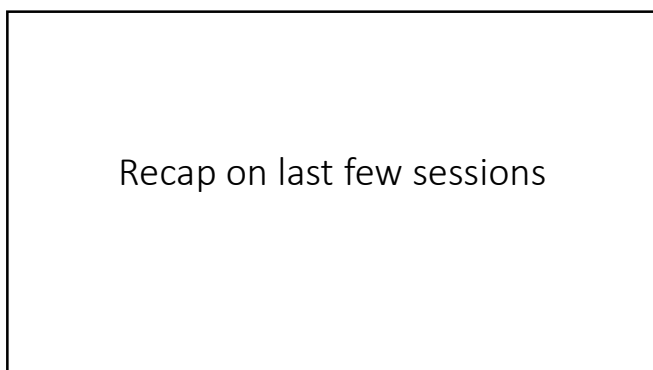




1



2



3

The three components of sustainability

Triple bottom line

- Coined by John Elkington
- Bottom line thinking suggests sustainability as a goal

Three dimensions:

- Environmental perspectives
- Economic perspectives
- Social perspectives

4

Situational Leadership

5

Situational Leadership

- Situational leadership is a leadership style in which a leader adapts their style of leading to suit the current work environment and/or needs of a team.
- This style of leadership is not dependent on the skills of a leader; rather it is based on a leader's ability to adjust to the requirements of a team or organization in order to be a better and more effective leader.

6



Management

7

Management	Leadership
1. Implementing tactical actions 2. Detailed budgeting 3. Measuring and reporting performance 4. Applying rules and policies 5. Implementing disciplinary rules 6. Organising people and tasks within structures 7. Recruiting people for jobs 8. Checking and managing ethics and morals 9. Developing people 10. Problem-solving 11. Planning 12. Improving productivity and efficiency 13. Motivating and encouraging others 14. Delegating and training	1. Creating new visions and aims 2. Establishing organisational financial targets 3. Deciding what needs measuring and reporting 4. Making new rules and policies 5. Making disciplinary rules 6. Deciding structures, hierarchies and workgroups 7. Creating new job roles 8. Establishing ethical and moral positions 9. Developing the organisation 10. Problem-anticipation 11. Visualising 12. Conceiving new opportunities 13. Inspiring and empowering others 14. Planning and organising succession 15. All management responsibilities, including all listed left, (which mostly and typically are delegated to others) ideally aid motivation and people-development

8



Definition of Management

What is Management? |

Video: 2:38 |

9

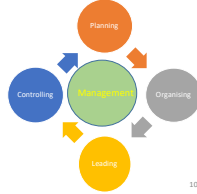
What Is Management?

• Management

- The process of achieving **company goals** effectively and efficiently by engaging in the four major functions of **planning, organising, leading, and controlling** of company's resources.

Resources include:

- Human resources e.g. employees
- Financial resources e.g. bank loan or investment from shareholders
- Physical resources e.g. machinery, inventory
- Information resources e.g. knowledge



10

10

Four Functions of Management



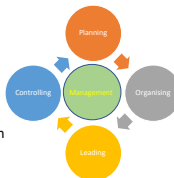
Figure 1.2

1-11

11

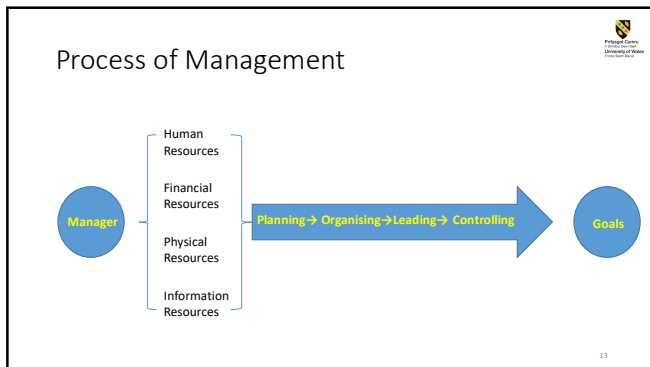
Four Key Management Functions

- **Planning**
 - The process of setting goals, and determining the appropriate action to achieve the goals of the company.
- **Organising**
 - The process of allocating and arranging both human and other resources through a formal structure of tasks and authority so that plans can be carried out successfully.
- **Leading**
 - The process of guiding and motivating employees to accomplish company's goals.
- **Controlling**
 - The process of regulating company's activities so that actual performance conforms to the goals and standards set at the planning stage.

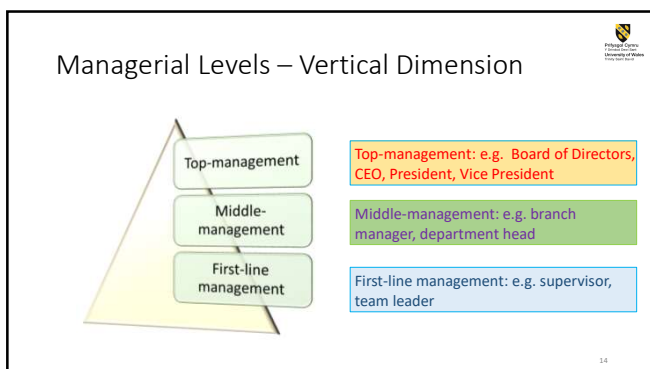


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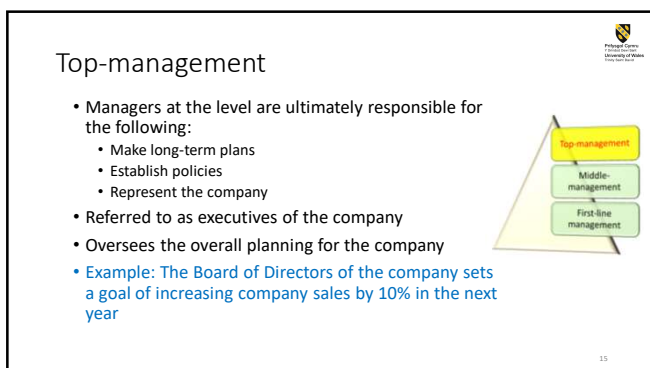
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13



14



15

Middle-management

- Managers at middle-level are responsible for the following:
 - Develop detailed plans and procedures to implement goals
 - Make decisions
 - Direct first-level managers
- Example: Sales managers develop a new advertising campaign for one of the company's products in order to achieve 10% sales growth in next year.

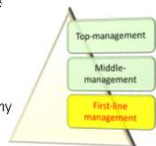


16

16

First-line management

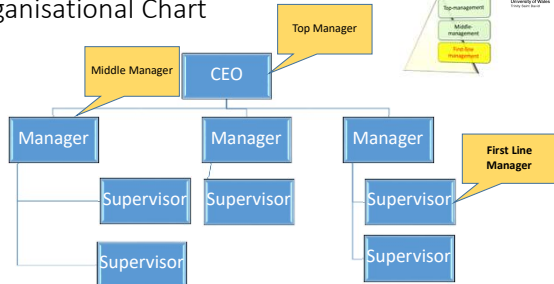
- First-line management is directly responsible for the following:
 - Implement plans
 - Assist middle-level managers
 - Oversee workers
 - Oversee the day-to-day operations to ensure the company is smoothly run
- Example: a store manager is responsible for making sure that there are sufficient inventories available for sale.



17

17

Organisational Chart



18

18

Activity 1 – Matching – 20 min- Breakout Rooms

- In what way do you think different managerial levels help an online game development company operate?



19

19

Activity 1 – Matching



Top Level
Management •

Middle Level
Management •

First-line
Management •

1. Directly responsible for assigning non-managerial employees to specific jobs.
2. Focus on specific operations, products, or customer groups within an company.
3. Responsible for developing detailed promotion plans and procedures to implement the firm's strategic plans e.g. enter into a new market.
4. Making decisions such as whether or not to enter new market of another age group.
5. Devote most of their time to developing long-range plans for their company.
6. Working with the employees who produce and sell the firm's goods and services such as visit each large customer once each month to maintain a good relationship and introduce new product.

20

20

Activity

20 min to complete this activity

Finishing in...

20:00

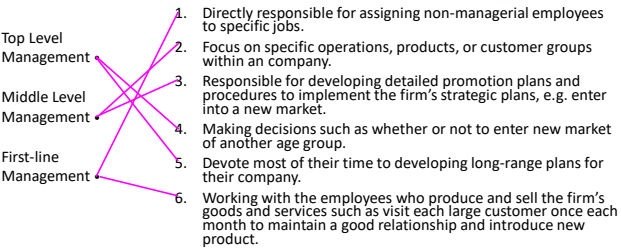
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21

Activity 1 – Solution



1. Directly responsible for assigning non-managerial employees to specific jobs.
2. Focus on specific operations, products, or customer groups within an company.
3. Responsible for developing detailed promotion plans and procedures to implement the firm's strategic plans, e.g. enter into a new market.
4. Making decisions such as whether or not to enter new market of another age group.
5. Devote most of their time to developing long-range plans for their company.
6. Working with the employees who produce and sell the firm's goods and services such as visit each large customer once each month to maintain a good relationship and introduce new product.

22

22

Activity 2 – 10 min

- Identify the three managerial levels in an organisation of your choice



23

23

Activity

Finishing in...

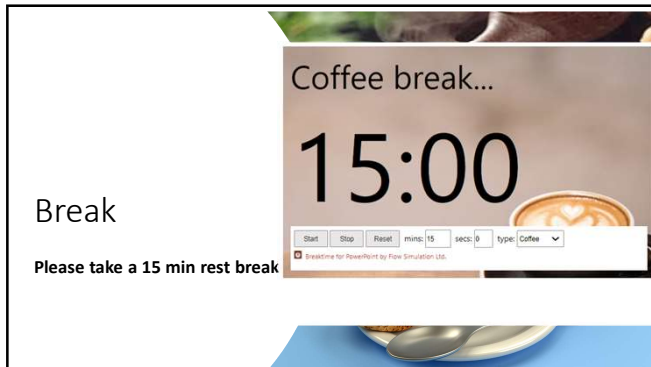
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24

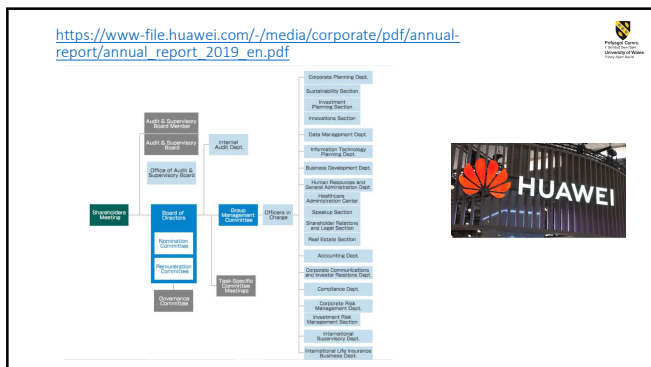
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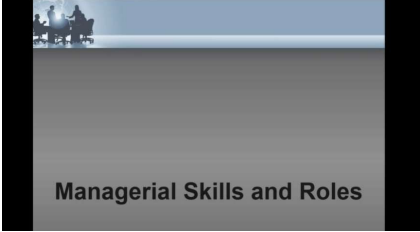


26



27

<https://www.youtube.com/watch?v=JoZ1m617e50>
 5:44 min



Managerial Skills and Roles



28

28

Roles of Management

There are three general types of roles of management:





Decisional



Informational



Interpersonal



29

29

Decisional Role of Management

- Managers should be able to make decisions such as deciding which new projects to invest, handle unexpected event or crisis and assign resources between divisions of the company.
- Example:
 - The Board of Directors considers whether to invest £3 million in research and development of a new online game for young adults.
 - How will the management of an online game development company do when they are facing a lawsuit from their competitor regarding the infringement of patent of a well known game?





30

30

Informational Role of Management

- Managers are required to receive and transmit both internal and external information for analysis and decision-making.
- Example:
 - The CEO of the online game developing company announces the financial performance and future development of the company in its annual general meeting.
 - The Finance Manager reviews the financial report for announcement and explains it to the CEO.
 - The Accounting Supervisor supervises the accounting staff to prepare the financial report for Finance Manager's review.



31

Interpersonal Role of Management

- Manager's task is to co-ordinate different people of the company. i.e. to build relationships with subordinates and outsiders.
- Examples
 - Manager provides guidance to subordinates and resolves disputes or grievances.
 - Manager also represents the company to interact with suppliers, customers and investors.



32

Activity 3 – Class Discussion

- Identify the managerial role performed in each of the following activities.
 - Training
 - Budgeting
 - Hold meetings
 - Organising resources to develop new product
 - Hold press conference
 - Performing activities that involve outsiders



33

Activity

10 min to complete this activity

Finishing in...

10:00

Start

Stop

Reset

mins: 10

secs: 0

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34

Activity 3 – Solution

Role	Activities
Decisional	Budgeting Organising resources to develop new product
Informational	Hold meetings Hold press conference
interpersonal	Training Performing activities that involve outsiders

35

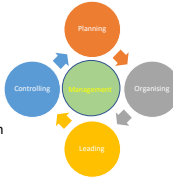
Management Functions

Planning

36

Four Key Management Functions

- **Planning**
 - The process of setting goals, and determining the appropriate action to achieve the goals of the company.
- **Organising**
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- **Leading**
 - The process of guiding and motivating employees to accomplish company's goals.
- **Controlling**
 - The process of regulating company's activities so that actual performance conforms to the goals and standards set at the planning stage.



2

37

Reasons for Planning

- To coordinate human resource
- To reduce uncertainty in operation
- To reduce overlapping and wasteful activities



3

38

Planning

- Planning involves setting goals of the company and establishing a plan or strategy to achieve these goals.



4

39

Planning process

- Once managers understand the goals of the company, they can take steps to implement the planning process in their company.
- Implementation of planning process is important because if the planning cannot be transformed into action, it will not be able to generate benefits to the company.



10

40

Planning process



11

41

你好

Week 7
Day 2
Leadership



42

Roles of Management

There are three general types of roles of management:



Decisional



Informational



Interpersonal

43

43

Decisional Role of Management

- Managers should be able to make decisions such as deciding which new projects to invest, handle unexpected event or crisis and assign resources between divisions of the company.

• Example:

- The Board of Directors considers whether to invest £3 million in research and development of a new online game for young adults.
- How will the management of an online game development company do when they are facing a lawsuit from their competitor regarding the infringement of patent of a well known game?



44

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• Example:

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45

45

Interpersonal Role of Management

- Manager's task is to co-ordinate different people of the company. i.e. to build relationships with subordinates and outsiders.

Examples

- Manager provides guidance to subordinates and resolves disputes or grievances.
- Manager also represents the company to interact with suppliers, customers and investors.



46

46

Activity 3 – Class Discussion

- Identify the managerial role performed in each of the following activities.

1. Training
2. Budgeting
3. Hold meetings
4. Organising resources to develop new product
5. Hold press conference
6. Performing activities that involve outsiders



47

47

Activity 3 – Breakout Rooms

Identify the managerial role performed in each of the following activities.

- | | |
|-------------------------------------|---|
| A. Decisional Role of Management | 1. Training |
| B. Informational Role of Management | 2. Budgeting |
| C. Interpersonal Role of Management | 3. Hold meetings |
| | 4. Organising resources to develop new product |
| | 5. Hold press conference |
| | 6. Performing activities that involve outsiders |

48

48

Activity

10 min to complete this activity

Finishing in...

15:00

Start

Stop

Reset

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type: Finishing

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49

Activity 3 – Solution

Identify the managerial role performed in each of the following activities.

A. Decisional Role of Management

B. Informational Role of Management

C. Interpersonal Role of Management

1. Training

2. Budgeting

3. Hold meetings

4. Organising resources to develop new product

5. Hold press conference

6. Performing activities that involve outsiders

50

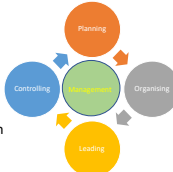
Management Functions

Organising

51

Four Key Management Functions

- **Planning**
 - The process of setting goals, and determining the appropriate action to achieve the goals of the company.
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- **Leading**
 - The process of guiding and motivating employees to accomplish company's goals.
- **Controlling**
 - The process of regulating company's activities so that actual performance conforms to the goals and standards set at the planning stage.



2

52

Organising

- Organising is the process of allocating and arranging the resources of the company such as employee, facilities and equipment, finance, to achieve the goals of the company.



3

53

Organising Steps



1. Determine the specific activities needed to implement
2. Group these activities into a logical sequence
3. Assign work to specific employees and provide resources required
4. Coordinate the work of different groups and employees
5. Evaluate the results or organising process and make appropriate adjustment

4

54

Organising Steps

- A restaurant wants to improve the service for its customers. How should the restaurant manager organise the staff to achieve this goal?



Organising Steps



5

55

Organising Steps



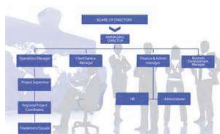
- | | | | | |
|--|---|---|---|---|
| Step 1
• Restaurant manager should determine the specific area that the restaurant requires to improve e.g. to reduce the waiting time of customers. | Step 2
• To designate the jobs to be done within the restaurant such as defining that serving customers includes taking orders, clearing tables and cooking food. | Step 3
• To assign work to specific employees and provide resources required: To determine who will take orders, who will clear the tables, who will cook the food. | Step 4
• To coordinate the work of different groups and employees: To determine the details of the relationship between the individual employees. i.e. how they work with each other. | Step 5
• To evaluate the results of implemented organising strategy by gathering the feedback from customers and see if the restaurant has attained its goals. If not, corrective action should be taken. |
|--|---|---|---|---|

6

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Organisational Structure

- Good management should be able to design an organisational structure to ensure employees can carry out the work assigned to them effectively.
- The use of an organisation chart can also help to visualise the relationships between levels of the organisational structure.

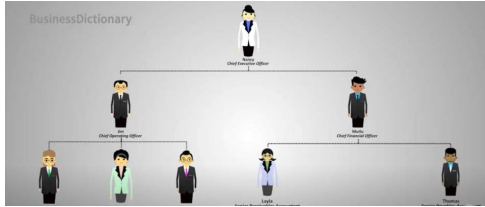


7

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Organisational Charts Video – 2.27

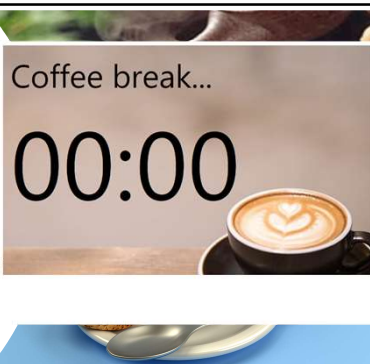
https://www.youtube.com/watch?v=wO_-MtWejRM



58

Break

Please take a 15 min rest break



59

Implications of an Organisation Chart

- Show the activities of the organisation by level.
- Highlight subdivisions of the organisation.
- Identify different types of work performed.
- Provide information about different management levels.
- Show the lines of authority in the organisation and the flow of communications within an organisation.



60

Activity 4 – Breakout Rooms- 20 min

- Write in the chat column why the organising function is important to a company.



9

61

Activity

20 min to complete this activity

Finishing in...

20:00

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62

Activity 4 – Solution

- The organising function is important because:
 - Specialisation is achieved through division of work. E.g. by separating the works amongst cooking, serving and janitorial etc.
 - It clarifies the authority of each manager. E.g. the restaurant manager report to the operation manager of the company.
 - It clarifies the duties and responsibilities of every job position. E.g. who take the orders, who cleans the tables.
 - It facilitates effective administration through a clear clarification of job positions and specification.



10

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Organisational Structure by Level

- The organisational structure is based on the level of management.
- The line of authority moves directly from the top level to the lowest level in a step-by-step manner i.e. Lower level managers follow the orders from higher level managers.
- The authority and responsibility at each level is clearly defined.
- Example: The general manager issues order to various departmental managers. Thereafter, the departmental manager gives instructions to front line managers.

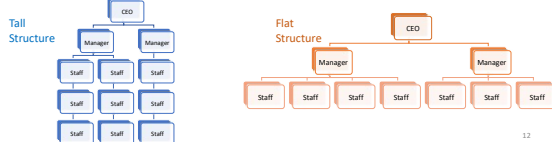


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Organisational Structure by Level

- The way that a company's structure develops often falls into a tall structure or a flat structure.
- Tall structure
 - A structure that has more hierarchical levels of management.
- Flat structure
 - A structure that has fewer hierarchical levels of management.



12

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Organisational Structure by Level

- Large company often requires a taller organisational structure. As a company grows, the number of management levels increases and the structure grows taller. It is because a manager cannot supervise so many immediate subordinates at one time. It is not practical and feasible for a large company to have a flat structure.
- Small company often requires a flat organisational structure. It is because a tall structure will make a small company to deal with greater bureaucracy and salaries for middle management.
- What structure should a family-owned restaurant be?
- Ans: Flat structure



13

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Organisational Structure by Authority

- Authority is the right to perform or command. Staff with authority is allowed to perform certain tasks and direct subordinates to perform by delegating the authority.
- The position of individuals on an organisation chart indicates their relative amount of authority. The higher the position, the more the authority.
- There are two main types of authority can exist within an organisation:
 - Line authority
 - Staff authority

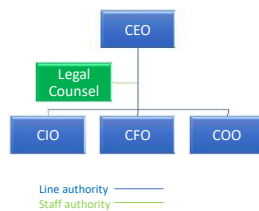


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67

Organisational Structure by Authority

- Line authority – consists of the right to make decisions and to give orders to subordinates. It is the most fundamental authority with an organisation and it reflects existing superior-subordinate relationships.
- Staff authority – consists of the right to advise or assist those who possess line authority. Example Legal Counsel of a company.



15

68

Departmentalisation by Function

- To divide an organisation into separate units according to their key function performed in the firm. E.g. Production, Marketing, Finance, etc.
- Advantages
 - Easier to lead and control
 - Resources can be allocated by departments
- Disadvantages
 - Lack of communication between departments
 - Employees become narrow specialists



16

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Departmentalisation by Function

- Departments are formed by business functions.
- Examples: production, marketing, finance, logistic, administration

17

70

Departmentalisation by Function

Advantages	Disadvantages
Resource allocation	Overspecialisation
Better communication within department	Departmental Barriers

18

71

Departmentalisation by Product

- Departments are formed according to the goods and services a company offers.
- Examples: fashion, leather, jewellery, accessories

19

72

Departmentalisation by Location

- Departments are formed according to geographic regions.
- Examples: North America, European, Asia Pacific, Latin America



20

73

Departmentalisation by Product & Location

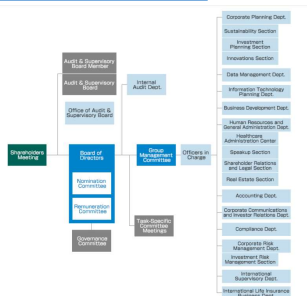
Advantages	Disadvantages
Management Focus	Wasting Resources
Better Service	Competition



21

74

https://www-file.huawei.com/-/media/corporate/pdf/annual-report/annual_report_2019_en.pdf



75

Activity 5 – Design an Organisation Chart

- Suppose you want to set up a new business with your friends. Decide the product you would like to sell as well as the target customers. Design the organisation chart of your business which you think is appropriate and explain why?

```
graph TD; A[Blue] --> B[Cyan]; A --> C[Green]; B --> D[Yellow]; C --> E[Red]
```

22

76
