

Week 5:

Management Roles: Planning, Organising, Leading, Controlling

POLC

Planning

- Goals
- Objectives
- Strategies
- Plans

Organising

- Structure
- Communication
- Human Resource Management

Leading

- Motivation
- Leadership
- Individual and group behaviour

Controlling

- Standards
- Measurements
- Comparisons
- Actions

Planning

- Defining the organisations goals
- Establishing an overall strategy to achieving that goal
- Developing plans to integrate and coordinate activities
- Concerned with both ends (goals) as well as means (strategy)
 - Goals (ends): Desired outcomes for individuals, groups, or entire organisations; provide direction and performance evaluation criteria, multiple (e.g. financial, environmental, social), stated vs real
 - Plans (strategies): Documents how goals are to be accomplished and how resources are to be allocated, provides a map to arrive at a given destination with provision for detours
- Either informal or formal
- Should plan as it provides direction, reduces uncertainty, minimises waste and redundancy, establishes goals and standards used for controlling
- Research suggests an increase in planning = increase in performance

Types of plans:

Breadth →	strategic,	operational
Time frame →	long term,	short term
Specificity →	directional,	specific
Frequently of use →	single use,	standing

Organising:

- Arranging and structuring work to accomplish the organisation's goals
- The process of creating an organisation's structure – the formal arrangement of jobs within an organisation
- When managers develop or change an organisation's structure they are engaged in organisational design

Elements:

- Work specialisation – dividing work activities into specific job tasks
- Departmentalisation – grouping of jobs by function, location, product, process, customer
- Chain of command – authority, responsibility, unity of command
- Span of control – number of subordinates a manager can manage efficiently and effectively
- Centralisation/de-centralisation – degree to which decision making is controlled by a few vs delegated to many
- Formalisation – the degree to which jobs within an organisation are standardised and the extent to which employee behaviour is guided by rules and procedures

Types of organisations:

Mechanic – high specialisation, rigid departmentalisation, high chain of command, narrow spans of control, high formalisation, centralised

Organic – cross functional teams, cross hierarchical teams, free flow of information, wide spans of control, low formalisation, decentralised

Leading:

A leader is someone who can influence others who may or may not possess managerial authority – Nelson Mandela

Leadership is the process of influencing a group to achieve goals – Ghandi

Because leading is one of the four management functions, ideally all managers should be leaders – Bill Gates

Leadership theories:

- Trait theories
Leaders are born and cannot be learned
Traits differentiate leaders from non-leaders, drive, honesty, self-confidence, integrity, desire to lead and intelligence
- Behavioural theories
Leadership is more than processing a few generic traits
Leaders are not born but trained
Iowa, Ohio State, Michigan Managerial grid
Duality of leadership: focus on task vs focus on people
- Contingency theories
Effective leadership requires more than an understanding of traits and behaviours
Ability to read and adapt to situational circumstances as important

Fiedler's contingency model (leader-member relations, task, power)
Situations leadership model (employee readiness)

Controlling:

The process of monitoring, comparing and correcting work performance

The only way managers know whether organisational goals established through planning, facilitated through organising, and influenced through leading are being met and it not the reasons why

Employee empowerment encourages managers to delegate

Protects the organisation and its assets – having controls and backups to reduce, cope and manage disruptions

The control process:

1. Measuring – HOW a combination of approaches (i.e. personal observation, statistical reports, oral reports and written reports) increase both the number of input sources and the probability of getting reliable information; WHAT more critical to the control process than how we measure, control criteria – employee satisfaction, turnover and absenteeism rates, budgets, objective and subjective measures
2. Comparing – acceptable range of variation, derivations that exceed the range become significant and need the manager's attention
3. Taking managerial action – correct actual performance (immediate – corrective action corrects problems at once to get performance back on track, basic – corrective action looks at how and why performance deviated prior to taking corrective action); revise the standard – goal may have been too high or too low