

Title	Demonstrate knowledge of theory in relation to management in organisations		
Level	6	Credits	10

Purpose	People credited with this unit standard are able to demonstrate knowledge of theory of organisation, motivation, and leadership in relation to management in organisations.
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Classification	Business Operations and Development > People Development and Coordination
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Available grade	Achieved
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Guidance Information

- 1 Unit standards in the People Development and Coordination domain are about engaging with and leading people to achieve outcomes as individuals and teams.
- 2 Definitions

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

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

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

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

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

Outcomes and performance criteria

Outcome 1

Demonstrate knowledge of organisation theory in relation to management in organisations.

Performance criteria

- 1.1 Description of major schools of thought in management and organisation theory evaluates their contributions, strengths, and weaknesses.

Range evidence of three major schools of thought is required.
- 1.2 At least two different organisational structures are identified, described, and compared in terms of their design principles.

- 1.3 Sources of power, influence, and authority within present-day organisations are identified, and their impact on organisational structure and effectiveness is explained.
- Range formal and informal power, influence, authority.
- 1.4 Traditional and current perspectives of delegation, participation and decision-making are compared and contrasted.
- 1.5 Principles for vertical and horizontal coordination within an organisation are identified and examined in relation to their past contribution and current relevance to management effectiveness.

Outcome 2

Demonstrate knowledge of motivation theory in relation to management in organisations.

Performance criteria

- 2.1 Schools of thought of motivation theory are compared for their relevance and application to workplace behaviour in present-day organisations.
- Range evidence of two content schools of thought and two process schools of thought is required.
- 2.2 Managerial approaches to motivation are evaluated for their distinctive contributions to management in organisations.
- Range evidence of two approaches is required.
- 2.3 Examination of management style as a positive or negative motivator draws upon current theory and identifies implications for management practice.
- Range evidence of two styles is required.
- 2.4 Examination of job design options identifies their motivational effects in terms of task characteristics and personal and work outcomes and derives implications for management.
- Range evidence of two task characteristics and two outcomes is required.
- 2.5 Evaluation of social influences on individual work effectiveness and motivation identifies their implications for group functioning and teamwork.

Outcome 3

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

Performance criteria

- 3.1 Distinctions made between management and leadership roles identify the shifts in traditional thinking that is required for change in organisational structure.
- 3.2 Comparison of two different leadership styles identifies and contrasts attributes and skills required for each style, in terms of their significance for effective leadership in organisations.
- 3.3 Comparison of the same two leadership styles (as in 3.2) evaluates their strengths and weaknesses, in terms of their significance for effective leadership in organisations.

Planned review date	31 December 2025
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	21 March 1997	31 December 2016
Revision	2	3 May 2002	31 December 2016
Review	3	20 February 2009	31 December 2016
Rollover	4	18 April 2013	N/A
Revision and Rollover	5	17 March 2016	N/A
Revision and Rollover	6	29 July 2021	N/A
Rollover and Revision	7	27 April 2023	N/A

Consent and Moderation Requirements (CMR) reference	0113
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Comments on this unit standard

Please contact Ringa Hora Services Workforce Development Council qualifications@ringahora.nz if you wish to suggest changes to the content of this unit standard.