Unit 4: Managing and leading people

Use the faces to check and date your understanding of each section.

Section	Content	☹	😐	🙂
AO1 Investigate the roles of managers and leaders in a changing environment	Roles • planning • organising • monitoring and evaluating • reporting			
	Management decision making process and approaches to problem solving (eg FOCUS and business canvas model)			
	• creating an inspiring business vision • motivating and inspiring people to believe in the vision • managing the delivery of the vision • building effective teams to implement the vision • adapting the business vision due to events arising from risk and uncertainty			
	• transformational v transactional • people focus v operational focus • risk seeking v risk minimising			
	types of change: • internal, external • incremental, disruptive force field analysis, to include external environment forces: • economic • social and ethical • technological • legal and political roles of managers and leaders in a changing environment			

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AO2 Investigate the factors affecting the performance of employees within organisations	organisational structure: • tall, flat • centralised, decentralised • matrix, hierarchical impact on organisational performance: • where decisions are made • communication within the organisation			
	Johnson and Scholes cultural web theories of motivation: • content eg Herzberg and Maslow • process eg Locke and Vroom factors: • financial • non-financial, including organisational culture			

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	composition of teams eg cross-functional			
	factors affecting the performance of teams: • business vision • organisational culture • skills • personality types • team member goals and motivation • availability of required resources			

Section	Content	🙁	😐	🙂
AO3 Assess the ability of managers to lead and empower employees	Tannenbaum and Schmidt leadership continuum different motivational needs of employees due to variations in their: • characteristics • circumstances • job roles • employment contracts how the leadership styles used by managers depend on the motivational needs of employees ability of managers to lead, considering the culture of the organisation and their: • position power • legitimate power (coercive and reward)			

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	• personal power (expert and referent)			
	meaning of empowerment in terms of sharing information, rewards and power with employees benefits of empowerment in motivating employees problems of empowerment: • management control • devolution of power • willingness of employees to accept responsibility circumstances in which empowerment should be used			

Section	Content	:(	:|	:)
AO4 Assess the use of leadership and empowerment to implement organisational change	organisational change: • cultural • strategic • structural • procedural factors resisting: • self-interest • misunderstanding and lack of trust • low tolerance for change • different assessment of the need for change			

	use of ADKAR, considering employees need to: • be aware of the need for change • have the desire to participate and support the change • know how to change • have the ability to use required skills and behaviours • receive reinforcement to sustain change impact of financial and operational constraints on the ability to implement organisational change using leadership and empowerment to implement organisational change			