

Title Page

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Part 1

Introduction

Every organisation has a purpose for which it was established. For some, the goal is to make a profit while some prioritise essential services to humanity. Again, the goal of an organisation is a reflection of its value, vision and mission which in turn are an aggregate of its beliefs, attitudes, and values. These three concepts create a dynamic system that motivates pragmatic workplace behaviours. The values of Hilton are taken from its name “Hilton” to include Hospitality, Integrity, Leadership, Teamwork, Ownership and Now, all of which are applied to workplace activities. A workplace is a set-aside environment or a specific designation where different behaviours (human and non-human) interact to achieve a defined organisational goal. As such, every organisation bases its expectation on a pattern of actions defined as workplace behaviour. This behaviour is an expectation of work devotion, activity, and willpower that maximises organisational objectives.

In situating the topic in my workplace, it is important to put forth some background information about the organisation. I work at Hilton Hotel, just outside Burlington stand, London. Hilton currently operates 18 brands in 122 countries and maintains over one million rooms. The design of Hilton hotel portrays that *“life is better enjoyed than endured”*, based on its hospitality focus. However, there is no doubt that the organisation tries to keep up delivery of maximum satisfaction to its customers by providing categories of services that include: accommodation, food and beverages, and a beautiful environment for hospitality. The accommodation section provides hotels, motels, beds, and breakfasts, as well as other lodging businesses. The food and beverages section provides varieties of tastes, including restaurant and fast food services for those that do not fancy staying.

The environment also provided amenities like swimming pools and other recreational facilities such as horse riding and a golf club. For kids, there is a park where they can have fun. For us, everything starts and ends with them. I can expand this in that organisation allows customers to the way they should be treated even to the figment of their imaginations. In as much as these wishes do not contradict the extant law of the land or contradict the human rights declaration, they can have it. Moreover, workers in the organisation are consistently apprised of this function; and so far, underscore the main tool for the carrot and chain policy of the organisation. In my analysis, I explored the theory that matches my view of workplace behaviour, and then extended by explaining how the three concepts mask the theory and vice versa. Finally, the report provides some recommendations for the implied need for future organisational resilience.

System Theory

I have chosen system theory as an anchor to explain the phenomenon or dynamics of my workplace behaviour. First, the System theory seeks to explain the dynamic

relationships and interdependence between components of the system. According to Lai & Huili Lin, (2017) the development of system theory has its contentions, with some believing it emerged from biological science where it was used to describe a structure of systems on which to hang the flesh and blood of particular themes, subject in a more coherent corpus knowledge while others claim it to have emerged from cybernetic systems theory in mechanical engineering. Cybernetics is taken to mean control and communication in the machine system. The third force is in the fold of structural functionalism, as this explains how the four functions of actions: adaptation, goal attainment, pattern maintenance, and integration, help to maintain a system's existence and effectiveness. Generally, the overview of the theory seems to explicate complex organisational behaviour that considers the components as agents of change (Amagoh, 2016, p2). No matter the conflict of interests, the organisation has a role to ensure that peace is achieved (Ben-Porat, p325).

Effects of organisational beliefs, attitudes, and value systems on workplace behaviour

Thus, it fits to explain how organisation beliefs, attitudes, and values work as a set of systems to define workplace behaviour in Hilton Hotels. It is constantly said that no organisation thrives without a vision. It is the vision that masks organisational beliefs. It dictates the path or process by which organisational goals can be achieved. Sometimes, people also interpret organisational beliefs in terms of general worldview. Yes, worldview is a result of an internal (mental) mechanism that shapes our understanding of the world and events around us (Vidal, 2008). However, organisation does not run in ideology, it has to be translated into a set of recurring actions to achieve its goal. Organisation operates by vision (Ghosh & Shejwal, 2006, p2). And the vision needs to be translated into a mission that spells out the task to undertake in achieving the belief of the organisation. When these are spelt out, it becomes principles that provide direction and purpose for the organisation. For Hilton Hotels, the commonly termed "life is to be enjoyed" have translated into the culture to deal with customers, and commonly held principles such as the 'unconditional positive regard' translate to the need to give regards to the customers. We made this the first point of service because we understand what their feelings can mean to the attainment of total enjoyment in life. We should note that organisational values affect employees' behaviour (Cambra-Fierro et al, 2008, p164), and hence customers' treatment

The Hotel also prioritises teamwork among the employees. Most times, customers might need to be served by two or more sections within the organisation. For instance, some people want food and also want to be accommodated. While in some instances, it might take the responsibility of workers from the three sections of the organisation to provide holistic care to customers. This situation does strengthen the need for teamwork within the hotel. The synergy and the cooperation with which this occurs define the value held by the

organisation and invariably influence work behaviour. The attitude dictates the approach to conducting organisational objectives. For this, some instrumental behaviour is demanded by the organisation. Importantly, responsiveness, good humour, and orderliness are among other attributes highly revered by the organisation. For us, as employees, it is a duty to usher customers to their seats with a smiley face. The organisation ensures that people with the sets of emotional skills are considered for a job and it is also an important part of the recruitment policy of the hotel. Moreover, the qualities have taken precedence in their appraisal system which is conducted yearly for management decision-making. Over the past fifteen years of its establishment, the company has recorded several successes and achievements to show for its struggles to ensure that life is really enjoyed.

The contingency of covid-19 pandemic came with several challenges which have affected organisations in different ways (OECD, 2020). Beyond the economic impact, it imprinted on the consciousness of the society on several personal and social activities. This effect has left its mark on organisations. For instance, even though the belief of my organisation remains the same, the value and the attitude had to be modified and adapted. At the height of the pandemic, the Hotel was closed down for months and when it eventually opened, it had to set some rules that demanded adequate compliance from the customers. Many a time, the customers would have to be reminded of the laid down protocols of handwashing and sanitising. Moreover, some covid-19 rules such as the use of facemask mean that emotional tools, such as cheerful gestures and communication were limited to necessity. This condition also took its toll on the ability to teamwork as restriction means only people are not allowed to converge in a particular place or space. Moreover, the attitude towards the customers has been slightly affected.

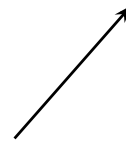
At some points, communication, and interaction between waiters, attendants and customers would go undeservingly infrequent. Trust is also at its lowest ebb; as both parties: customers and the hotel employees were far more cautious in rapport and dealing. Despite the humbling times, the organisation's fair share of successes. Some changes have become inevitably evident. Firstly, technology became an important tool as many customers could place an order via their phones, limiting movement within the vicinity (International Finance Corporation, 2021, p.13). There are also pre-ordered services that allow customers to show up within the stipulated period. The hotel structure now adopts some protocols that ensure sanitation and cleanliness of its customers. The availability of a medical officer who can conduct a quick assessment of symptomatic cases also justifies major changes that the organisation had gone through.

The post-Covid period came with a reassuring feeling that the doomsdays are over. First, the availability of vaccines and mass inoculations among the general public means those businesses need not be done under shades or predefined conditions any longer. The

general push to rebound the already affected economy means that businesses returning to normalcy are a good sign of resilience in any country (Organisation for Economic Co-operation and Development, 2020a, 2020b). However, despite the slight relief that came through the efficacy of the vaccines and the ensued resumption of businesses and other social activity, its impact is still felt in everyday life (Cerruti and Godoski, 2020). On the realistic side, over time, people are bound to forget, but history does not, it lays low for reflection on the future. As such, organisations with strong belief do not do away with the past. It has to be ruminated on to underscore all the eventful possibilities. Based on the system theory, either attitude or value can change in recourse to reality. They are the flexible arms of the system. For instance, it is thinkable to adapt the disposition or modalities of practice to meet a target. So also, is value, even though not flexible as an attitude, but still can change too. Structure (value) can be twisted, rules can be bent, and principles can be relaxed to accommodate the vision of the organisation where it is necessary. This is because values such as unconditional regard for customers, and teamwork were all constructed to meet up with the demand of an era or time. When the era changes the assumptions can be also challenged. Now, what advice can one give to Hilton Hotel relative to the present predicament? Simply, it is by sticking to the belief, and then developing better values and attitudes to keep up with the situation. For the future, the organisation can thrive by merging the pre-Covid and newly learnt strategies in the conduct of its business activities while also allowing the trend to determine the proportion (of strategy) deployed. For instance, concerning food and beverages sale, it (the hotel) may decide that every business on weekends has to be conducted through an online order. Such does help to keep the strategy in the limelight while weekdays are used for normal routine. Bearing in mind that the latter does little to promote their value and attitude, the former keep them in a position to wither any storm or shock and also assures the overall belief of the organisation.

It is important to underscore whether the conclusion provided aligned well with the system theory. First, it has been explained that the system theory of management defined a relational synergy between components (Amagoh, 2016, p.2). Yet, each of the concepts as defined in the materials provided gives a visualising state of each component. Organisational belief defines an internal feeling that something is true, even though that belief may be unproven or irrational (Anderson & De Silva, 2009). Belief has no basis, but it is accepted. This means that such an attribute as a belief may not easily yield, if at all it does, to objective tinkering or evidence. Moreover, it serves as the main energy that motivates action. Value and Attitude play different roles. Value is the importance a person attaches to something while an attitude is a way a person expresses or applies their beliefs and values (Anderson & De Silva, 2009). Their relationships as a system are depicted below





The figures show the implied relationship and possible interpretation of the theory. The first figure showed relationships existing among the components. The belief here reinforces both value and attitude. Moreover, there is the value that also reinforces attitude. However, there is no backward loop from attitude to value and belief. In the second figure, the system works in reciprocity, i.e. Belief reinforces value, value, in turn, reinforces attitude and attitude reinforces belief too and the flow continues.

In defining business resilience, organisational belief needs to be independent of the components in order not to be affected by any shock, either natural or man-made. On the other hand, it is possible to conceive of a systemic flow between the three concepts in another way. In the second diagram, a loop from the attitude towards belief means that belief is updated. Hence, once the value and/or attitude are affected, organisational belief is strengthened or dampened. Relating this to the Covid-19 pandemic, many businesses have failed or experienced continuity since both attitude and values have been affected. Updating the belief on such conditions may mean that achieving the workplace behaviour may be relatively tough since it is dependent or anchored on the human experience. The second one is a general misinterpretation of a system relative to the concept. The first diagram depicted assures resilience (for Hilton alone) while the latter depends on the confidence in the feasibility of the organisational goal. However, this does not indicate that there are no other options available for B in a chaotic or shocking period as a pandemic; it only indicates a possibility for a reduced belief about the organisation (Hilton) vibrancy to achieve its goal. It can change the belief, i.e. substituting hoteling organisations for transportation, starting a crèche or seeking government employment, etc. But resilience does help face challenges. For example, Ram and Corkindale (2015, p327) in their study on Australian SMEs noted that even SMEs do face challenges but have developed resilience to cope

Recommendations

In the light of the discussion above, organisational beliefs, values, and attitudes are important criteria for workplace behaviour. As explained by the system theory, there are established relationships among the three concepts. Attitude depends on both value and belief, while value itself depends on belief. The first and major ingredient for organisational resilience is belief. It is the invincible manual of a business. Business owners need to develop a strong vision for a business that is not planned on contingencies of the

environment. Being the mind of the organisation, it has to give the needed energy to other components which adapt to environmental situations or contingents. When the belief is dependent on value and attitude, experience matters and it does little to sustain businesses. Moreover, the lesson can help the Hilton Hotel make important preparation for potential challenges that may affect business in the future. Although Covid-19 brought several difficulties, it also provides alternatives in which workplace behaviour can be conducted to achieve its vision. For example, some innovations may require change in ethical culture (Riivari and Lamsa, 2014, p15). The Hotel can rearrange a strategy that best maximises their conduct in the environment. One area that can be pointed out is the adaptation of technology for business dealings. It should endeavour to keep a tab with alternatives/sustainable means of achieving their organisation vision even when not facing any threat or disadvantages in the present time. Necessary workplace interventions may be necessary for the workers too against depression (Yunus et al, 2017, p74) occasioned by Covid-19. This is important because emotions are crucial to workplace behaviour (Lindebaum et al, 2017, p654; Whittle, 2015, p595).

Part 2

The journal provided in this task gives a succinct summary of all the lessons taught from Week

1 to Week 9. Essentially, it presents all lectures, lessons and its applications in a very brief, concise and precise manner.

First, ability to deliver effectively at workplaces requires critical thinking on the part of both employees and management. The business world is fast changing, with more competitions, globalisation and challenges, and every organisation has the role to keep up with changing pace

of the business world, if it has to achieve desired goals. The first lecture bothers on workplace

and change, management theories and reasoning. Any workplace aspiring to grow must adopt

positive changes as the situation demands. When a situation arises, critical thinking comes into play

as one thinks around the way-out as well as means of managing the potential solution in mind.

This may call for proper management strategy that bothers on key aspects of workplace context-beliefs, attitudes, values and emotions.

In the choice of management theory to adopt, appropriateness of theory matters for managing employees, and impacting organisational efficiency and hence productivity. It is also important to note that a single theory may not be appropriate for some situations. Leading management theories consist of human relations theory, scientific management theory, contingency theory, systems theory and bureaucratic management theory. Critical thinking owes much to logic (reasoning) which divides into two-Inductive reasoning (from specific situation to general conclusion) and deductive reasoning (from general conclusion to specific circumstance). In organisations, both ways of reasoning are important. For example, using deductive reasoning, accumulation of past experiences can help to identify which approach to adopt in solving current problem scenario. Again, a particular solution can be made a value in form of solution to a general set of problems that an organisation may encounter. The discussion in Week 2 expatiates further on critical thinking by looking at conceptualization of beliefs, attitudes, values and emotions. A belief is internal feeling that something is true, even if unproved or irrational while value is the worth attached to it. These beliefs and values which are conceptually connected and expressed through attitudes. Emotions are feelings that are relatively intense but short-lived. The take from this is that in managing workplace, proper beliefs, attitudes, values and emotions are important instruments and that is why each organisation must promote positivity in these criteria.

2

The discussion expands the concept of critical thinking. While logic only involves reasoning, critical thinking is above what logic entails. Critical thinking begins by challenging current conventional practices of doing things with a view to improving the said practices. The ultimate end result of engaging in critical thinking is to lead the individual into being able to think and act differently, having challenged current practices in a manner that defies logic. The use of critical thinking is relevant in relationships, personal or business and can be very

vital in civic and economic-inclined situations. It should be noted that though critical thinking is a productive and positive activity, it can be necessitated by both positive and negative things. Based on this, critical thinking is a process, emotive and rational. Getting the best out of critical thinking requires that the individual understands the context of the situation he handles, challenges current assumptions, as well as imagining and exploring alternatives with a view to arriving at a reflective position.

In the third week of lecture, the lesson bothers on what employers look for in their prospective job applicants and potential employees. Generally, every employer wants employees who can think critically by being able to solve problems, discover truths and communicate effectively. Other factors which interest employers in employees include ability to use technologies, work in teams, and speak many languages. Coming with readiness to work on first day is often taken as symbolic of an employee's commitment and seriousness to work. With a problem at hand, critical thinking requires thinking in the direction that guarantees a solution. Such a thinking calls for extensive inquiry that is only information and truth-seeking. Good critical thinks are therefore expected to be curious, rational, open-minded, autonomous, strong, empathetic, just and fair.

Human relations approach emphasises how change in work environment cum social factors influences productivity and how paying attention to individuals induce behavioural change in them. According to human relations approach, productivity will rise as organisation focuses on paying attention to employees, effective social interactions and individual achievement. One of the key benefits of human relation approach is that it assists in stress management which is common in the work environment. It is strategic for businesses to be able to manage stress and operate cheaply, deliver more quickly and efficiently.

Week four lesson concentrates on the imperatives for good business environment, in which Employees are key players. Specifically, employees need to have interpersonal, communication

and intellectual skills. The lesson recognizes the fact that customer demands can change, just

3

like new products and services can be desired. As a result, employees need to see the good sides of change, and be willing to adjust to changes so as to reap better results. In doing so, each employee develops inquisitive mind, becomes fluent and flexible, all of which are central to

critical thinking. The results from this are generation of new ideas, brainstorming about existing

ideas and connecting seemingly separable ideas. With critical thinking, alternatives are evaluated and an option is eventually explored, not minding whether there are oppositions at the

option arrived at, so long as independent and objective evaluation holds.

Now, we begin management theories with scientific management theory, which spans the period from the beginning of 19th century to the middle of 20th century. The theory was propounded

by Frederick Taylor to analyse the most efficient way of production. Key features include decentralised management decision making, and specialisation in which roles of management,

craftsman and foreman were clearly defined. The employer, however, retained absolute authority. The theory was designed to integrate methods of research, management and analysis

to the production process. In particular, the analysis by the theory emphasised motivating workers

via wage increase, individualization of work through prescribing specific tasks and methods to

individuals. The outcomes of this approach are not far-fetched. First, workers felt so bad that they went on strike, even though increased production and reduced operational cost was noticed. The major flaws seem to be in the area of treating workers as machines, rather than as

human, extreme rigidity and task-focused approach.

The later approach by Henry Gantt introduced use of bonus to tasks as and piece rates differentials as means of ensuring mass production. In the further analysis by Frank and Lillian

Gilbert, regulation and consistency are identified as means for increasing efficiency in production.

Week 5 discusses De Bono's 6 thinking habit which holds that thinking can be divided into six different functions and roles. The 6 habits are specifically categorised into focus on data (gaps in knowledge resulting from past trends), focus on problem, focus on bad points of a decision, focus on positive impacts, focus on creativity, and focus on process control. It involves learning from the past, with a view to identifying where the problem is, evaluating the decision considering the both costs and benefits, and being creative in solving the problem with a process that can be easily controlled.

4

The lecture also discusses bureaucratic management. Bureaucracy comes into play in public activities that cannot be used or achieved individually. Public activities require government interventionism and provision of services, as well as guaranteeing civil rights, equity and control of the justice system. Current civil service functioning relies heavily on bureaucracy. Bureaucracy has brought about a switch from over-centralism and overconcentration of power in the top into a more decentralised, distributive form of power in governance, with governance position largely inherited (In French practice) Bureaucracy, according to Weber, is referred to as use and adoption of formal rules in running of government offices, in a manner that promotes rationalisation. His definition sees Bureaucracy in terms of rules-based power and hierarchy. While bureaucracy ensures checks and balances in the conduct of government functions, it operates largely on rigid formalities that do not take care of contingencies and are not customer-oriented. Bureaucracy on its rigid and formal operational rules, for example, breeds delay in work speed, paper-based processes, large-middle management which does not go well with today's work environment. Essentially, the modern-day work environment is high speed, electronic and largely flexible.

The lesson taught in Week 6 is concerned about use of critical thinking skills in decision making

and also focuses on Contingency Management Theory. Every organisation has own well-designed cultures and leadership styles which manifest in their approach to decision-making and each employee is involved based on his position and hierarchy. Decision making is adoption of one among a number of alternatives in addressing a problem emanating from organisational activities. Decision is said to be effective if capacity to forecast outcome of the a solution adopted exists. Every decision making process involves a number of steps and there

are usually criteria for its evaluation. Some of the skills required in effective decision making process are after problem identification include reasoning, analyzing, evaluating, problem-solving and decision-making. Contingency theory is one of theories applied in decision-making

task.

Tom Burns and George Stalker, between 1960s and 1970s conducted a study showing how environment impacted on organizational and management functioning. Later study by Joan Woodard specifically evaluated impact of technology on organization. Contingency theory holds

that current situation of the external environment determines organizational structures and control systems. External environment encompasses legal, social, political, technological, economic and environmental. Organisational structure can be mechanical or organic, depending

5

on whether authority is centralised or decentralised. This theory can help managers use organisational scarce resources more effectively in order to improve organisational performance.

Week 7 revisits the concepts of beliefs, values, attitudes and emotions, and explains the relevance of these concepts to critical thinking. Critical thinking helps evaluate the ideas generated by creative thinking and involves creation of independent, objective and clear ideas.

The next theory discussed is the Systems Theory which was proposed by biologist Ludwig von

Bertalanffy in the 1940s. The central idea behind systems theory is that it explains how a set of

objects or elements interact to achieve a specific goal. Systems theory sees organisation as consisting of different units, facilities or departments that work harmoniously for the collective

interest and effectiveness of the organisation. In the context of Systems Theory, organisational

success is due to the interplay of synergy, interdependence between subsystems and interactions.

Basic elements of a system are input, process and output. Systems can be closed or open depending on whether or not there are fixed or dynamic relationships among the components of

the system. Every organisation is expected to operate an open system-based approach, characterised by efficient communication, environmental context, boundaries (which separate

system from environment), interface (which differentiates one system boundary from another),

goal orientation, holistic perspective and hierarchy in organisational functioning.

Another important concept relating to System Theory is equifinality which is the tendency for different routes or approaches to generate same goal or end. No matter the route the management chooses, it must be a balanced route to ensure that survival is guaranteed.

Survival also requires that a system is ready to adapt to changes when the environment changes. And within a system, change in one part may necessitate change in another part (dependence). Dimensions of a system comprise goals, degree of interdependence, degree of

internal structural differentiation, degree of vulnerability to outside, time perspective and stability. Finally, systems perspective help managers in the delivery of managerial functions.

While creative thinking aimed at solving problem is the result of critical thinking, Week 8 lesson

focuses on managing innovation and creativity. Changing business /work environment is possible when there are alternatives/options from which organisations can choose from.

Change of time, place, people and material can sometimes make a difference. Successful

6

innovation in organisations is a function of: taking note of innovation-generating impulses, good

team work, use of project-based idea, creativity strength of employees, employees' motivation

and education, and capacity to fund innovation. A company excelling in areas of strategy and

planning, marketing, technological process, quality management, logistics and human

resources, has high innovation potential. Innovation is change-based and needs-targeted, and

is defined in terms of explorative opportunity for something new, and includes the following processes: research and development, production and marketing.

The last lecture-Week 9 centres on sustainable development and shareholder analysis.

Sustainable development refers to management of human and natural resources in healthy and

safety manners for use of both current and future generations. Positive changes in values, attitudes and behaviours are important to achieve sustainable transition that helps improve welfare. Key components of sustainable development are environmental, economic, social and

political factors. One of the factors that aid sustainability is the use of appropriate technology which generates low capital cost, and hence lower production cost.

Shareholder analysis focuses on the way to manage people that may be affected by change in

organisational product, especially where the organisation prioritises people above profit. For

For example, making a product future-proof is a sustainable organisational policy. It should be noted

that sustainable development is often interpreted differently by different individuals but generally

owe much to human ingenuity and appropriate technology.

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The modern-day work environment is high speed, electronic and largely flexible.

The lesson taught in Week 6 is concerned about use of critical thinking skills in decision making

and also focuses on Contingency Management Theory. Every organisation has own well-designed cultures and leadership styles which manifest in their approach to decision-making and each employee is involved based on his position and hierarchy. Decision making is adoption of one among a number of alternatives in addressing a problem emanating from organisational activities. Decision is said to be effective if capacity to forecast outcome of the a solution adopted exists. Every decision making process involves a number of steps and there

are usually criteria for its evaluation. Some of the skills required in effective decision making process are after problem identification include reasoning, analysing, evaluating, problem-solving and decision-making. Contingency theory is one of theories applied in decision-making

task.

Tom Burns and George Stalker, between 1960s and 1970s conducted a study showing how environment impacted on organisational and management functioning. Later study by Joan Woodard specifically evaluated the impact of technology on organisation. Contingency theory holds

that current situation of the external environment determines organisational structures and control systems. External environment encompasses legal, social, political, technological, economic and environmental. Organisational structure can be mechanical or organic, depending

5

on whether authority is centralized or decentralized. This theory can help managers use organisational scarce resources more effectively in order to improve organizational performance.

Week 7 revisits the concepts of beliefs, values, attitudes and emotions, and explains the relevance of these concepts to critical thinking. Critical thinking helps evaluate the ideas generated by creative thinking and involves creation of independent, objective and clear ideas.

The next theory discussed is the Systems Theory which was proposed by biologist Ludwig von

Bertalanffy in the 1940s. The central idea behind systems theory is that it explains how a set of

objects or elements interact to achieve a specific goal. Systems theory sees organisation as consisting of different units, facilities or departments that work harmoniously for the collective interest and effectiveness of the organisation. In the context of Systems Theory, organisational

success is due to the interplay of synergy, interdependence between subsystems and interactions.

Basic elements of a system are input, process and output. Systems can be closed or open depending on whether or not there are fixed or dynamic relationships among the components of

the system. Every organisation is expected to operate an open system-based approach, characterised by efficient communication, environmental context, boundaries (which separate

system from environment), interface (which differentiates one system boundary from another),

goal orientation, holistic perspective and hierarchy in organisational functioning.

Another important concept relating to System Theory is equifinality which is the tendency for different routes or approaches to generate the same goal or end. No matter the route the management chooses, it must be a balanced route to ensure that survival is guaranteed.

Survival also requires that a system is ready to adapt to changes when the environment changes. And within a system, change in one part may necessitate change in another part (dependence). Dimensions of a system comprise goals, degree of interdependence, degree of

internal structural differentiation, degree of vulnerability to outside, time perspective and stability. Finally, systems perspective helps managers in the delivery of managerial functions.

While creative thinking aimed at solving problem is the result of critical thinking, Week 8 lesson

focuses on managing innovation and creativity. Changing business /work environment is possible when there are alternatives/options from which organisations can choose from.

Change of time, place, people and material can sometimes make a difference. Successful

6

innovation in organisations is a function of: taking note of innovation-generating impulses, good

team work, use of project-based idea, creativity strength of employees, employees' motivation

and education, and capacity to fund innovation. A company excelling in areas of strategy and

planning, marketing, technological process, quality management, logistics and human resources, has high innovation potential. Innovation is change-based and needs-targeted, and

is defined in terms of explorative opportunity for something new, and includes the following processes: research and development, production and marketing.

The last lecture-Week 9 centres on sustainable development and shareholder analysis.

Sustainable development refers to management of human and natural resources in healthy and

safety manners for use of both current and future generations. Positive changes in values, attitudes and behaviours are important to achieve sustainable transition that helps improve welfare. Key components of sustainable development are environmental, economic, social and

political factors. One of the factors that aid sustainability is the use of appropriate technology which generates low capital cost, and hence lower production cost.

Shareholder analysis focuses on the way to manage people that may be affected by change in

organisational product, especially where the organisation prioritises people above profit. For example, making a product future-proof is a sustainable organisational policy. It should be noted

that sustainable development is often interpreted differently by different individuals but generally

owe much to human ingenuity and appropriate technology.

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