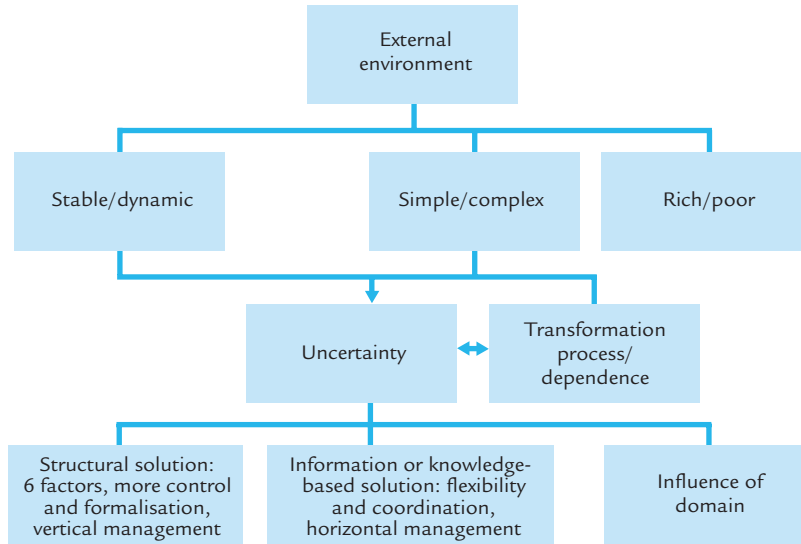
Figure 2.9: Matrix structure

Figure 2.10: Thompson's classification of mutual dependencies

Dependence	Requirements for communication	Coordination form	Need for closer links between departments
Pooled/total (e.g. a bank) 	Low communication	Standards, rules, procedures Mechanistic structures	Low
Sequential (assembly line) 	Medium communication	Plans, schedules, feedback coordinators and group structures	Medium
Reciprocal (hospital) 	High communication	Mutual adjustment, lateral meetings, teams Horizontal / organic structures	High

Source: Daft (2007)

Figure 2.11: Relation between external environment and structure



Source: Own design with inspiration from Daft (2007)

Figure 3.1: Type of groups

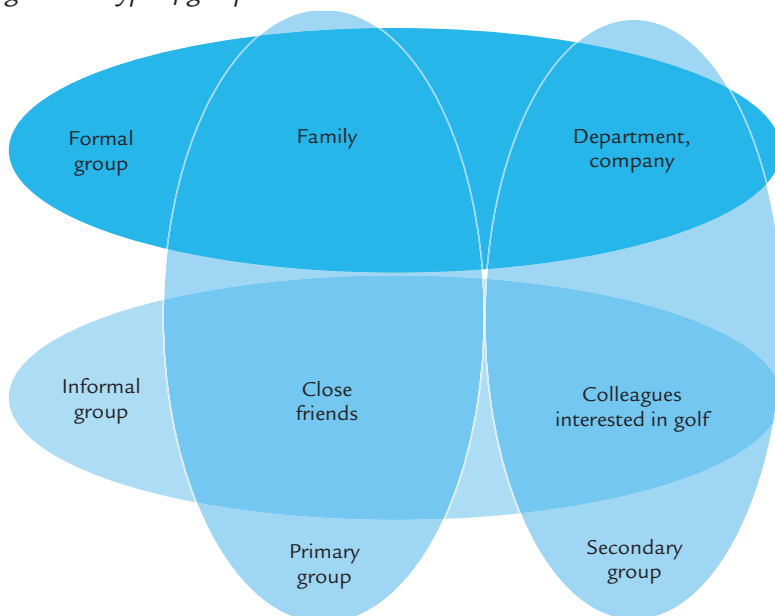


Figure 3.2: Formal group/team

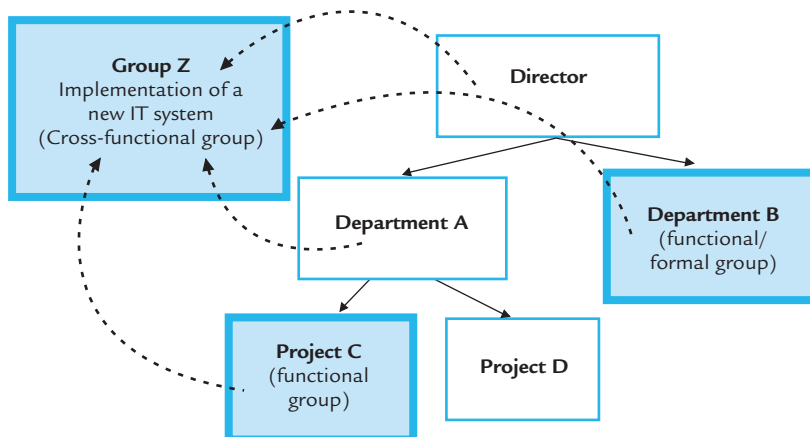
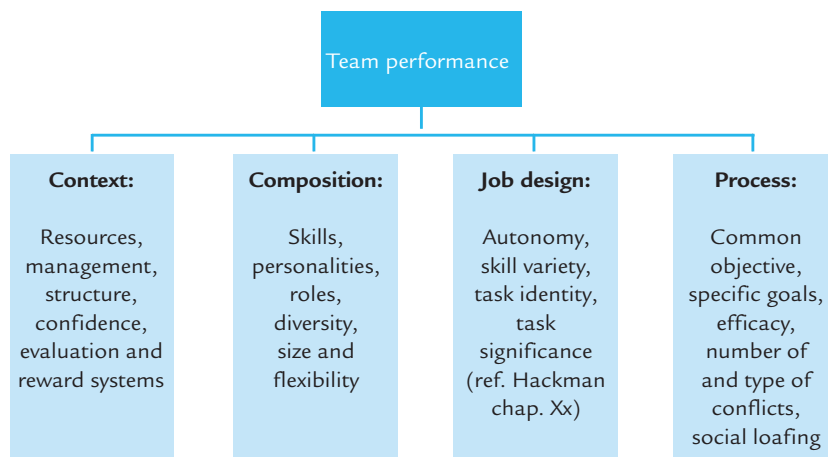


Figure 3.3: Performance model for a team



Source: Robbins & Judge (2009)

Figure 3.4: Prestige and status

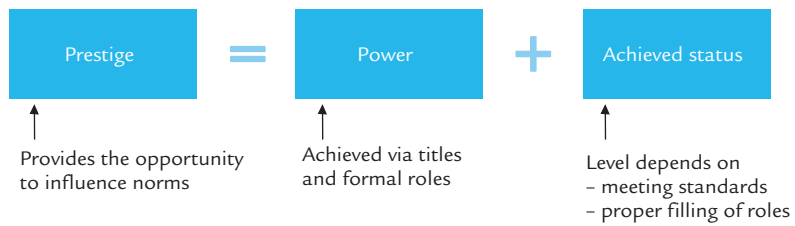
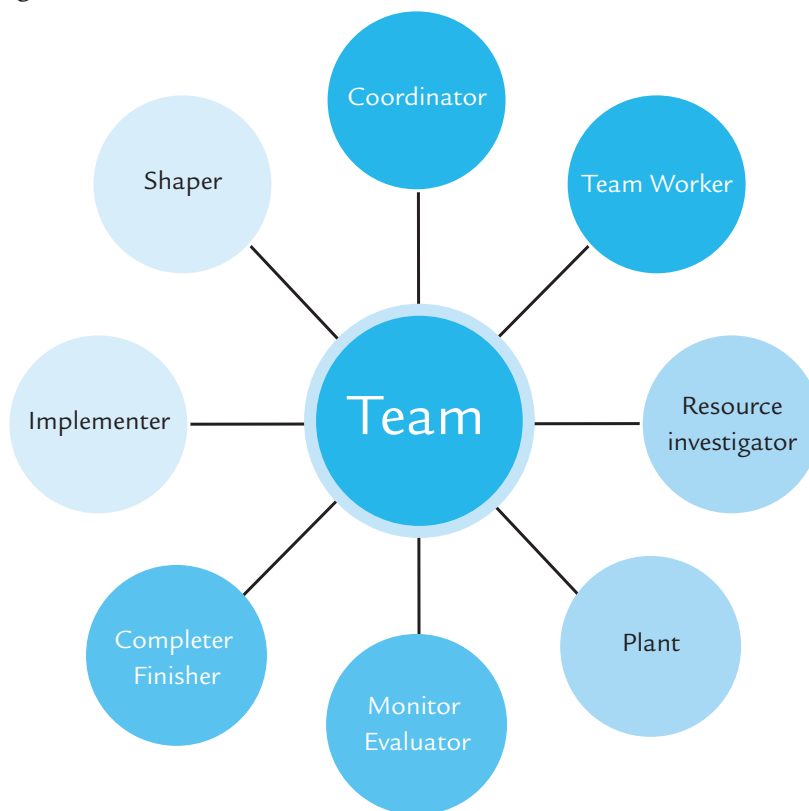


Figure 3.5: Belbin's team rolls



Source: Own design with inspiration from www.belbindanmark.dk

Figure 3.6: Phases in the development of a permanent team

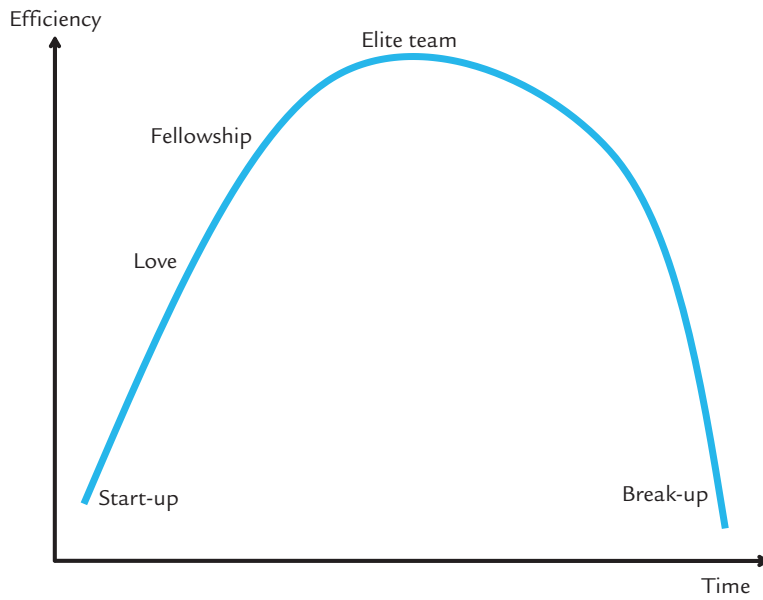


Figure 3.7: Phases of a project team with a fixed deadline

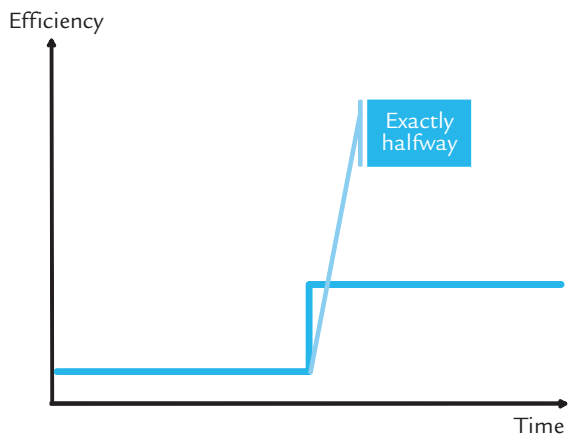


Figure 4.1: Conversation as communication

Person wishes to disclose
some information.

Information is
selected/defined

The choice is a consequence
of a person's background,
attitude and understanding
of the situation
and the other
(personal context)

Message

- Form (verbal, written)
- Style (quiet, aggressive,
polite, reproachful,
objective/subjective, etc.)

Recipient hears
the message.

Message is interpreted.

The interpretation is
again dependent on
the person's
background and
personality, attitude
towards the situation
and the other
(positive / negative).

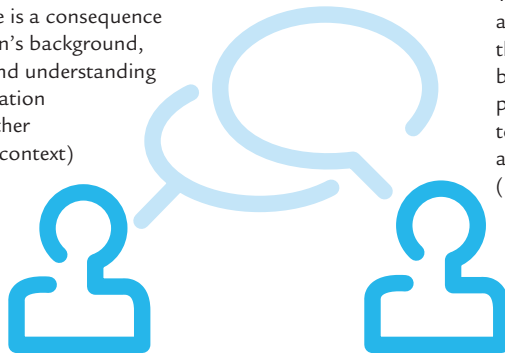


Figure 4.2: The four elements: discover, dream, design and destiny

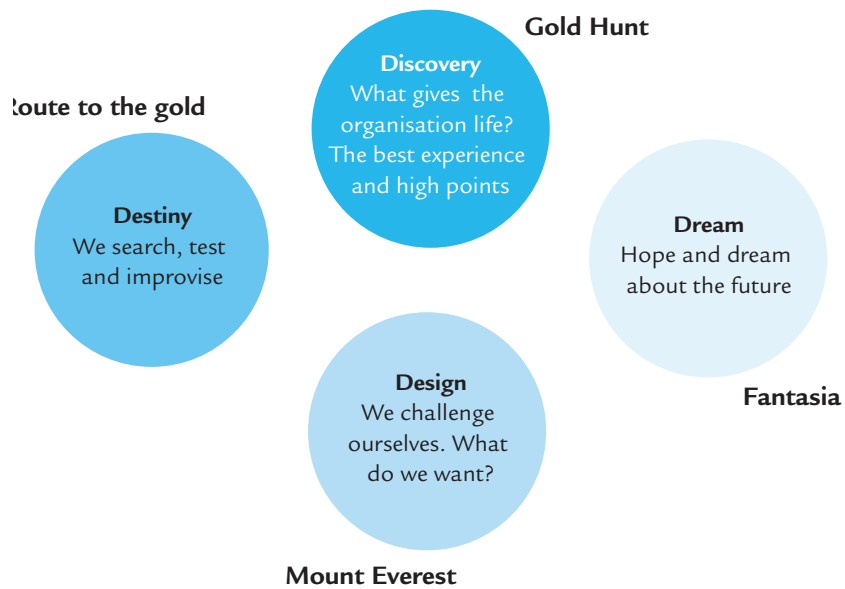
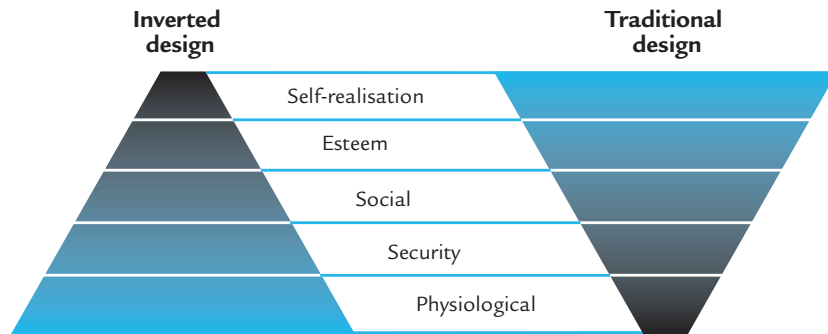


Figure 4.3: The traditional theory and the inverted needs pyramid



Source: Own design with inspiration from Robbins & Judge (2009)

Figure 4.4: Motivation Factors and Hygiene Factors





 Employee's level of dissatisfaction 	 Employee's level of satisfaction 
Influencing factors: Company rules and systems, leadership and supervision, relationship to management, working conditions, pay, relationship with colleagues, personal factors, status, security	Influencing factors: Results, success, the work content, responsibility, opportunity for advancement, growth

Figure 4.5: Comparison of Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory

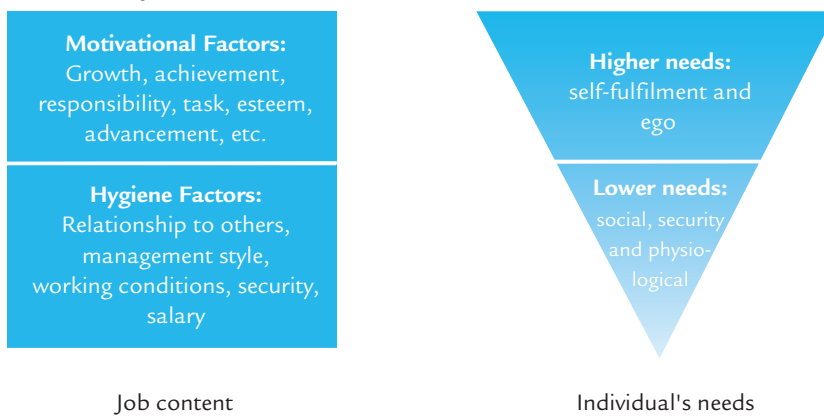
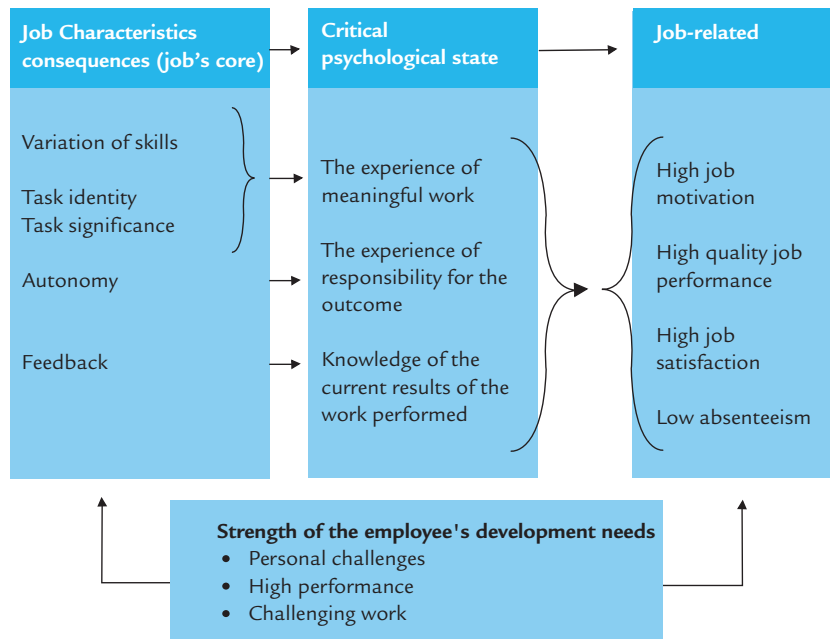
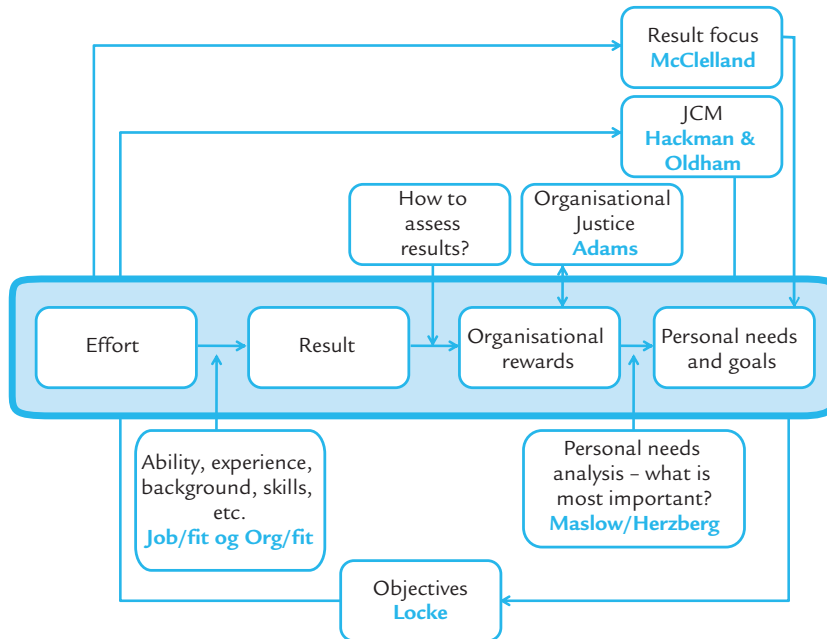


Figure 4.6: Hackman & Oldham's Job Characteristics Model



Source: Robbins & Judge (2009)

Figure 4.7: The relationship between organisational theories



Source: Own design with inspiration from Robbins & Judge (2009)

Figur 5.1 Leadership versus Management

	<i>Leadership</i>	<i>Management</i>
<i>Objectives</i>	Develop goals: Future visions, develop strategies for change to achieve the goals.	Planning and budgeting: Decide on activities and deadlines, allocate resources.
<i>Staff development</i>	Involve staff: Communicate vision and strategies, encourage teams who realise the importance of targets.	Organising and recruitment: Determine structures and allocate staff, develop rules, procedures and monitor them.

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<i>Performing tasks</i>	Motivation and inspiration Gives staff the power to solve difficult tasks. Satisfy human needs.	Control and problem solving: Compare results with plans and make corrections to achieve targets.
<i>Results</i>	Results in positive and sometimes dramatic changes.	Results in order, consistency and predictability.

Source: Based on Kotter (1990)

Figure 5.2: The new leadership styles

New Leader	Superleader	Transactional leader	Transformational leader
Is inspiring and visionary, pre-occupied with building common understanding of the objective. Is preoccupied with creating an understanding of corporate objectives and that staff have the skills, responsibility and opportunity to achieve common goals.	Is able to develop leadership capacity in staff, delegate responsibilities and reduce their reliance on formal leaders and stimulate motivation, participation and creativity.	Is a leader who considers the relationship to staff like a trade-off, because staff gets what they want, while delivering results the leader wants. Staff must follow specified tasks and meet set targets.	Is a leader in handling staff relationships by motivating and expects active participation. Involves and inspires staff to do their best to improve the company's performance.




Source: Huczynski & Buchanan (2007)

Figure 5.3: Competences for the transformational leader

Managing staff development	Personal qualities	Organisational management
<ul style="list-style-type: none"> · To show real interest · Delegate responsibility · Be present · Invite changes 	<ul style="list-style-type: none"> · Be sincere · Respect integrity · Be resolute · Inspire others · Solve complex problems 	<ul style="list-style-type: none"> · Use and be part of a network · Encourage teamwork · Create common visions · Supporting a development culture · Support change with emotions intact.

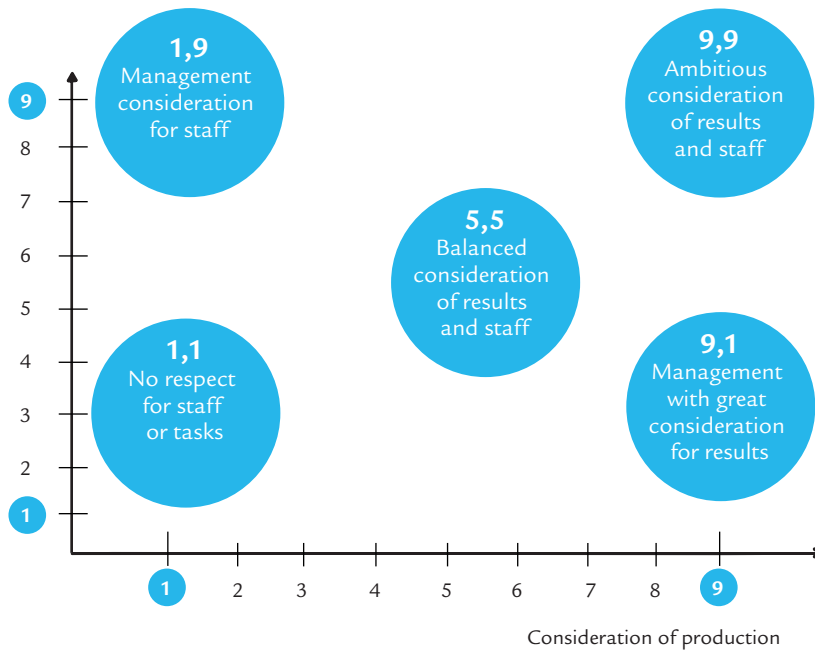
Source: Alimo-Metcalfe & Alban-Metcalfe (2003)

Figure 5.4: Garuda model for leadership opportunities

<p>System flexibility. Detail oriented. Abstract thinking. Risk taking. Supportive.</p>		<p>Structuring ability</p>
<p>Empathy. Social contact. Social flexibility. Self-control. Confidence – trust.</p>		<p>Social interaction</p>
<p>Competitive. Influence. Self-confidence. Desire for freedom. Psychological strength. Physical energy.</p>		<p>Pervasiveness</p>

Source: Based on Havaleschka (2002)

Figure 5.2: The Managerial Grid



Source: Blake & Mouton (1991)

Figure 5.6: Situational leadership

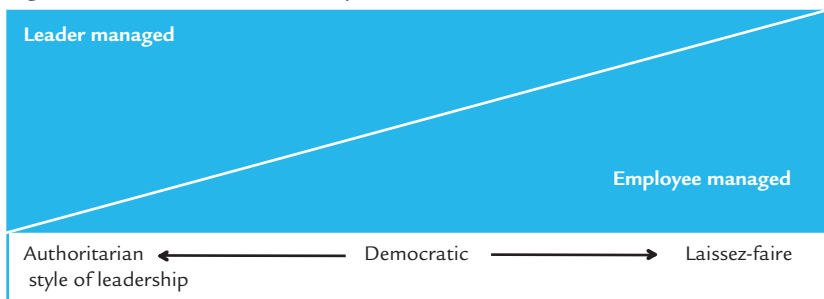
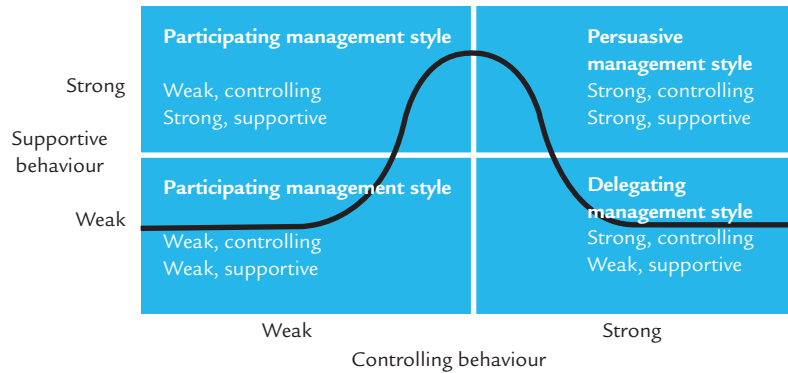


Figure 5.7: Hersey & Blanchard's theory of situational leadership



Employee maturity			
High	Medium		Low
Competent and willing	Competent, but not willing	Not competent, but willing	Not competent and not willing

Source: Hersey & Blanchard (1988)

Figure 5.8: Leadership roles of H. Mintzberg

Leadership roles	Function
<i>Interpersonal role</i>	<ul style="list-style-type: none">- leader- link- topFigure
<i>Information role</i>	<ul style="list-style-type: none">- information seeker and receiver- information filter- information distributor- spokesperson

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<i>Decision-making role</i>	<ul style="list-style-type: none">- initiative taker- problem solver- resource distributor- negotiator
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Source: Buchanan & Huczynski (2007)

High-Pressure Ltd.

The company manufactures high-pressure cleaners. There are approximately 200 people employed in the business, of which about 75% work in production. The department for the hobby market is about twice as large in terms of number of employees, as the department for professional equipment. Overall, the market for high-pressure cleaners is greatly dependent on the general state of the building market.

The CEO

Management wise, Lars Larsen, is an interesting type. In companies that employ him, their share price increases significantly under his leadership, and the moment he leaves, the share price drops quite notably. Therefore, he is a personality who really understands how to gear the company up to tackle the projects he instigates. The management style takes its basis in an ability to combine the human with the rational.

Production department

The tasks of the production departments are very diverse. For the sake of high accuracy requirements for finished products, only the best and most advanced manufacturing technology is used. Some work on the machines requires skilled workers with training from the metalworking industry.

Sales department

The sales department is in principle nothing other than an order office. Since virtually all customers are existing DIY centres, the sales department only needs to receive orders and send invoices.

Purchasing department

The purchasing department consists of two people. Just like the sales department, it too is exclusively an order office.

Finance department

The finance function is composed of two people, both recruited by Lars Larsen, and it has always been his intention to use these two people for the cleanup work that is necessary in the company. They are both highly qualified economists.

Figure 5a:

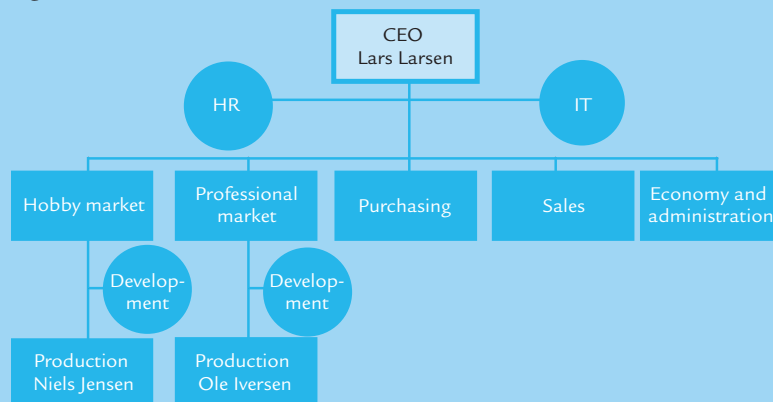


Figure 5.9: Rational decision-making.

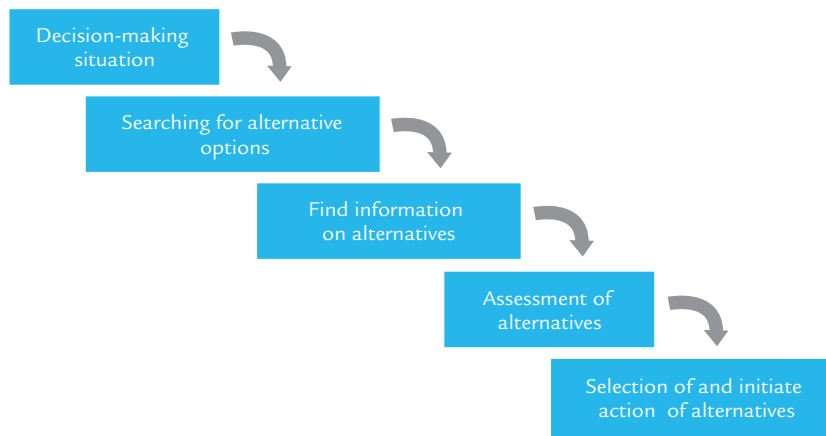


Figure 5.10: Decision-making dependent upon management style with situational leadership

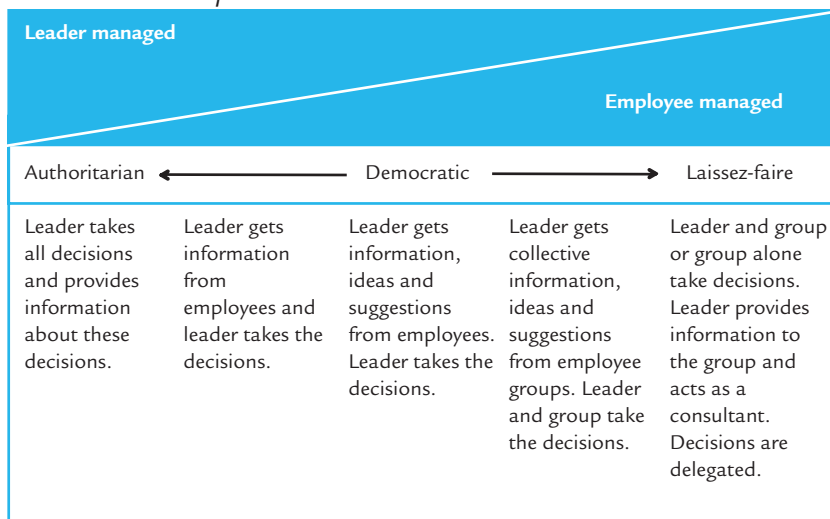
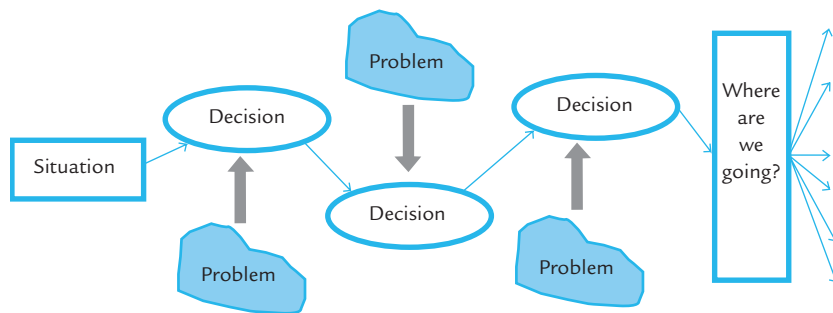


Figure 5b: Different decision-making models

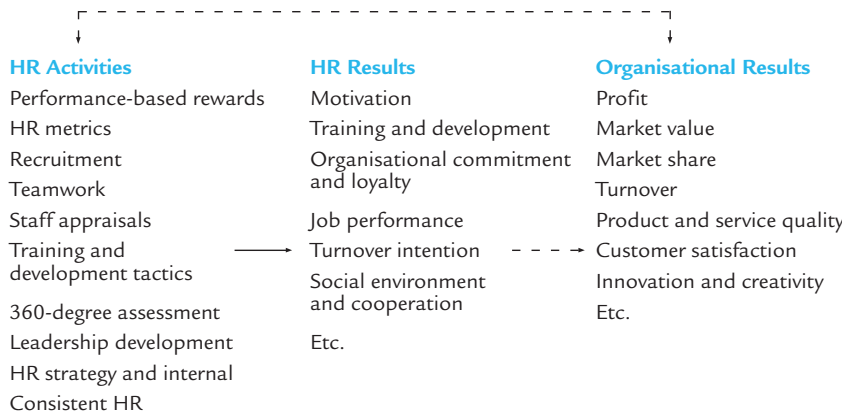
- Intuitive	- Political
- Creative	- Goal compromise
- Value-based	- Middle compromise
- Anarchist	- Rational
- Dust bin model	- Emotional
- Muddling through	- Instinctive

Figure 5.11: Muddling-through model



Source: Based on Lindblom (1989)

Figure 6.1: The connection between HRM and organisational results



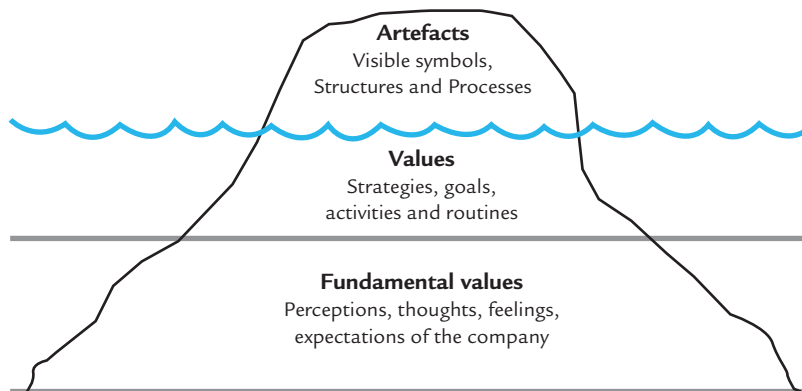
Source: Kuvaas (2009)

Figure 6a – Personnel policy areas

Attract and recruit	Retain and develop	Phase out
<ul style="list-style-type: none">– Marketing of the company to potential candidates– Recruitment– Induction	<ul style="list-style-type: none">– Information– Green policy and work environment– Alcohol and smoking– Equal rights– Holidays, days off, sickness, maternity– Hours of work, travel policy and teleworking– Salaries, pensions, fringe benefits and employee services– Staff appraisal interviews– Training and development.	<ul style="list-style-type: none">– Senior schemes (scaling down, consul and light duties)– Layoffs– Pension schemes– Severance interviews

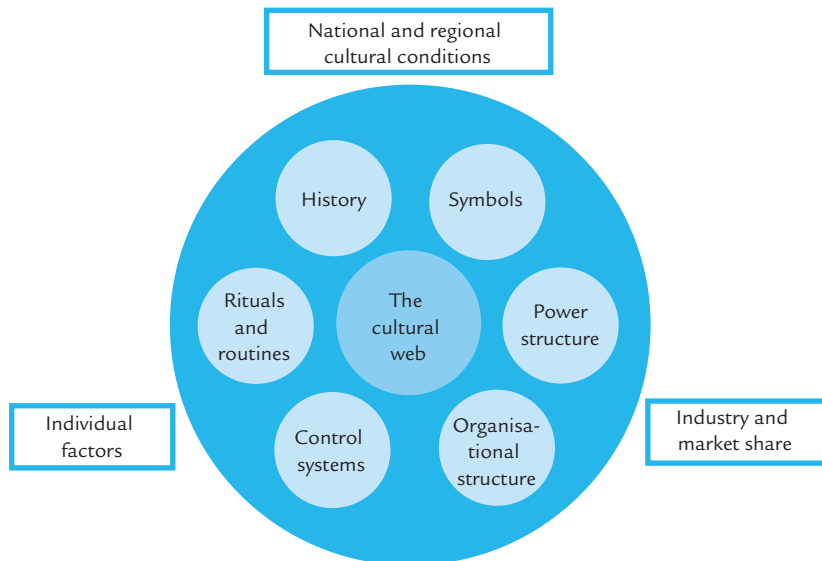
Source: Stordal & Sørensen (2009)

Figure 7.1: The three levels of culture



Source: Bakke og Fivelsdal (2004)

Figure 7.2: The cultural web



Source: Own design with inspiration from Johnson, Scholes & Whittington (2008)

Figure 7.3: Example from Danfoss' website

The screenshot shows the Danfoss website layout. At the top, there is a navigation menu with links: [About Us](#), [Products & Solutions](#), [Business Areas](#), [News & Events](#), [Jobs & Career](#), and [Contact](#). Below the menu, there are three main content columns. The left column is titled 'Our History' and contains a section 'The Danfoss Museum with 65 years of history' with an image of a museum building. The middle column is titled 'The Founder and his product' and contains a section 'Danfoss founder Mads Clausen was born in 1908 in Havrøbjerg, Denmark, at the farm which now houses the Danfoss Museum.' with an image of a valve. The right column is titled 'The Story about Danfoss, the people and products' and contains a section 'In 1933 Mads Clausen establishes the company, Dansk Kølautomatik- og Apparat-Fabrik.' with an image of a valve. On the far right, there is a search bar and a section titled 'About Us' with text describing the company's history and values. The Danfoss logo is prominently displayed in the top right area of the content.

Source: www.danfoss.dk

Figure 7.4: Positive and negative standards in an organisation

Positive standards:	Negative standards:
Be open and honest.	Keep your knowledge to yourself.
Be aware of costs.	Squander – otherwise the others will.
Develop and support subordinates.	Beware of the strongest, a threat to yourself.
Be responsible.	Avoid responsibility - let the others take the risk.
Give a little extra when it's needed.	Always go home on time.
Contribute with your imagination.	Contribute with your presence.
Help your colleagues.	Everyone must fend for themselves.
Try something new, it will develop you.	Do not take chances that bear risks.
Be loyal to the organisation.	Bad mouth the company if it can benefit you.
Achieve goals with opinions. One for all and all for one.	Achieve your goals even at the expense of others.

Figure 7.5: Corporate culture assessment and adaptation

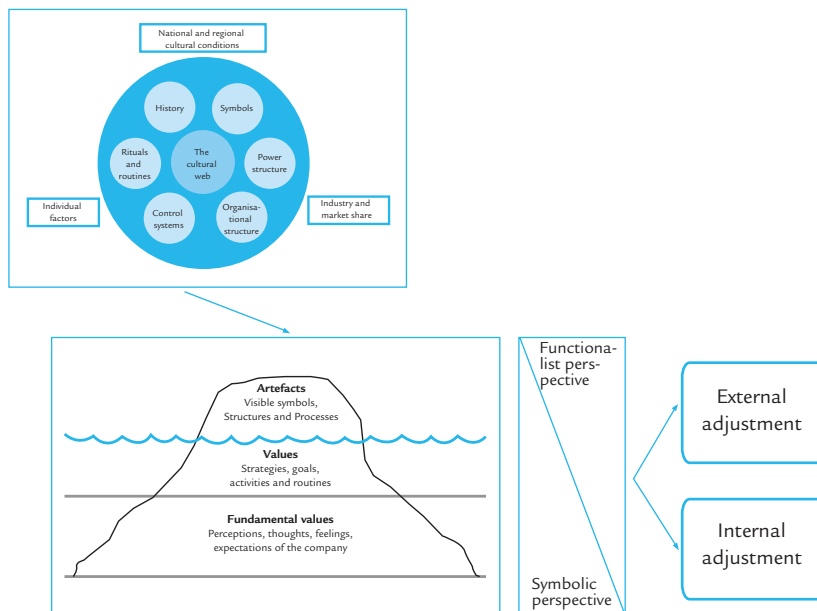


Figure 7.6: Corporate Social Responsibility



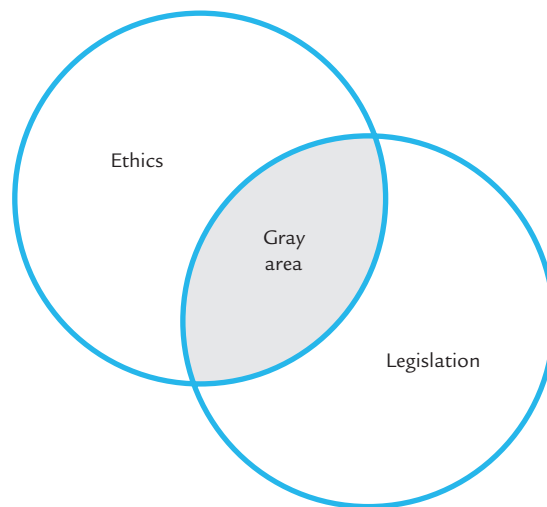
Source: Crane & Matten (2007)

Figure 7.7: CSR issues

Economic responsibility	Legal responsibility	Ethical responsibility	Philanthropic responsibility
Life Cycle Assessment	Waste and recycling	Air pollution	Dining facilities and drinking water
Ecolabels	Working conditions – incl. accidents	Medical and first aid	Forced labour
Establishment and operation	Working hours and rest	Salary and employment	Training of employees
Corruption	Fire safety	Psychological working conditions	Ventilation
Environmental management	Lighting	GMO (Genetically Modified Organism)	General health
Work Management System	Packaging	Child labour	
	Hazardous substances	Housing and sleeping facilities	
	Chemicals	Wastewater	
	Secure buildings	Freedom of association	
	Toilet and bathing facilities	Discrimination	
		Temperature	

Source: www.csrkompasset.dk

Figure 7.8: The relationship between ethics and legislation



Source: Crane & Matten (2007)

Figure 7.9: The ethical decision-making process

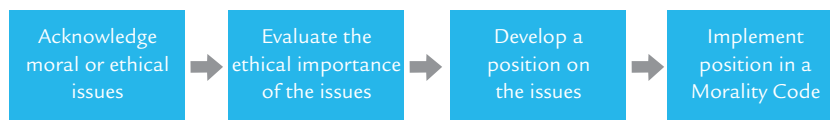
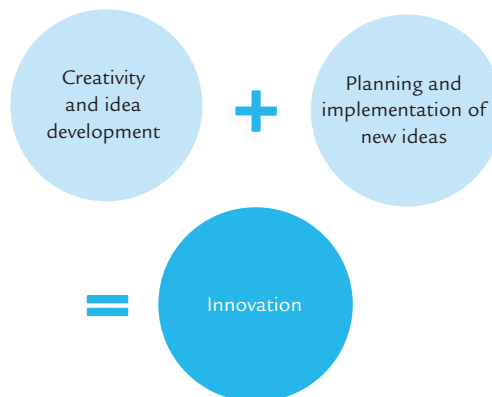


Figure 8.1: Innovation's elements



Source: Heilbroner (1953)

Figure 8.2: Idea requirement form

	Idea 1	Idea 2	Idea 3
Requirement 1			
Requirement 2			
Requirement 3			
Etc.			
Subtotal			
Total +,(+),?,-			

Figure 8.3: The creative process

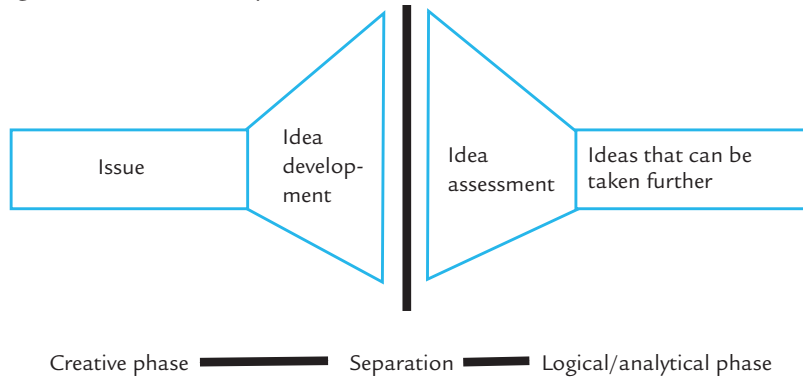


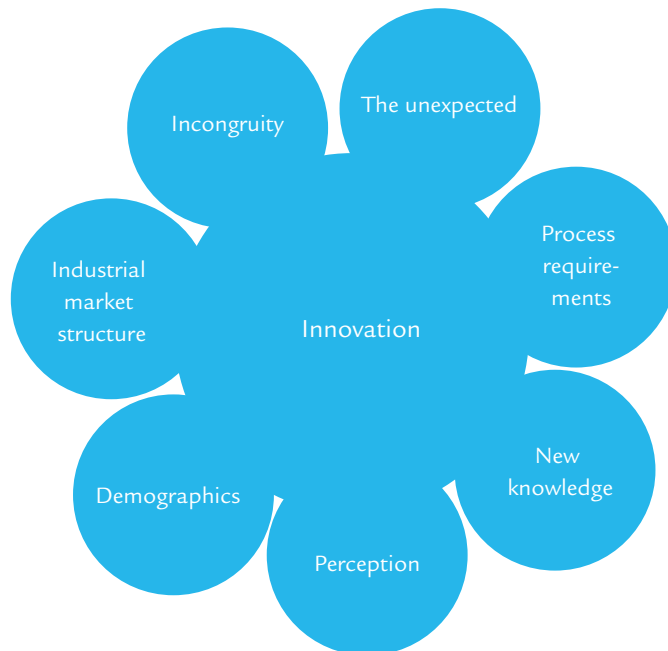
Figure 8.4: Ten types of innovation

Main areas		Innovation focus	Examples
Financing	1	Business model	Dell introduced the customer having to pay for the computer before it is sent from the assembly plant.
	2	Networks and alliances	Just-eat.dk work closely with Coca-Cola, so that Coca-Cola market the just-eat.dk concept for the restaurants.
Process	3	Smart processes	The electronic health record, EHR, is an example in health care, where the goal through a common IT platform is to improve information flow, so that all relevant parties have easy access to updated information on each patient.

	4	Core processes	By purchasing large quantities and relatively few product variations, Jysk can buy at competitive prices.
Tilbuddet	5	Product performance	The new mobile phones integrate several products into one phone: camera/video, GPS, walkman, calendar, pedometer, etc.
	6	Delivery system	When you book a flight with Ryanair they will offer customers a range of additional services ranging from food on the plane to hotel and car rental at the destination.
	7	Service	When purchasing a new car, you automatically receive a customer club membership, where customers are invited to interesting events, breakdown cover and car swap across Europe 24/7.
Leveringen	8	Distribution channels	Hjemls have managed to reach consumers' doorsteps and thereby solved the problem of ice cream that melts in the back of the car.
	9	Brand	When the electricity company NESA offers Natural Power, also called green electricity, NESA try to offer more than just power. Customers also buy a clear conscience and NESA will appear as an environmentally responsible company to the customer.
	10	Consumer experience	By purchasing a Build-A-Bear teddy bear, children create their own teddy bear and through it get a greater sense of ownership and a better experience.

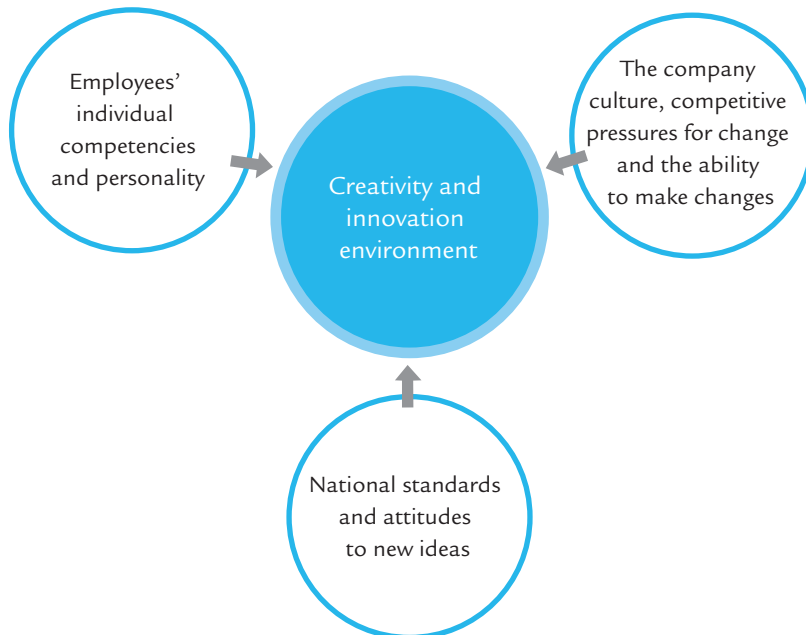
Source: Doblin (www.doblin.com)

Figure 8.5: Sources of change that lead to innovation



Source: Drucker (2007)

Figure 8.6: The innovative workplace



Source: Own design with inspiration from Buchanan & Huczynski (2007)

Figure 8.7: Innovation enabling factors

Opportunity for	Enable innovation
Challenges	People face challenges, pleasure and perceive their work as meaningful. They invest energy in the job.
Freedom	People are seeking contact, give and receive information without hindrance. They discuss problems and tasks, make decisions and take initiative.
Idea support	People listen to each other. Ideas and proposals will be received in a positive and constructive manner by both managers and colleagues.

Trust and openness	There is a high degree of trust from all sides. Ideas can be raised without fear of reprisal or ridicule.
Dynamic and initiative	There are new things all the time and often new ways of thinking and solving tasks occur. Full speed ahead.
Playful and humour	People experience a relaxed atmosphere with jokes and humour. Spontaneity is in focus.
Debate	You will hear many voices in debates that express different ideas and views.
Conflict management	People behave in an adult manner with great psychological insight. Conflict management is directed at ideas and not against persons.
Taking risks	Quick decisions are taken that are implemented here and now. Prefer to experiment rather than make a large analysis.
Idea time	It provides the opportunity to discuss and test new ideas, although it is not part of the planned work. Changes must be exploited.

Source: Own design with inspiration from Buchanan & Huczynski (2007)

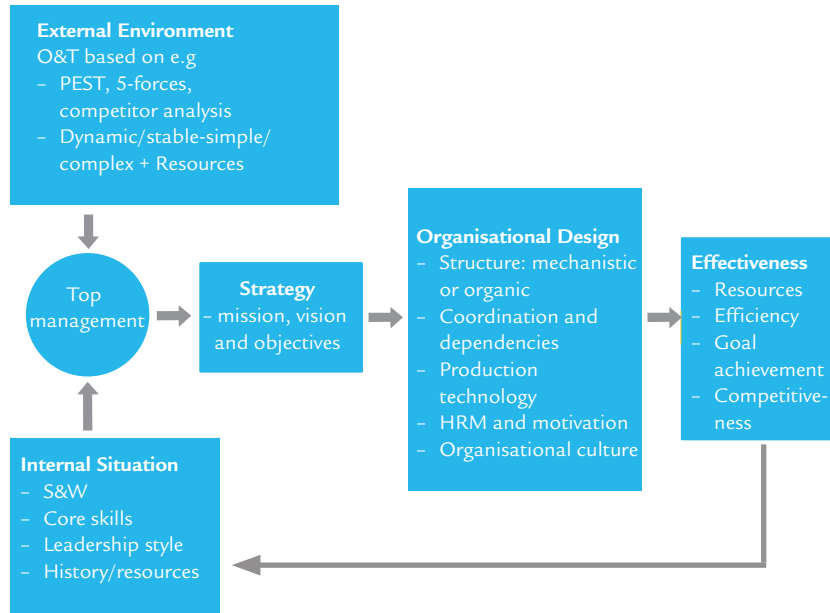
Figure 8.8: Innovation containment factors

Opportunity for	Contain innovation
Challenges	People are alienated and radiate indifference. The job is without challenges and apathy prevails.
Freedom	People are passive, rule-bound and eager to linger in their well-established and limited job situation.
Idea support	Proposals will be quickly dismissed with idea killer arguments. The usual response is about fault finding and obstacles.
Trust and openness	Very bad environment of trust. People are suspicious of each other, afraid of making mistakes and afraid of getting their ideas stolen.
Dynamic and initiative	Slow pace without surprises. No new projects or plans for change. Everything is as usual.
Playful and humour	Heavy and serious atmosphere, rigid and sombre. Jokes are not acceptable.
Debate	People follow the recognised and authoritarian patterns without questioning them.

Conflict management	Personal and emotional tensions are experienced. Coalitions are made setting traps for others. There is gossip and a risk of slander. A bit of a warlike environment.
Taking risks	Caution and hesitation is prominent in relation to new initiatives. People work on the "safe side", "sleep on it", and let a committee work with ideas before deciding.
Idea time	All of the working time is planned and specified in detail. The workload means that there is not room for new thinking in daily life.

Source: Own design with inspiration from Buchanan & Huczynski (2007)

Figure 9.1: The strategic process



Source: Daft (2007)

Figure 9.2: Porter's generic strategies

	Low costs	Unique product
Broad audience	Cost leader e.g. Ryanair	Differentiation e.g. Starbucks
Narrow audience	Focused cost leader e.g. Lærerstandens Brandforsikring	Focused differentiation e.g. Asics

Source: Daft, 2007

Figure 9.3: Miles & Snow's archetypes

<p>Prospector Example: Microsoft and Apple</p>	<p>Relatively broad product/market. Focus on the market. Seeking new opportunities, and testing them constantly. Internal focus on flexibility and dynamism. Differentiation is central in the marketing strategy.</p>
<p>Defender Example: Egmont (publisher of cheap magazines such as Her & NU) Collector's Book Club</p>	<p>Narrow product/market. Strategies with an emphasis on stability and retention. Only change if the pressure gets too great. Internal focus on cost efficiency. The price is the most important marketing factor.</p>
<p>Analyser Example: Sony</p>	<p>Focus on the safe side. Can be seen as a combination of Prospector and Defender – can be divided into a basis part, which accounts for the bulk of revenues and a smaller trial-and-error part, which deals with development. Focus on cost effective differentiation.</p>
<p>Reactor Example: Xerox and Kodak struggle hard to get out of a very reactive strategy in which they failed to follow developments in technology and customer requirements</p>	<p>Reacts to external changes without assessing the costs or options. No strategic focus and no clear strategy. Often willing to try changes. Willingness and interest are present.</p>

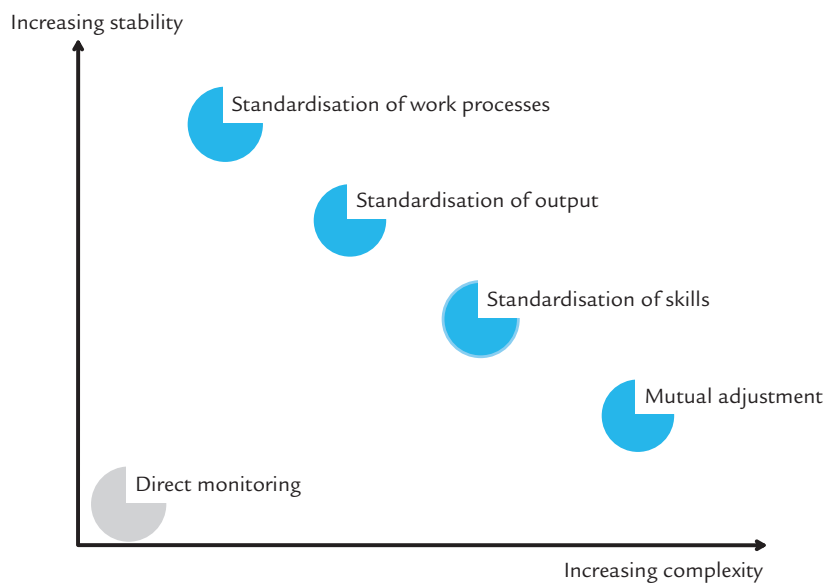
Source: Own design with inspiration from Daft (2007)

Figure 10.1: Relationship between strategy, design and effectiveness



Source: Daft (2007)

Figure 10.2: Use of coordination principles in relation to stability and complexity



Source: Own design with inspiration from Mintzberg (1979)

Figure 10.3: Relationship between external environmental trends, structural trends and coordination mechanisms

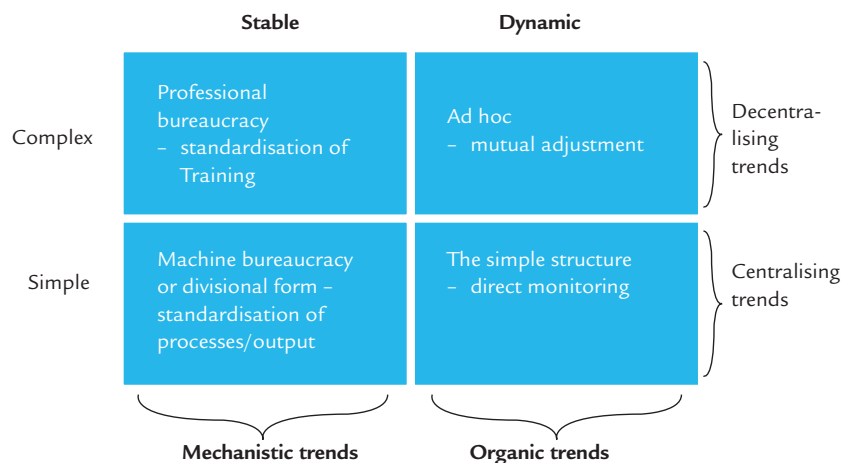
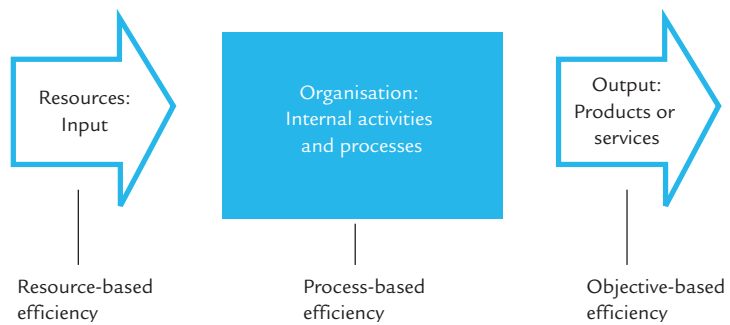


Figure 10.4: The relationship between structure, coordination and culture

Stable/complex <ul style="list-style-type: none"> - Professional bureaucracy (mechanistic) - Standardisation of skills 	Dynamic/complex <ul style="list-style-type: none"> - Ad hoc structure (organic) - Mutual adjustment
Guided missile (focus on the task, flat structure)	Incubator culture (focus on people, flat structure)
Stable/simple <ul style="list-style-type: none"> - Machine bureaucracy (mechanistic) - Standardisation of output or processes 	Dynamic/simple <ul style="list-style-type: none"> - The basic form (organic) - Direct monitoring
Eiffel Tower (focus on the task, hierarchy structure)	Family culture (focus on people, hierarchy structure)

Figure 10.5: Organisational effectiveness



Source: Daft (2007)

Figure 11.1: Factors that may be included in change management projects

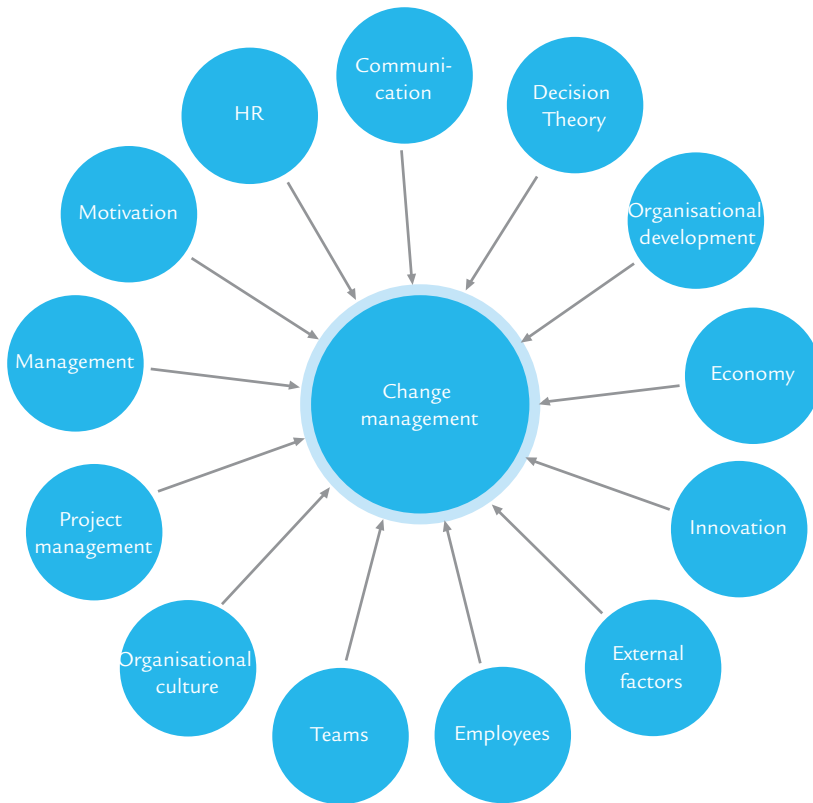


Figure 11.2: Change Management Process

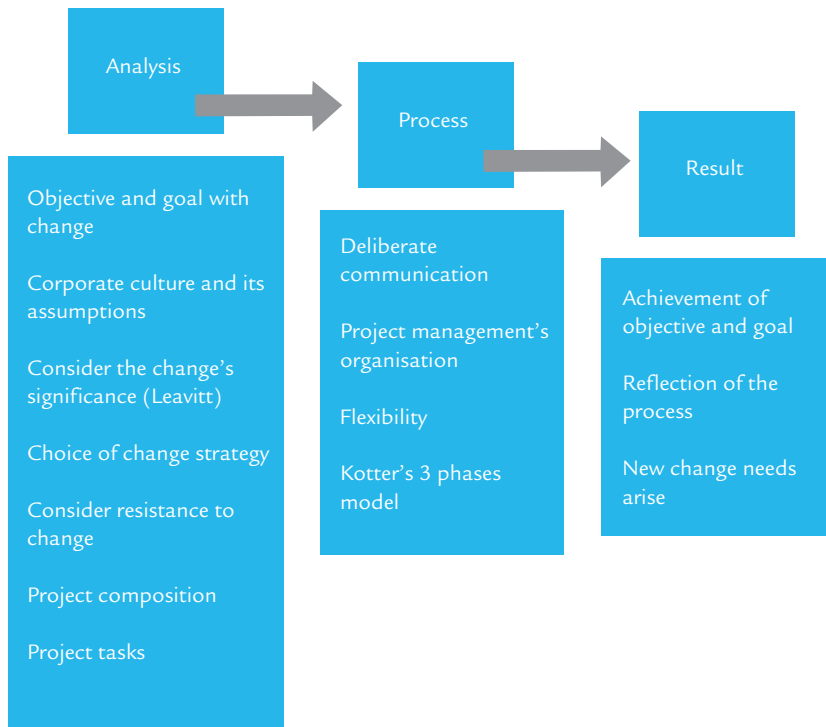
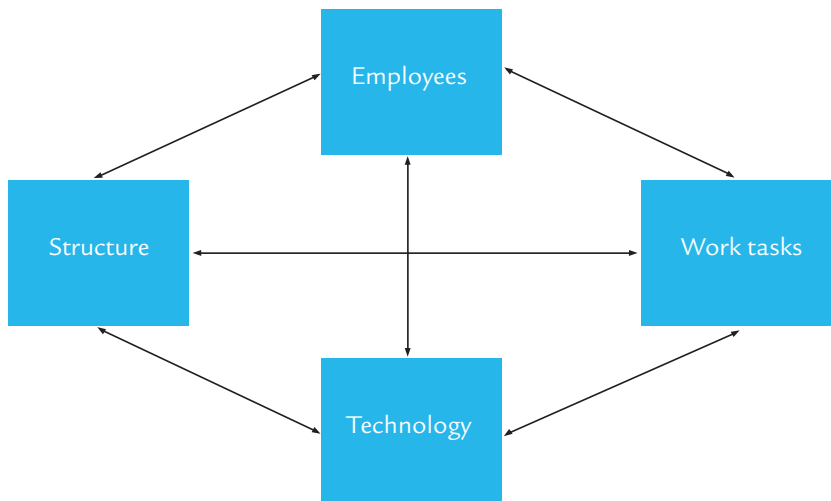
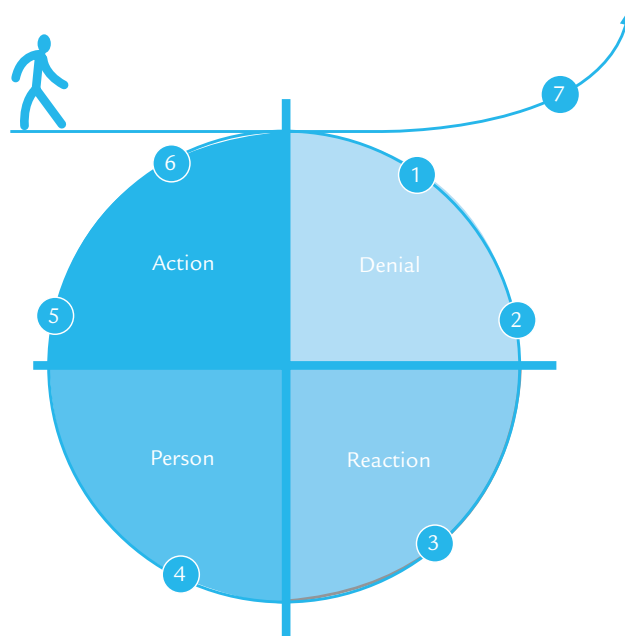


Chart 3.11: Leavitt's Diamond Model



Source: Loosely based on Smith, Norton & Ellis (1992)

Figure 11.4: Change Circle



Source: Hawk of the Yellow Wind (2006)

Figure 11.5: Change strategy

		Organisation Perception	
		Harmony	Conflict
View of human nature	Y	Representation strategy	Entry strategy
	X	Expert strategy	Socio-technical strategy

Figure 11.6: Risk analysis

	Before	During	After
Where?	<p>Department and the leader cannot see the benefit of change.</p> <p>The time for retraining is too short for change.</p> <p>The change is not properly communicated.</p> <p>Lack of knowledge makes employees uncertain.</p>	The supplier does not deliver on time.	The organisation must be changed again, due to the ERP system.
How?		ERP system facilities are inadequate.	ERP system is to be expanded.
For who?		There is no time for rescheduling during the normal business day.	Employees must be trained.
When?		General discontent with the new duties.	

Figure 11.7: Kotter's three phases

