

## 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 <ul style="list-style-type: none"> <li>• planning</li> <li>• organising</li> <li>• monitoring and evaluating</li> <li>• reporting</li> </ul>			
	Management decision making process and approaches to problem solving (eg FOCUS and business canvas model)			
	<ul style="list-style-type: none"> <li>• creating an inspiring business vision</li> <li>• motivating and inspiring people to believe in the vision</li> <li>• managing the delivery of the vision</li> <li>• building effective teams to implement the vision</li> <li>• adapting the business vision due to events arising from risk and uncertainty</li> </ul>			
	<ul style="list-style-type: none"> <li>• transformational v transactional</li> <li>• people focus v operational focus</li> <li>• risk seeking v risk minimising</li> </ul>			
	types of change: <ul style="list-style-type: none"> <li>• internal, external</li> <li>• incremental, disruptive</li> </ul> force field analysis, to include external environment forces: <ul style="list-style-type: none"> <li>• economic</li> <li>• social and ethical</li> <li>• technological</li> <li>• legal and political</li> </ul> roles of managers and leaders in a changing environment			


Section	Content			
AO2 Investigate the factors affecting the performance of employees within organisations	organisational structure: <ul style="list-style-type: none"> <li>• tall, flat</li> <li>• centralised, decentralised</li> <li>• matrix, hierarchical</li> </ul> impact on organisational performance: <ul style="list-style-type: none"> <li>• where decisions are made</li> <li>• communication within the organisation</li> </ul>			
	Johnson and Scholes cultural web theories of motivation: <ul style="list-style-type: none"> <li>• content eg Herzberg and Maslow</li> <li>• process eg Locke and Vroom</li> </ul> factors: <ul style="list-style-type: none"> <li>• financial</li> <li>• non-financial, including organisational culture</li> </ul>			

	<p>composition of teams eg cross-functional</p> <p>factors affecting the performance of teams:</p> <ul style="list-style-type: none"> <li>• business vision</li> <li>• organisational culture</li> <li>• skills</li> <li>• personality types</li> <li>• team member goals and motivation</li> <li>• availability of required resources</li> </ul>			

Section	Content			
AO3 Assess the ability of managers to lead and empower employees	<p>Tannenbaum and Schmidt leadership continuum</p> <p>different motivational needs of employees due to variations in their:</p> <ul style="list-style-type: none"> <li>• characteristics</li> <li>• circumstances</li> <li>• job roles</li> <li>• employment contracts</li> </ul> <p>how the leadership styles used by managers depend on the motivational needs of employees</p> <p>ability of managers to lead, considering the culture of the organisation and their:</p> <ul style="list-style-type: none"> <li>• position power</li> <li>• legitimate power (coercive and reward)</li> </ul>			

	<ul style="list-style-type: none"> <li>personal power (expert and referent)</li> </ul>			
	<p>meaning of empowerment in terms of sharing information, rewards and power with employees</p> <p>benefits of empowerment in motivating employees</p> <p>problems of empowerment:</p> <ul style="list-style-type: none"> <li>management control</li> <li>devolution of power</li> <li>willingness of employees to accept responsibility</li> </ul> <p>circumstances in which empowerment should be used</p>			

Section	Content			
AO4 Assess the use of leadership and empowerment to implement organisational change	<p>organisational change:</p> <ul style="list-style-type: none"> <li>cultural</li> <li>strategic</li> <li>structural</li> <li>procedural</li> </ul> <p>factors resisting:</p> <ul style="list-style-type: none"> <li>self-interest</li> <li>misunderstanding and lack of trust</li> <li>low tolerance for change</li> <li>different assessment of the need for change</li> </ul>			

	<p>use of ADKAR, considering employees need to:</p> <ul style="list-style-type: none"><li>• be aware of the need for change</li><li>• have the desire to participate and support the change</li><li>• know how to change</li><li>• have the ability to use required skills and behaviours</li><li>• receive reinforcement to sustain change</li></ul> <p>impact of financial and operational constraints on the ability to implement organisational change</p> <p>using leadership and empowerment to implement organisational change</p>			
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