



PROGRAM SUPPORT NOTES

Management Roles

Planning, Organising, Leading, Controlling

Program Support Notes by:

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For Teachers

Introduction

Success in business does not just happen – it is not a matter of luck and success is certainly not guaranteed. The role of managers is imperative for a business to be successful.

For a business to successfully achieve its objectives managers need to pay careful attention to performing each of the key management roles of planning, organising, leading and controlling. This program provides a brief overview the five management functional areas of large-scale organisations, and then examines the four key management roles – planning, organising, leading and controlling – that are carried out in each of these areas.

Timeline

00:00:00	Management roles: Overview
00:03:22	Management roles: Planning
00:08:35	Management roles: Organising
00:11:55	Management roles: Leading
00:15:15	Management roles: Controlling
00:19:26	Credits
00:20:17	End program

Related Titles

Critical Issues in Business Success and Failure
Employment Relations and Conflict Resolution
Playing Your Part 1 – Diversity in the Workplace
Playing Your Part 2 – Workplace Relationships
Starting an Online Business – Small Business Management Series

Recommended Resources

- www.businessballs.com/
- www.bhpbilliton.com
- www.coca-cola.com.au

Student Worksheet

Initiate Prior Learning

1. Describe the activities undertaken in each of the following management functional areas.

a) Finance

b) Human Resources

c) Operations

d) Marketing

e) Research and Development

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2. Allocate the following tasks to the appropriate key management role by writing the tasks in the following table.

- | | |
|---------------------------------|-----------------------------------|
| motivating staff | comparing output against targets |
| measuring financial performance | monitoring production levels |
| ordering materials | formulating vision statement |
| allocating staff to tasks | inspiring workers to meet targets |
| devising strategies | establishing objectives |
| modelling expected behaviour | allocating resources for tasks |

Planning	
Organising	
Leading	
Controlling	

Active Viewing Guide

Management roles: Overview

1. What does the acronym POLC stand for?

2. List the five key management functional areas.

3. The marketing function focuses on the four 'P's? What are the four 'P's'?

4. Human resources now views people as 'assets' rather than 'instruments for getting work done'.
Explain what you understand by this statement.

Management roles: Planning

5. a) Identify the three levels of planning.

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b) What is the time-frame for each level of planning?

6. List the five steps of the planning process.

7. Explain what is meant by a SWOT analysis.

8. Explain why strengths and weakness tend to come from the internal environment whereas opportunities and threats tend to come from the external environment.

Management roles: Organising

9. Define the key management role of 'organising'.

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10. Why is it important for a manager to know what resources are available first, before they decide how to allocate these resources?

Management roles: Leading

11. What are the tools a transactional leader uses to motivate employees?

12. Contrast the style of a 'transactional' leader with a 'transformational' leader.

13. There is an old saying that refers to the 'carrot-and-stick' approach to management. Discuss what type of leader would use this approach.

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14. Circle the 'interpersonal' qualities in the following list.

- | | | | |
|-----------|------------------------|----------|----------|
| inspiring | threatening | focused | humility |
| vision | trusting relationships | humorous | |

15. Circle the 'informational' qualities in the following list.

- | | |
|------------------------------------|----------------------------------|
| ability to lead | ability to gather information |
| ability to understand information | ability to read |
| ability to communicate information | ability to summarise information |

Management role - Controlling

16. What is the 'control process'?

17. Explain how the 'control process' assists the management role of controlling.

Management Roles

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Extension Activities

1. Conduct a class debate: 'That **planning** is the most important management role to an organisation's success'.
2. Complete the following table by identifying two tasks for each management role – planning, organising, leading, controlling – for operations management and human resources management.

Role	Operations Management	Human Resources Management
Planning		
Organising		
Leading		
Controlling		

Suggested Student Responses

Initiate Prior Learning

1. Describe the activities undertaken in each of the following management functional areas.
 - a) Finance
Answers will vary but may include measuring profit, loans, interest rates, creditors, debtors.
 - b) Human Resources
Answers will vary but may include the management of people, recruitment, induction, staff appraisal, retrenchment, redundancy.
 - c) Operations
Answers will vary but may include the day-to-day activities of an organisation in terms of transforming inputs into outputs, good or services.
 - d) Marketing
Answers will vary but may include promotion of the organisation and its products, the 4 'P's (product, price, place and promotion).
 - e) Research and Development
Answers will vary but may include innovation and invention

2. Allocate the following tasks to the appropriate key management role by writing the tasks in the following table.

motivating staff	comparing output against targets
measuring financial performance	monitoring production levels
ordering materials	formulating vision statement
allocating staff to tasks	inspiring workers to meet targets
devising strategies	establishing objectives
modelling expected behaviour	allocating resources for tasks

Planning	devising strategies establishing objectives formulating vision statement
Organising	allocating staff to tasks ordering materials allocating resources for tasks
Leading	motivating staff inspiring workers to meet targets modelling expected behaviour
Controlling	monitoring production levels comparing output against targets measuring financial performance

Active Viewing Guide

Management roles: Overview

1. What does the acronym POLC stand for?
Planning, Organising, Leading, Controlling.
2. List the five key management functional areas.
Operations, Marketing, Finance, Human Resources, and Research and Development.
3. The marketing function focuses on the four 'P's? What are the four 'P's'?
Product, price, promotion, place.
4. Human resources now views people as 'assets' rather than 'instruments for getting work done'. Explain what you understand by this statement.
Answers will vary but may include human resource managers working to achieve employee enrichment, fulfilment and motivation.

Management roles: Planning

5. a) Identify the three levels of planning.
Short, medium, long term.
b) What is the time-frame for each level of planning?
Short-term planning – daily to six months; medium-term planning – 1 to 2 years; long-term planning 3 to 5 years.
6. List the five steps of the planning process.
Setting objectives, analysing the environment, developing alternatives, implementing the plan, reviewing results.
7. Explain what is meant by a SWOT analysis.
Answers will vary but need to mention that it is an assessment of the current strengths and weaknesses of an organisation, and the opportunities and threats that exist or may happen in the future.
8. Explain why strengths and weakness tend to come from the internal environment whereas opportunities and threats tend to come from the external environment.
Answers will vary but may refer to organisations having more control over their internal environment and less control over their external environment.

Management roles: Organising

9. Define the key management role of 'organising'.
Organising is the process of arranging resources and tasks to achieve objectives.
10. Why is it important for a manager to know what resources are available first, before they decide how to allocate these resources?
Managers need to know what resources they have before allocating them so that they put the right people, the right resources in the right place to achieve their objectives.

Management Roles

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Management roles: Leading

11. What are the tools a transactional leader uses to motivate employees?
Rewards, recognition, promotion, pay rises.
12. Contrast the style of a 'transactional' leader with a 'transformational' leader.
Answers will vary but may refer to a transformational leader bringing people together and using vision to inspire motivation as opposed to using the tangible rewards of a transactional leader.
13. There is an old saying that refers to the 'carrot-and-stick' approach to management. Discuss what type of leader would use this approach.
Answers will vary, but needs to refer to the transactional leader using rewards, or removing rewards to motivate employees.
14. Circle the 'interpersonal' qualities in the following list.

inspiring	threatening	focused	humility
vision	trusting relationships	humorous	

15. Circle the 'informational' qualities in the following list.

ability to lead	ability to gather information
ability to understand information	ability to read
ability to communicate information	ability to summarise information

Management role - Controlling

16. What is the 'control process'?
The control process: establishing performance standards, measuring performance, identifying and investigating deviations in performance, making changes to meet objectives.
17. Explain how the 'control process' assists the management role of controlling.
Answers will vary but may include reference to the manager needing to compare the intended objectives to the actual results.

Extension Activities

1. Conduct a class debate: 'That **planning** is the most important management role to an organisation's success'.
Answers will vary.
2. Complete the following table by identifying two tasks for each management role – planning, organising, leading, controlling – for operations management and human resources management.
Answers will vary but may include:

Role	Operations Management	Human Resources Management
Planning	<ul style="list-style-type: none"> • Development of production plans such as the Master Production Schedule (MPS) • Introduce a new system of quality control 	<ul style="list-style-type: none"> • Plan the implementation of performance management systems • Plan the future human resources needs relative to strategic business objectives
Organising	<ul style="list-style-type: none"> • Developing staff rosters and allocating staff to specific tasks • Organising a material management strategy such as Just in Time delivery (JIT) 	<ul style="list-style-type: none"> • Coordinating human resources such as staff to conduct selection interviews • Allocating financial resources to fund retrenchment packages
Leading	<ul style="list-style-type: none"> • Investigating and implementing new technologies • Inspiring employees to adopt the new technology purchased to increase productivity 	<ul style="list-style-type: none"> • Developing a new corporate culture • Establishing a change to the dress code
Controlling	<ul style="list-style-type: none"> • Establishing a monitoring system for stock control • Comparing the level of waste to previous years 	<ul style="list-style-type: none"> • Establishing a system to monitor employees' sick leave and long-service leave • Monitoring the matching of employee performance reviews with training and development