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Question 1 – AC 1.1

Organizational structure is important for defining roles and responsibilities within a company. Two common structures are the divisional structure and the matrix structure. Each has its pros and cons and suits different types of organizations (Ahmady, 2016).

Divisional Structure

A divisional structure divides a company into smaller units based on products, services, or locations. Each division operates independently (Fairfield, 2016).

Divisional Structure

Advantages	Disadvantages
Customer Focus: Divisions are tailored to meet the needs of specific customer groups (Fairfield, 2016).	Coordination Challenges: Difficulty in coordinating activities across different divisions (Fairfield, 2016).
Improved Decision-Making: Faster decision-making as each division operates semi-independently (Fairfield, 2016).	Risk of Silos: Divisions may become isolated, leading to a lack of communication and collaboration (Fairfield, 2016).
Clear Performance Metrics: Easier to measure performance and profitability of each division (Fairfield, 2016).	Inconsistent Policies: Different divisions may develop varying policies and practices, causing inconsistency (Fairfield, 2016).
Enhanced Innovation: Divisions can innovate and respond to market changes rapidly (Fairfield, 2016).	Higher Costs: Divisions might have redundant functions, increasing overall costs (Fairfield, 2016).

Reason why the organization would use such Structure:

Divisional structures are good for large, diversified companies that operate in different markets. It provides them with clear management and it gives enough autonomy to operate on their own. For example, companies like General Electric and Procter & Gamble use divisional structures to manage their various products and global operations.

Matrix Structure

A matrix structure combines functional and divisional approaches. Employees report to both functional managers and project or product managers. This structure aims to use both functional expertise and divisional focus (Burton, 2015).

Matrix Structure

Advantages		Disadvantages
Cross-Functional Collaboration: Encourages collaboration across different functional areas (Burton, 2015).		Complex Reporting Relationships: Dual-reporting can create confusion and conflict (Burton, 2015).
Dynamic Resource Allocation: Resources can be dynamically allocated to where they are most needed (Burton, 2015).		Potential for Role Ambiguity: Employees might be unclear about their roles and responsibilities (Burton, 2015).
Broad Skill Development: Employees gain a variety of skills by working on multiple projects (Burton, 2015).		Increased Workload: Employees may have increased workload due to multiple reporting lines (Burton, 2015).
Strategic Alignment: Projects can be closely aligned with overall strategic goals (Burton, 2015).		Management Overhead: Requires more management oversight and coordination, increasing administrative costs (Burton, 2015).

Reason why the organization would use such Structure:

Matrix structures are ideal for companies that need flexibility and collaboration in their operations. This structure allows the organization to choose the structure which suits the need of time such as tech companies, consultancy firms, and project-based organizations. For example, companies like IBM and NASA use matrix structures to manage complex projects requiring cross-functional expertise and collaboration.

Finally, choosing between a divisional and matrix structure depends on the organization's size, complexity, and goals. Divisional structures work well for large companies needing focused management for different products or regions. Matrix structures benefit organizations that need flexibility, innovation, and efficient resource use across multiple projects or functions

Question 2 – AC 1.2

Organizational strategy is a plan that helps a company reach its goals. It guides how a company uses its resources and makes decisions. This analysis looks at NASA's strategy and how it helps the organization meet its customers' needs (Markus, 2017).

NASA's Organizational Strategy

NASA (the National Aeronautics and Space Administration) has a strategy focused on exploring space, discovering new science, and developing new technologies. So, the strategy includes setting clear goals, arranging projects according to their importance, and using resources effectively to achieve goal. NASA goals also includes to expand knowledge, inspire innovation, and benefit people (National Research Council, 2013).

How NASA Meets Customers' Needs

NASA's customers include scientists, government leaders, and the general public so to meet their needs company develop strategies and these strategies helps meet customers' needs in several ways, some of those are discussed below:

- 1. Clear Goals:** NASA sets specific goals to meet customer needs like landing on Mars or creating new technologies. These goals help in making sure that projects meet customer expectations (National Research Council, 2013).
- 2. Working with Stakeholders:** NASA collaborates with scientists, researchers, and educationalists to understand their needs. This helps make sure NASA's work is useful and relevant to every stakeholder (National Research Council, 2013).

- 3. Innovation:** NASA invests in new research and technology. Which helps them to maintain their front position of science and provides new solutions to meet customer needs (National Research Council, 2013).
- 4. Public Communication:** NASA shares information with the public to keep them informed and interested in them. This information is mostly based on facts because it helps build trust and shows the value of NASA's work (National Research Council, 2013).

Challenges in Strategy

NASA faces some challenges in implementing its strategy: (Keeton, 2017).

- 1. External Factors:** External factors like: changes in politics, budget cuts, and international agreements can affect NASA's plans (Keeton, 2017).
- 2. Resource Management:** Making sure that there are enough resources and skills for projects can be sometimes challenging for any organisation weather its big or small. Because they have Limited funds and competing priorities can make it difficult to achieve all goals (Keeton, 2017).
- 3. Technical Risks:** Space missions have high risks, like technology failures and unexpected problems at space. These risks can delay projects and impact customer satisfaction (Keeton, 2017).

Benefits in Strategy:

There are some of the benefits of having a good Strategy:

- 1. Clear Direction:** A good strategy would provide the organization with a clear direction on which they can achieve competitive advantage.
- 2. Increased Market Share:** With the help of a clear strategy the organization can expand and increase their footprint in the market.

Finally, NASA's strategy is made to meet customer needs. It sets clear goals, works with partners, invests in new technology, and talks with the public. This helps NASA stay true to its mission. However, it also needs to manage outside influences, use resources wisely, and handle

technical risks. These are key for success. Overall, NASA's strategy helps it achieve its goals and serve its customers.

Question 3 – AC 1.3

External factors have a big impact on NASA's work. Here, we will look at how interest rates, inflation, and new technology affect NASA. We will also identify NASA's main priorities based on this analysis.

Interest Rates

Interest rates affect borrowing costs and investment decisions. NASA mainly gets its money from the government, but changes in interest rates can still affect its budget. Higher interest rates can lead to less government spending, which might result in lower funding for NASA projects. Lower interest rates might lead to more government spending, which could increase NASA's budget (Bitten, 2018).

Impact: Changes in interest rates can affect how much money NASA has for its missions and research. Higher rates may slow down projects due to budget cuts, while lower rates could speed up progress with more funding (Bitten, 2018).

Priority: NASA's should try to become self-sufficient by investing in to different revenue generating projects which can reduce the dependence on government funding.

Inflation

Inflation affects the cost of goods and services. For NASA, higher inflation can increase the costs of materials, labour, and equipment. This can lead to budget problems and project delays. Inflation also impacts the buying power of the fixed budget NASA gets from the government (Bitten, 2018).

Impact: Rising inflation increases operating costs and may force NASA to move resources around or cut back on some projects to stay within budget. Ongoing inflation could make it hard to meet project deadlines and goals (Bitten, 2018).

Priority: NASA should look for international sourcing of material where they can get the resources and raw material cheaper than the home country.

Technological Advancements

New technology is very important for NASA's mission of exploring space and discovering new science. Fast changes in technology can improve NASA's abilities, but they also require continuous investment in research and development (R&D) (Rodgers, 2023).

Impact: Keeping up with new technology is important for NASA to stay ahead and achieve its mission. However, this requires a lot of investment in R&D and skilled workers. Falling behind in technology can hurt mission success (Rodgers, 2023).

Priority: NASA needs to keep investing in research and development to stay up-to-date with new technologies because in today's world technology is changing very fast and after finding new technology NASA have to make sure the team has the skills to use the latest technologies.

Finally, interest rates, inflation, and new technology greatly affect NASA. By managing its budget, controlling costs, investing in research and development, and planning carefully, NASA can handle these challenges better and keep working towards its mission goals.

Question 4 – AC 1.4

Artificial Intelligence (AI) is changing how we work and what jobs look like. Peter Cheese, the CEO of CIPD, said in February 2024 that people professionals need to help manage AI's growth. This assessment will examine how NASA uses or could use AI and how it affects work at the organization (McLarney, 2021).

Current and Potential Use of AI at NASA

NASA uses AI in many ways to improve its work. Here are some examples: (McLarney, 2021).

- 1. Data Analysis:** NASA uses AI to quickly analyse large amounts of data from space missions. AI can find patterns and problems faster than humans.
- 2. Robotics:** AI controls robots on missions to planets like Mars. These robots make decisions on their own and handle tasks without human help (McLarney, 2021).
- 3. Predictive Maintenance:** AI predicts when equipment might fail, helping NASA fix problems before they occur. This keeps missions running smoothly and safely.

NASA could use AI in more ways in the future: (McLarney, 2021).

1. **Mission Planning:** AI could help plan missions by running simulations and choosing the best options. This would save time and resources.
2. **Astronaut Support:** AI could provide real-time help to astronauts, monitor their health, and solve unexpected issues during space missions (McLarney, 2021).
3. **Climate Research:** AI could analyse climate data more accurately, helping NASA understand and predict climate changes.

Impact of AI on Work at NASA

AI affects work at NASA in both positive and negative ways: (Russo, 2022).

Positive Impacts:

1. **Higher Productivity:** AI can handle repetitive tasks and process data quickly, letting people focus on more important and creative work.
2. **More Innovation:** AI helps with advanced research and development, leading to new discoveries and technologies (Russo, 2022).
3. **Better Safety:** AI can work in dangerous environments, reducing risks for human workers.

Negative Impacts:

1. **Job Security:** Some employees worry that AI might replace their jobs, leading to anxiety about job security (Russo, 2022).
2. **Ethical Issues:** Using AI raises questions about who is responsible for decisions, especially in critical situations.
3. **Skill Requirements:** AI requires new skills. Workers need to learn these new skills to work with AI technology.

Finally, AI is important for NASA, helping with data analysis, robotics, and maintenance. In the future, AI could help with mission planning, astronaut support, and climate research. While AI can increase productivity, innovation, and safety, it also raises concerns about job security,

ethics, and skill requirements (Russo, 2022). NASA needs to manage these issues carefully to make the most of AI and continue achieving its goals.

Question 5 – AC 2.1

Charles Handy's Model of Organizational Culture

Charles Handy, a well-known expert on management, described four types of organizational cultures. Here's a summary of each: (Mert, 2020).

- 1. Power Culture:** In this culture, power is held by a few top people. Decisions are made quickly because fewer people are involved. However, this can lead to a lack of input from others and a rigid environment.
- 2. Role Culture:** This culture has clearly defined roles and rules. Each person knows their job and follows procedures. This creates stability and order but can make it hard to adapt to changes (Mert, 2020).
- 3. Task Culture:** This culture focuses on completing specific tasks or projects. Teams are formed to achieve goals, and there is a lot of collaboration. This helps with creativity and innovation but can make it difficult to maintain consistency.
- 4. Person Culture:** In this culture, the focus is on individuals and their skills. People are valued for their personal expertise. This supports personal growth but might lead to a lack of direction for the organization (Mert, 2020).

Handy's Model at NASA

NASA mainly has a **task culture**. The organization focuses on completing specific projects, such as space missions. Teams work together to achieve these goals, which helps in innovation and problem-solving. However, this approach can sometimes lead to challenges in maintaining consistency across different projects.

David Rock's SCARF Theory

David Rock's SCARF theory explains how social factors affect people at work. SCARF stands for: (Rock, 2009).

1. **Status:** This is about how important people feel compared to others. People are motivated by maintaining or improving their status.
2. **Certainty:** This refers to how predictable the future seems. When people know what to expect, they feel more secure and focused (Rock, 2009).
3. **Autonomy:** This is about having control over one's own actions. More autonomy can lead to better motivation and job satisfaction.
4. **Relatedness:** This involves feeling connected to others and being accepted. Good relationships at work build trust and teamwork (Rock, 2009).
5. **Fairness:** This means being treated fairly and equally. Fairness in the workplace leads to a positive environment and better morale.

Applying SCARF Theory at NASA

SCARF theory can improve how people work together at NASA: (Rock, 2009).

- **Status:** Recognize and value team members' contributions to boost their motivation.
- **Certainty:** Provide clear goals and regular updates to reduce anxiety and improve focus (Rock, 2009).
- **Autonomy:** Allow team members to make decisions and solve problems on their own to increase creativity and satisfaction.
- **Relatedness:** Build strong, supportive relationships among team members to enhance collaboration and trust (Rock, 2009).
- **Fairness:** Ensure fair treatment and transparent decisions to strengthen team cohesion and morale.

In summary, Charles Handy's model describes different organizational cultures, with NASA mainly showing a task culture. David Rock's SCARF theory helps us understand how status, certainty, autonomy, relatedness, and fairness affect work (Rock, 2009). Using these ideas can help NASA improve its work environment and employee satisfaction.

Question 6 – AC 2.2

Employee selection is important for shaping an organization's culture and behaviour. At NASA, choosing the right people affects how well they fit with the organization's values and how they behave at work. This assessment looks at how NASA's employee selection process impacts its culture and behaviour (Smith, 2022).

Employee Selection at NASA

NASA uses a detailed process to select employees. This includes interviews, skills tests, and background checks. The goal is to find people who have the right skills and share NASA's values like teamwork, innovation, and dedication (Smith, 2022).

Impact on Organizational Culture

- 1. Alignment with Values:** NASA's selection process helps ensure that new hires share its core values. This helps keep the organization's culture strong, focusing on collaboration and high performance.
- 2. Strengthening Culture:** When employees fit well with NASA's culture, they help reinforce and maintain it. This creates a positive work environment where values like integrity and innovation are important (Smith, 2022).
- 3. Cohesion and Trust:** Selecting people who fit the culture helps build trust and unity within teams. This strengthens relationships and creates a supportive work environment.

Impact on Organizational Behaviour

- 1. Improved Performance:** Employees who fit well with NASA's culture are more involved and motivated. This results in better performance and productivity (Williams, 2021).
- 2. Improved Teamwork:** When employees have similar values, they work better together. At NASA, this means better teamwork on projects and missions.

- 3. Good Work Ethics:** Employees who fit NASA's culture usually follow its work standards. They produce high-quality work, act ethically, and focus on innovation. (Williams, 2021).

Challenges of Ineffective Selection

If the selection process isn't done well, it can cause several problems (Williams, 2021):

- 1. Cultural Misfit:** Hiring people who don't fit NASA's culture can create conflicts and mess up team dynamics. This can lower morale and decrease productivity of employees.
- 2. Lower Engagement:** Employees who don't share NASA's values may not be motivated because they must be busy doing their own things. Which can lead to worse performance and teamwork between employees (Williams, 2021).
- 3. Higher Turnover:** Employees who don't fit with the culture may leave the organisation due to which it can be costly for organisation and it can also slow down the projects.

Finally, selection of the right employees is very important for NASA because hiring people who match its values helps build a strong work environment. Effective selection boosts performance, teamwork, and work standards. On the other hand, poor selection can result in problems, lower engagement, and increase turnover (Williams, 2021). So, careful employee selection is important to NASA's success and achieving its goals.

Question 7 – AC 2.3

Kotter's approach helps organizations manage change effectively. Here's how NASA can use Kotter's eight steps to move from remote work to a hybrid model, where employees work in the office at least two days a week (Sittrop, 2021):

- 1. Create a Sense of Urgency:** Explain why the change is necessary. For example, show how working in the office improves teamwork and communication. Make sure everyone understands why moving to a hybrid model is important.

2. **Form a Powerful Coalition:** Build a team of leaders who support the change. This team should include managers and key employees who can promote the new hybrid model and solve any problems. Their support is crucial for success (Sittrop, 2021).
3. **Create a Vision for Change:** Develop a clear plan for how the hybrid model will work. Explain the benefits for both the organization and employees. Share this vision clearly so everyone knows the goals and benefits of the new model.
4. **Communicate the Vision:** Share the new plan with all employees. To explain the change and answer questions use emails, meetings, and other methods. Communication helps everyone understand and accept the new model smoothly (Sittrop, 2021).
5. **Empower Employees to Act:** Removing problems that make the change difficult for employees may mean updating technology or helping employees who are struggling with any sort of problem. By removing barriers, employees can adjust to the new model more easily.
6. **Create Quick Wins:** Finding and highlighting early successes with the hybrid model. For example, show how the new setup improves teamwork or productivity to celebrate these successes helps build support for the change (Boff, 2020).
7. **Consolidate Gains and Produce More Change:** Using the success of early changes to bring improvements in employees may help a lot like: asking employees for feedback and make adjustments as needed. This helps make the hybrid model better and ensures it works well for everyone.
8. **Anchor the Changes in the Culture:** Making the hybrid model a regular part of the organization's culture highlights its importance in daily routines and employees will become use to the new one (Boff, 2020).

In summary, Kotter's approach provides a clear guide for managing the shift to a hybrid working model. By creating urgency, building a strong team, and communicating well, NASA can make the change smoother (Boff, 2020). Empowering employees, celebrating successes, and making the change part of the culture will help make the hybrid model successful and lasting.

Question 8 – AC 2.4

The Kubler-Ross Change Curve helps us understand how people feel during change. This model includes five stages: denial, anger, bargaining, depression, and acceptance. Here's how people experience change at each stage and how to manage it effectively (Jaskara, 2022).

1. Denial

In the denial stage, people might refuse to accept that change is happening. They may think the change isn't real or won't affect them (Jaskara, 2022). For example, at NASA, employees might initially deny that they need to return to the office and believe remote work will continue.

Managing Denial: To handle denial, provide clear information about the change. Explain why it is necessary and address any misunderstandings. This helps employees face the reality of the situation (Jaskara, 2022).

2. Anger

After accepting that change is happening, people might feel angry. They may be frustrated or upset about losing the old way (Jaskara, 2022). For example, NASA employees might be upset about having to return to the office after enjoying remote work.

Managing Anger: Listen to employees' concerns and show understanding. Acknowledge their feelings and offer support to help them cope. Allowing them to express their frustrations can ease their anger (Jaskara, 2022).

3. Bargaining

In the bargaining stage, people might try to make deals to avoid or reduce the impact of the change. They may ask for exceptions or compromises (Helmold, 2021). For example, NASA employees might ask to work more days from home or have flexible office hours.

Managing Bargaining: Be open to discussions and consider reasonable requests. Where possible, make adjustments to accommodate their needs. This can help employees feel more in control and less resistant to the change (Helmold, 2021).

4. Depression

When people realize the change is real, they might feel depressed or sad. They may struggle with motivation or feel a sense of loss (Helmold, 2021). For NASA employees, this could mean sadness about losing the previous work-life balance.

Managing Depression: Offer support through counselling or other resources. Encourage a positive outlook by highlighting the benefits of the change. Keeping employees informed and engaged can help improve their mood (Helmold, 2021).

5. Acceptance

In the acceptance stage, people begin to accept the change and adapt to it. They start to find ways to make the new situation work (Helmold, 2021). At NASA, employees would start adjusting to the hybrid working model and incorporating it into their routines.

Managing Acceptance: Reinforce the benefits of the change and celebrate small successes. Provide ongoing support and training to help employees adapt. Recognizing their efforts helps them fully embrace the new way of working (Helmold, 2021).

Finally, The Kubler-Ross Change Curve shows how people experience change through denial, anger, bargaining, depression, and acceptance. By understanding and managing each stage, organizations like NASA can support their employees through transitions. Clear communication, empathy, flexibility, and support are key to helping employees adapt successfully.

Question 9 – AC 2.5

Wellbeing at work is very important for both employees and organizations. When employees feel good about their work environment, they are more satisfied and productive. They are also less likely to take sick leave or quit their jobs. The CIPD's Health and Wellbeing at Work Survey 2023 shows that more organizations are focusing on wellbeing, with 53% having a standalone wellbeing strategy, up from 40% in 2018. This increase shows that companies are recognizing the benefits of supporting employee wellbeing (Smith, 2021).

A focus on wellbeing helps create a positive work environment. It reduces stress and improves mental health, making employees feel valued and included. When employees are happy and feel supported, they work better and stay longer with the company (Smith, 2021).

Impact of Good Work on Wellbeing

Good work can greatly affect employee wellbeing. Two key factors are work-life balance and job design (Smith, 2021).

Work-Life Balance

Work-life balance means managing work and personal life effectively. When employees have a good balance, they experience less stress and are less likely to burn out. For example, flexible working hours or options to work from home can help employees manage their personal and professional lives better. At NASA, offering these options can help employees feel less stressed and more satisfied with their work (Smith, 2021).

Job Design

Job design is about how a job is structured and what it involves. Well-designed jobs can make employees happier and less stressed. Jobs that use employees' skills well, offer variety, and provide chances for growth can lead to higher job satisfaction. At NASA, well-designed roles help employees stay engaged and happy, which improves their overall wellbeing (Smith, 2021).

Finally, Wellbeing at work is essential because it leads to happier, more productive employees and reduces absenteeism. By focusing on good work aspects like work-life balance and job design, organizations can significantly improve employee wellbeing (Smith, 2021). Offering flexible work options and designing jobs that are engaging and supportive helps create a better work environment. This benefits both the employees and the organization.

Question 10 – AC 3.1

The employee lifecycle has six main stages: (Buchanan, 2021).

- 1. Attraction:** Attracting potential candidates through job advertisements and promoting the company.
- 2. Recruitment:** Selecting the best candidates through interviews and assessments (Buchanan, 2021).
- 3. On boarding:** Introducing new employees to the company and helping them settle in.

4. **Development:** Providing training and growth opportunities for employees (Buchanan, 2021).
5. **Retention:** Keeping employees happy and engaged to reduce turnover.
6. **Separation:** Managing the process when employees leave the company, either by choice or necessity (Buchanan, 2021).

People Practice Roles

1. Recruitment

In recruitment, people practices help find and hire the right candidates. This includes writing job descriptions, posting job ads, and conducting interviews. At NASA, HR staff make sure the recruitment process is fair and finds candidates who match the job and the company culture (Sato, 2019).

2. Development

During the development stage, people practices focus on helping employees grow. This involves organizing training sessions, offering career development opportunities, and conducting performance reviews. At NASA, HR supports employees by providing resources and training to help them improve their skills and advance in their careers (Sato, 2019).

3. Separation

In the separation stage, people practices manage the process when employees leave. This includes conducting exit interviews to understand their reasons for leaving and ensuring a smooth departure. At NASA, HR handles all the final paperwork, settlements, and helps departing employees' transition out of the company smoothly (Sato, 2019).

Conclusion

Each stage of the employee lifecycle is important for managing employees effectively. People practices play a key role in recruitment, development, and separation to ensure the process is smooth and supports both the company and its employees.

Question 11 – AC 3.2

Vertical Integration of People Practices

Vertical integration means making sure that people practices match the organization's overall strategy. It helps ensure that HR activities support the company's goals (Tarver, 2023).

Example at NASA

At NASA, vertical integration involves aligning HR efforts with NASA's main goals. For example, if NASA wants to lead in space exploration, HR focuses on hiring top engineers and scientists. HR works with other departments to understand what skills are needed and adjusts its recruitment and training to meet these needs.

HR also helps create policies that match NASA's strategy. If NASA aims to boost innovation, HR might set up programs that reward employees for new ideas. This ensures that HR activities support the organization's goals and help achieve them (Tarver, 2023).

Horizontal Integration of People Practices

Horizontal integration means making sure that different HR activities work together smoothly. It involves coordinating various HR functions, like training, performance management, and employee engagement (Tarver, 2023).

Example at NASA

At NASA, horizontal integration ensures that all HR functions support each other. For example, if NASA starts a new leadership development program, HR makes sure it fits with other areas like performance reviews and succession planning. This coordination helps NASA develop leaders who can drive the company's goals forward and keep employees engaged and motivated.

Conclusion

Vertical integration makes sure HR supports NASA's main goals, while horizontal integration ensures that different HR activities work well together (Tarver, 2023). Both approaches help NASA build a strong team that supports its mission and achieves its objectives.

Question 12 – AC 3.3

When an organization plans to change to a four-day working week, it's important to consult and engage with both managers and employees. This helps ensure that their needs and concerns are understood and addressed. Here are two methods to do this: (Heslinga, 2021).

1. Stakeholder Analysis

Stakeholder analysis involves identifying who will be affected by the change. At NASA, this means figuring out which managers and employees are most impacted by moving to a four-day week. By doing this, HR can focus on talking to the right people and understanding their needs and concerns. This step helps in planning how to communicate and involve these groups effectively (Heslinga, 2021).

2. Surveys and Focus Groups

After identifying key people, HR should collect their feedback using surveys and focus groups. Surveys are useful for gathering opinions from a large number of people. For example, employees can be asked how they feel about the new schedule and if they have any worries about work-life balance or productivity (Braun, 2021).

Focus groups are small, detailed discussions with employees and managers. These meetings let people share their thoughts deeply and suggest ways to improve the new working week. For example, a focus group might show specific problems that managers need to fix or worries employees have about their workload (Braun, 2021).

Finally, using stakeholder analysis to find key people, along with surveys and focus groups to get their feedback, helps HR manage the change to a four-day workweek (Braun, 2021). This method makes sure that both managers' and employees' needs are considered, making the transition smoother and more effective.

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