

Name: Manveer_____

Unit 6 Easter revision workbook- Principles of management

Your task is to complete the required reading before filling in the following tasks. This will prepare you for the controlled assessment and will save precious class time, enabling you to have as much practice of the controlled assessment as possible.

Learning Aim A- The definitions and functions of management

MANAGER Definition	Managers are the people who show leadership byr having control of all the colleagues. They can set instructions for their colleagues to follow.
LEADER Definition	The definition of being a leader is that the leaders of any business have a responsibility of showing command within their workspace.

MANAGEMENT AND LEADERSHIP STYLES	YOUR NOTES/ EXPLANATION/ DEFINITIONS SHOULD BE FILLED IN BELOW
Management by Objectives	Managers set and pass on objectives that have been set to make the business to reach its aims.
Situational and Contingency	SITUATIONAL LEADERSHIP CONTINGENCY LEADERSHIP
Functional and Action Centred	FUNCTIONAL MANAGEMENT ACTION-CENTRED LEADERSHIP
Transformational and Transactional	TRANSFORMATIONAL STYLE TRANSACTIONAL STYLE
Leadership Continuum	Leadership continuum is a concept originally defined by Tannenbaum and Schmi in 1958 and updated in 1973. This theory suggests...

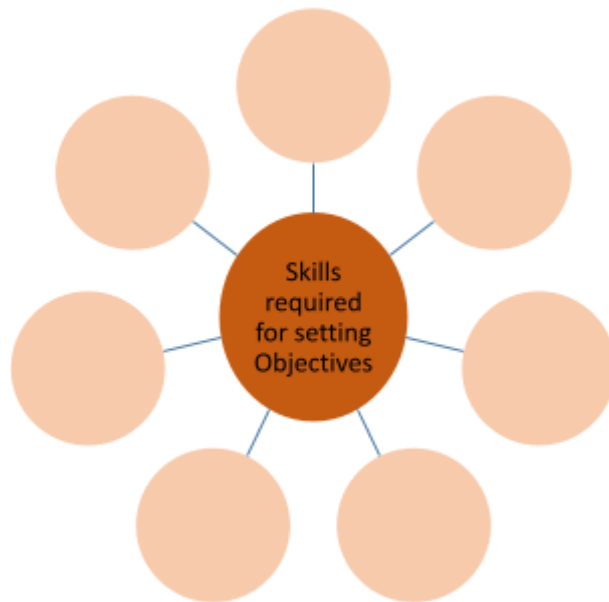
The six functions of management are:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Explain in your own words why a business mission, values and ethos is important:

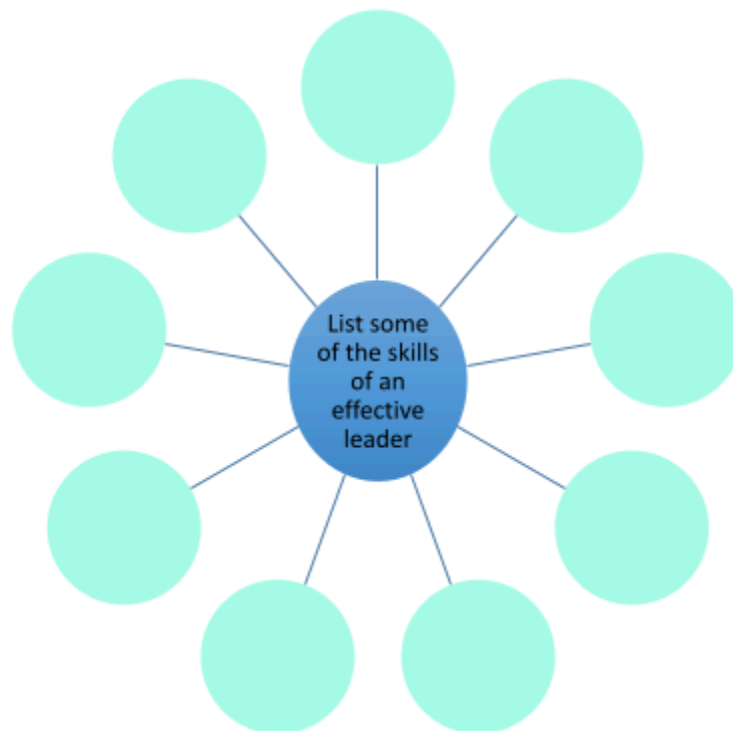
Learning Aim B- Management and leadership styles and skills

MANAGEMENT AND LEADERSHIP STYLES	EXPLANATION	EXAMPLES
AUTOCRATIC		
DEMOCRATIC		
PATERNALISTIC		
LAISSEZ-FAIRE		
TRANSACTIONAL		
TRANSFORMATIONAL		
CHARISMATIC		



Objectives should always be:
(fill in blanks)

S
M
A
R
T



Parker-Jones is a medium-sized manufacturer of high-end jewellery. A 95 year old family business, it has operated in the same way since inception, with the owner controlling all business matters. MD Miles Parker-Jones, the current owner, is very fixed in his ways and is resistant to change within the company. The highly skilled workforce know there are quicker ways of carrying out some of the processes but find that their ideas are ignored. There are rumblings of dissatisfaction among employees, including the admin staff and their single sales executive. Miles' son George has decided to seek advice about better ways of managing the workforce.

- Identify the type of leadership style discussed

- Recommend changes to the leadership style which would benefit Parker- Jones

HR FUNCTIONS

Human resource planning is the process of ensuring that the right numbers of people with the right skills are employed at the right place at the right time.

There are several factors associated with the planning for human resourcing, including nature of work and characteristics required to perform work roles:

Characteristics	Explanation
Core vs Peripheral workers	
Full time vs Part time	
Sub-contracting	
Zero-contract hours	
Temporary Staff	
Agency staff	

Labour Turnover:

This is the measure of ...

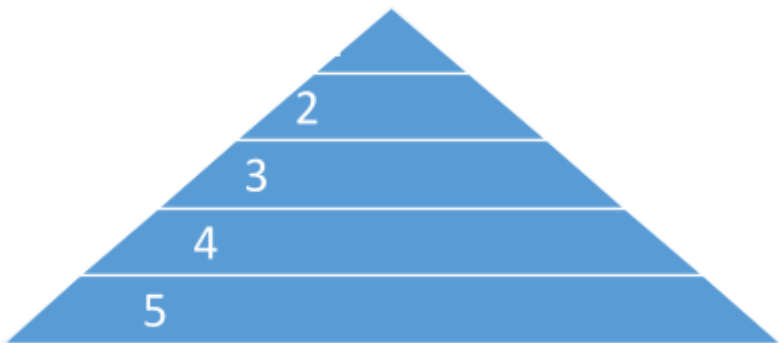
What does the data show from 2012-15?

	2014-15	2013-14	2012-13
Turnover (£)	1,805,002	2,532,884	2,751,233
Number of employees	7	8	9
Sickness days per year (#)	198	82	40
Repeat business (# of clients)	78	94	115

Briefly explain the impact of globalisation on HR planning:

Learning Aim D- Factors influencing management, motivation and performance of the workforce

Maslow’s hierachy of needs:



Explain the difference between hygiene and motivational factors according to Herzberg:

What did Taylor mean by 'optimising the workforce' and what is 'piece work'?

What were the findings of the Hawthorn experiment? _____

Financial motivators	Non-financial motivators

List as many factors as you can which would **demotivate** workers:

	ADVANTAGES	DISADVANTAGES
INTERNAL TRAINING - this takes place at the business's premises. It may be delivered by a member of staff or the business may pay an expert trainer to come to its premises. (can be off the job or on the job)		
EXTERNAL TRAINING - this takes place off site. Staff may attend a commercial or private training centre or college.		

	ADVANTAGES	DISADVANTAGES
On the job training – training on the job is where situation		

Learning Aim F- Quality management

1. Define quality management:
2. Explain the difference between quality assurance and quality control
3. Explain what lean manufacturing means
4. Explain what six sigma is

Explain the benefits of quality management:

Rate your confidence on each section out of 10 next to the title below:

Essential content

A	The definitions and functions of management
B	Management and leadership styles and skills
C	Managing human resources
D	Factors influencing management, motivation and performance of the workforce
E	Impact of change
F	Quality management

If you are stuck over the holiday please ask for help as the booklet must be finished with all tasks attempted.
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