

Unit 4: Management And Operations

Unit code: D/508/0488

Unit type: Core

Unit level: 4

Credit value: 15

Introduction

The aim of this unit is to help students understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits which support effective management and leadership. In addition, this unit will introduce the concept of operations as both a function and a process which all organisations must adopt to conduct business.

Students will be introduced to contemporary and historical theories and concepts which will support their learning for this unit. On successful completion of this unit students will have developed sufficient knowledge and understanding of how management and operations make a positive, efficient and effective contribution to an organisation at a junior level. This could be in the role of a team leader or managing a specific aspect of an operation function and/or process.

Underpinning all aspects of the content for this unit you will consider topics under two broad headings: management and operations.

LEARNING OUTCOMES

By the end of this unit a student will be able to:

- LO 1.** Differentiate between the role of a leader and the function of a manager.
- LO 2.** Apply the role of a leader and the function of a manager in given contexts.
- LO 3.** Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation.
- LO 4.** Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment.

UNIT 4. COURSE CONTENTS

MAY 9 ONCAMPUS	CLASS 1. ORGANISATIONAL STRUCTURE AND CULTURE:	<ul style="list-style-type: none"> Different types of organisational structures e.g. unitary, centralised, decentralised, divisional, matrix, process
MAY 16 ONLINE	CLASS 2. ORGANISATIONAL STRUCTURE AND CULTURE:	<ul style="list-style-type: none"> Determinants of culture, cultural change and ethical issues Organisational culture definition, types e.g. Handy's theory, Deal and Kennedy
MAY 23 ONCAMPUS	CLASS 3. Management vs leadership:	<ul style="list-style-type: none"> The definitions of a leader and a manager The role of the leader versus the role of the manager 'Hard' management skills and 'soft' leadership skills.
MAY 30 ONLINE	CLASS 4. Leadership Theories And Approaches	<ul style="list-style-type: none"> Theories of leadership traits, and leadership styles Transformational and Transactional Leadership. Action Centred Leadership.
JUNE 6 ONCAMPUS	CLASS 5. Leadership Theories And Approaches	<ul style="list-style-type: none"> Contingency approaches. How situations affect the role of a leader and function of a manager: Situational leadership, systems leadership, task or relationship-orientated approaches.
JUNE 13 ONLINE	CLASS 6. Management Functions	<ul style="list-style-type: none"> Contemporary and seminal theories of management. The functions of management related to different theories of management e.g. such as management by objectives, classical management, administrative (Fayol), scientific (Taylor), behavioral theory including chaos theory, and and contingency theory Management functions such as planning, organizing, controlling and directing.
JUNE 20 ONCAMPUS	CLASS 7. Motivational Management, Chaos Theory, Management By Objective	<ul style="list-style-type: none"> Motivational management e.g. Maslow, Hertzberg The application of chaos theory and Management By Objectives

ASSIGNMENTS/TASKS/ASSESSMENT CRITERIA

LO 1. Differentiate between the role of a leader and the function of a manager	P1 Define and compare the different roles and characteristics of a leader and a manager.
	M1 Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts.
LO2. Apply the role of a leader and the function of a manager in given contexts	P2 Examine examples of how the role of a leader and the function of a manager apply in different situational contexts.
	P3 Apply different theories and models of approach, including situational leadership, systems leadership, and contingency.
	M2 Assess the strengths and weaknesses of different approaches to situations within the work environment.
	D1 Critically analyse and evaluate the different theories and approaches to leadership in given contexts.

DIRECTED LEARNING FOR EXAM PREPARATION FOR LO1 & LO2

Examine these tasks specific to the Case Study or scenarios presented. To pass this unit you must demonstrate in-depth understanding of the case study context and the operations of management and leadership in organizational contexts:

<p>MAY 9 ONCAMPUS CLASS 1. ORGANISATIONAL STRUCTURE AND CULTURE</p>	<ul style="list-style-type: none"> ▪ What are the links/relationship between the different elements in McKinsey's 7'S framework for organizational effectiveness? ▪ What are the different types of organizational structure? Examine them for appropriateness e.g. purpose, strengths and weaknesses?
<p>MAY 16 ONLINE CLASS 2. ORGANISATIONAL STRUCTURE AND CULTURE</p>	<ul style="list-style-type: none"> ▪ What are the determinants of organizational culture? ▪ How can these cultural determinants influence organizational behavior and change management? ▪ What are the links/relationship between the organizational structure, organizational culture, and organizational behavior
<p>MAY 23 ONCAMPUS CLASS 3. Management vs leadership:</p>	<ul style="list-style-type: none"> ▪ What are the primary goals of business organisations? ▪ What are some of the major issues and challenges that business organisations face today? ▪ Who is a leader? Refer to seminal and contemporary definitions. ▪ What are the roles and functions of a leader in a business organisation? ▪ What are the roles and functions of a manager in a business organisations? ▪ What are the similarities in the roles and responsibilities of managers and leaders? ▪ What are the differences in the functions and roles of managers and leaders? ▪ How can organisations deploy the leadership and management roles for organizational success?
<p>MAY 30 ONLINE CLASS 4. Leadership Theories And Approaches</p>	<ul style="list-style-type: none"> • What are the traits that effective leaders should possess? • What are the different leadership styles according to Lewin and Goleman? How do they differ in approach to leading and managing people in the workplace? • What are the advantages and disadvantages of leadership styles applied to different situations? • Theories of leadership • What are the benefits and limitations of Transformational and Transactional Leadership in workforce motivation and development? • What is Action Centred Leadership? How can this approach be applied by managers and leaders in business organisations?
<p>JUNE 6 ONCAMPUS CLASS 5. Leadership Theories And Approaches</p>	<ul style="list-style-type: none"> • What are the divergent ways that managers and leaders can use leadership theories to achieve people development and positive results in different situations? • What are the differences and similarities in the contingency approach and situational approach to leadership? • Examine Fielder's Theory looking at pros and cons of the model in business situations. • How situations affect the role of a leader and function of a manager: Situational leadership, systems leadership, task, and relationship-orientated approaches.
<p>JUNE 13 ONLINE CLASS 6. Management Functions</p>	<ul style="list-style-type: none"> ▪ <i>What are the primary functions of managers in business organisations? Draw on specific theories of management e.g. classical management, administrative (Fayol), scientific (Taylor), behavioral and contingency theory</i>
<p>JUNE 20 ONCAMPUS CLASS 7. Motivational Management, Chaos Theory, Management By Objective</p>	<ul style="list-style-type: none"> • How can managers affect people and business change by applying the theories espoused by Maslow, and Herzberg? • What are the premise of chaos theory and Management By Objectives? How can each be applied to address specific business problems/situations?
<ul style="list-style-type: none"> • <i>Explain the similarities and differences in the role of managers and leaders in the business context.</i> • <i>Assess the strengths and weaknesses in the approaches used in the organizational situation presented</i> • <i>Recommend suitable leadership styles for the organizational context and justify the choice.</i> • <i>Recommend and Illustrate how management and leadership can operate effectively within the organizational for its sustainability.</i> • Highlight the importance and significance of reflective practice for career development? 	

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COVER SHEET FOR UNIT 4 LO1 MANAGEMENT AND OPERATIONS EXAMINATIONS

Date Of Assessment:

Name Of Student:

Student ID Number:

Start Time:

End Time:

LO1. ORGANISATION OF THE EXAMINATION PAPER					
ASSESSMENT CRITERIA		Assessment Methods		ACHIEVED	
				YES	NO
P1 Define and compare the different roles and characteristics of a leader and a manager.	Compulsory	Written OR Oral Examination	Scenario and specific tasks matched to P1 Assessment Criteria		
M1 Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts.	Optional Task For Merit Grade	Written OR Oral Examination	Scenario and specific tasks to M1 Assessment Criteria		

Requirements to pass the paper

To pass this paper you must be able to:

- 1) Define and compare the different roles and characteristics of a leader and a manager.
- 2) demonstrate understanding of the role of leadership and management in the organizational context.
- 3) You must apply the management and leadership roles and approaches effectively to explain, compare and analyze the scenarios as you are given in the task.

Special Instructions For The Delivery And Management Of The Examination

- In-class learners will be given supervised examination on-campus on the published date and time.
- Online and Distant Learners will do an oral examination by video conferencing on the published date and time.
- The papers completed (tasks 1-4) are allowed in the examination room. These are to staple and submitted with the test paper. The electronic copies of the team-work is to be uploaded.
- Students can enter the examination with a print-out of the case study and functional writing utensil.
- LO1 written exam is 3 hours. Students will have escorted bathroom break and only allowed one during the exam.
- Each 'P' assessment criteria will have given tasks. The tasks are designed to meet the assessment criteria. 'P' tasks are compulsory assignments. You must pass the 'P' tasks to pass the unit.
- There will be one question for each of the 'M' tasks. The 'M' tasks are optional for students seeking higher grade.
- The same number of hours is allotted for students completing the P only or the P, M and D tasks.

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COVER SHEET FOR UNIT 4 LO2 MANAGEMENT AND OPERATIONS EXAMINATIONS

Date Of Assessment:

Name Of Student:

Student ID Number:

Start Time:

End Time:

LO2. ORGANISATION OF THE EXAMINATION PAPER					
ASSESSMENT CRITERIA		Assessment Methods		ACHIEVED	
				YES	NO
P2 Examine examples of how the role of a leader and the function of a manager apply in different situational contexts.	Compulsory	Written OR Oral Examination	Scenario and specific tasks to P2 Assessment Criteria		
P3 Apply different theories and models of approach, including situational leadership, systems leadership and contingency.	Compulsory	Written OR Oral Examination	Scenario and specific tasks to P3 Assessment Criteria		
M2 Assess the strengths and weaknesses of different approaches to situations within the work environment.	Optional Task For Merit Grade	Written OR Oral Examination	Scenario and specific tasks to M2 Assessment Criteria		
D1 Critically analyse and evaluate the different theories and approaches to leadership in given contexts.	Optional Task For Distinction Grade	Written OR Oral Examination	Scenario and specific tasks to D1 Assessment Criteria		

Requirements to pass the paper

To pass this paper you must be able to:

- 4) Define and compare the different roles and characteristics of a leader and a manager.
- 5) demonstrate understanding of the role of leadership and management in the organizational context.
- 6) You must apply the management and leadership roles and approaches effectively to explain, compare and analyze the scenarios as you are given in the task.

Special Instructions For The Delivery And Management Of The Examination

- In-class learners will be given supervised examination on-campus on the published date and time.
- Online and Distant Learners will do an oral examination by video conferencing on the published date and time.
- The papers completed (tasks 1-4) are allowed in the examination room. These are to staple and submitted with the test paper. The electronic copies of the team-work is to be uploaded.
- Students can enter the examination with a print-out of the case study and functional writing utensil.
- LO2 written exam is 4 hours. Students will have one refreshment break and allowed only one escorted bathroom break.
- Each 'P' assessment criteria will have given tasks. The tasks are designed to meet the assessment criteria. 'P' tasks are compulsory assignments. You must pass the 'P' tasks to pass the unit.
- There will be one question for each of the 'M' tasks. The 'M' tasks are optional for students seeking higher grade.
- The same number of hours is allotted for students completing the P only or the P, M and D tasks.

GRADED TASKS FOR TEAMS WITH 3-4 MEMBERS

TASK 1.

INCLUDE CITATIONS. ALSO ADD THE SOURCE/S TO YOUR REFERENCE LIST

SEMINARY DEFINITIONS OF LEADERS (PROMINENT SCHOLARS AND PRACTITIONERS)		
E.g. Drucker, Bennis, Covey, Jack Walsh, Goleman, Bass and Riggio, George's, Hersey and Blanchard, Fielder, and Adair		
Name Of Prominent Leadership Scholar & Theory		
Definition of a leader		
Identifying qualities and characteristics of these leaders		
Name Of Prominent Leadership Scholar & Theory		
Definition of a leader		
Identifying qualities and characteristics of these leaders		
Name Of Prominent Leadership Scholar & Theory		
Definitions of a leader		
Identifying qualities and characteristics of these leaders		
Name Of Prominent Leadership Scholar & Theory		
Definitions of a leader		
Identifying qualities and characteristics of these leaders		

Add more cells as needed

TASK 2.

Conduct thorough research on the following principles and practices of management behavior.

Examine the behavior and actions of leaders based on leadership styles

- I) Lewin leadership styles
- II) Goleman's leadership styles

DIFFERENT LEADERSHIP STYLES		
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		

(Add as many cells as needed)

TASK 4.

Conduct thorough research on the following principles and practices of management behavior.

Focus your findings on: the **assumptions** made by the theorists and **drawbacks** found in the models, that is, the pros and cons or strengths and weaknesses.

A. Management Theories

- | | |
|-----------------------------------|--------------------------------|
| i) Management by objectives | vi) Situational Leadership |
| ii) Classical management theories | vii) Participative Leadership |
| iii) Behavioural theories | viii) Transactional Leadership |
| iv) Contingency theory | |

MANAGEMENT THEORIES	
INCLUDE CITATION AND ALSO ADD THE SOURCE/S TO YOUR REFERENCE LIST	
Name of theory	
Assumptions made by the theorists (functions)	
Strengths of the theory	
Criticism of the theory	
Name of theory	
Assumptions made by the theorists (functions)	
Strengths of the theory	
Criticism of the theory	

(Add more cells to include all the different theories outlined in the course content)

LINKS TO RESOURCES FOR THE ASSIGNMENT

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

<h2 style="text-align: center; margin: 0;">DIRECTED LEARNING FOR EXAM PREPARATION FOR LO1 & LO2</h2> <p style="font-size: small; margin: 5px 0 0 0;"><i>Examine these tasks specific to the Case Study or scenarios presented. To pass this unit you must demonstrate in-depth understanding of the case study context and the operations of management and leadership in organizational contexts:</i></p>	
<h3 style="margin: 0;">SEMINAL WORK OR ARTICLES FOR REFERENCES</h3>	
<p>MAY 9 ONCAMPUS CLASS 1. ORGANISATIONAL STRUCTURE AND CULTURE</p>	<ul style="list-style-type: none"> ▪ Types of Organizational Structure: https://creately.com/blog/diagrams/types-of-organizational-charts/ ▪ McKinsey 7S Model: https://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html ▪ Analyzing Organizational Structure based on McKinsey 7S Model: https://pdfs.semanticscholar.org/9fd1/4d415ed96b1dcafa9d84ddde97ecabe5dbda.pdf ▪ The Ithaca Beer Company: A Case Study of the Application of the McKinsey 7-S Framework: https://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1149&context=chrpubs
<p>MAY 16 ONLINE CLASS 2. ORGANISATIONAL STRUCTURE AND CULTURE</p>	<ul style="list-style-type: none"> ▪ The Leader’s Guide to Corporate Culture: https://hbr.org/2018/01/the-culture-factor ▪ Why Great Employees Leave “Great Cultures”: https://hbr.org/2018/05/why-great-employees-leave-great-cultures ▪ Changing Culture Starts With Changing Behavior: https://www.tlnt.com/changing-culture-starts-with-changing-behavior/ ▪ Corporate Culture An Important Part Of Change Management: https://www.torbenrick.eu/blog/change-management/culture-an-important-part-of-change-management/ ▪ Handy's Model of Organizational Culture: https://www.tutor2u.net/business/reference/models-of-organisational-culture-handy ▪ Deal and Kennedy's Cultural Model: https://www.mindtools.com/pages/article/newSTR_86.htm ▪ A Case Study In Transforming Company Culture: https://www.bizjournals.com/bizjournals/how-to/human-resources/2016/05/a-case-study-in-transforming-company-culture.html

<p>MAY 23 ONCAMPUS CLASS 3. Management vs Leadership:</p>	<ul style="list-style-type: none"> ▪ 5 Top Objectives of Highly Successful Businesses: https://www.hubgets.com/blog/5-top-objectives-successful-businesses/ ▪ The '8 Great' Challenges Every Business Faces: https://www.forbes.com/sites/cherylsnappconner/2013/03/04/the-8-great-challenges-every-business-faces-and-how-to-master-them-all/#45b839c33891 ▪ What is Leadership: https://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/#583e24275b90 ▪ Managers and Leaders: Are They Different?: https://hbr.org/2004/01/managers-and-leaders-are-they-different ▪ Manage or Lead? Do Both: https://www.forbes.com/sites/erikaandersen/2012/04/10/manage-or-lead-do-both/#531f793e6b2e ▪ Hard Skills vs. Soft Skills: What's the Difference?: https://www.thebalancecareers.com/hard-skills-vs-soft-skills-2063780 ▪ How Leaders Emerge During Challenging Times – 3 Case Studies: https://www.notredameonline.com/resources/leadership-and-management/how-leaders-emerge-during-challenging-times/
<p>MAY 30 ONLINE CLASS 4. Leadership Theories And Approaches</p>	<ul style="list-style-type: none"> • Core Leadership Theories: https://www.mindtools.com/pages/article/leadership-theories.htm • Understanding the Trait Theory of Leadership: https://www.verywellmind.com/what-is-the-trait-theory-of-leadership-2795322 • 6 Emotional Leadership Styles (Goleman): https://www.jeannereavesconsulting.com/6-emotional-leadership-styles-what-they-are-and-what-you-need-to-know/ • Lewin's Leadership Styles & Transformational and Transactional Leadership: https://www.verywellmind.com/leadership-styles-2795312 • Action Centered Leadership: https://www.bl.uk/people/john-adair • Case On The Role Of Transformational And Transactional Leadership On Job Satisfaction And Career Satisfaction: https://ageconsearch.umn.edu/record/95932/files/05_V1_PAKISTAN_BEH_Adnan%20Riaz_d.pdf
<p>JUNE 6 ONCAMPUS CLASS 5. Leadership Theories And Approaches</p>	<ul style="list-style-type: none"> • Contingency Theory of Leadership: https://oer.missouriwestern.edu/rsm424/chapter/contingency-theory-of-leadership/ • Fiedler's Contingency Theory of Leadership: https://expertprogrammanagement.com/2018/11/fiedler-contingency-theory/ • Situational Theory of Leadership: https://www.verywellmind.com/what-is-the-situational-theory-of-leadership-2795321 • Advising Jay: A Case Study Using a Situational Leadership Approach: https://www.nacadajournal.org/doi/pdf/10.12930/0271-9517-28.2.21

<p>JUNE 13 ONLINE CLASS 6. Management Functions</p>	<ul style="list-style-type: none"> • Classical Management Theory: https://www.businessstudynotes.com/hrm/principle-of-management/explain-classical-management-theory-in-detail/ • Leadership and The Contingency Theory: https://www.villanovau.com/resources/leadership/leadership-and-contingency-theory/ • Behavioral Theories of Leadership: http://www.technofunc.com/index.php/leadership-skills-2/leadership-theories/item/behavioral-theories-of-leadership • Five Functions of Management (Fayol): https://www.toolshero.com/management/five-functions-of-management/ • Case Study on Adidas: https://www.ukessays.com/essays/management/case-study-of-adidas-management-essay.php
<p>JUNE 20 ONCAMPUS CLASS 7. Motivational Management, Chaos Theory, Management By Objective</p>	<ul style="list-style-type: none"> • Maslow's Hierarchy of Needs: https://www.verywellmind.com/what-is-maslows-hierarchy-of-needs-4136760 • Herzberg Two-Factor Theory: https://www.toolshero.com/psychology/theories-of-motivation/two-factor-theory-herzberg/ • Chaos Theory: https://www.toolshero.com/strategy/chaos-theory/ • Applying chaos theory in a project based organization: https://www.pmi.org/learning/library/applying-chaos-theory-project-based-organization-6849 • Management By Objectives (MBO): https://www.toolshero.com/management/management-by-objectives-drucker/ • A Mini Case Study on Motivation: https://leaderchat.org/2013/03/04/a-mini-case-study-on-motivation/