

Effective Management

BMGM4000

Week 2: Style of Management

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What we have done last week

- Role and responsibility
- Brigade system

Activity – Case Study (Hell's Kitchen)

- What is the management style of Gordon Ramsay?
- Can you suggest any interesting points from the video?

Interesting Points

- Brigade System – Yes, CHEF!
- Autocratic Style
- Cultural Diversity (Wendy versus Andrew)
- Generation Gap

Aims & Objective

Aim: Understanding the definitions and functions of management

Objectives:

- Understanding definitions of management and leadership
- Understanding functions of management and leadership

Definitions of Management and Leadership

- What is Management?
- What is Leadership?

What is Management?

Kotter (2001) defined the management as a job which takes care of planning, organizing, budgeting, coordinating and monitoring activities for group or organization

Management is about seeking order and stability; leadership is about seeking adaptive and constructive change.

Manager

- Expects Respect
- Gives Instruction
- Accepts
- Prioritize Structure
- Has Authority
- Inspires Fear
- Administrates
- Use people as Resources
- Reacts to change
- Minimize Risks
- Relies on Control

Leader

- Inspire enthusiasm
- Creates Change
- Innovates
- Prioritize Relationship
- Challenges
- Take Risk
- Have Goodwill
- Earns Respect
- Inspire Trust
- Give Encouragement
- Develop People as Talents

Management by Objectives

Management by objectives (MBO) is a business term for a system of agreeing objectives



Functional and action-centred

- Achieving the task
- Managing the team or group
- Managing individuals

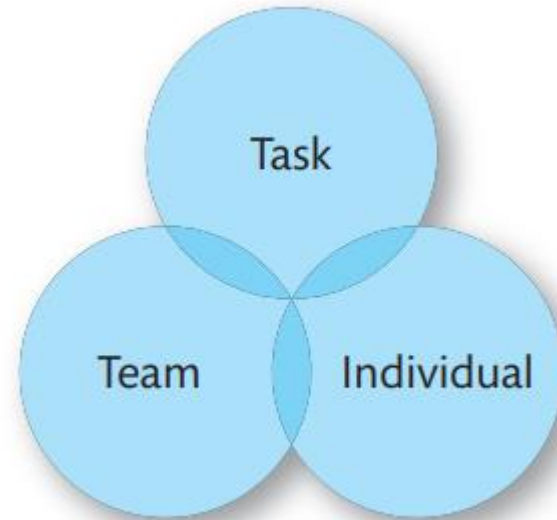


Figure 1: John Adair's action-centred model

Function of Management

- Planning
- Organizing
- Staffing
- Directing
- Controlling



Planning

- Aims to achieve the objectives of the organisation
- Wide range thinking
- External & Internal Factors

e.g. economic climate, location of the business, cash flow, resources

Organizing

- Identifying the tasks
- Authorizing
- Assigning the activities

Organize the Resources!

Staffing

- Skill Matching
- Workload

Right People for Right Job!

Directing

- Responsible for coordinating the entire operation and would delegate duties to team members.

Directing, Leading and Encouraging

Controlling

- Staff
- Budget
- Targets



4 Types of Fundamental Management Style

Styles of Management

- Autocratic (Coercive Management Style)
- Democratic (Participative Management Style)
- Laissez-faire (Delegative Management Style)
- Persuasive (Charismatic Management Style)

Activity 2 – Group Presentation

- Definition
 - Characteristics of the management style
 - Do you like the management style?
1. Autocratic (Group 1)
 2. Democratic (Group 2)
 3. Laissez-faire (Group 3)
 4. Persuasive (Group 4)

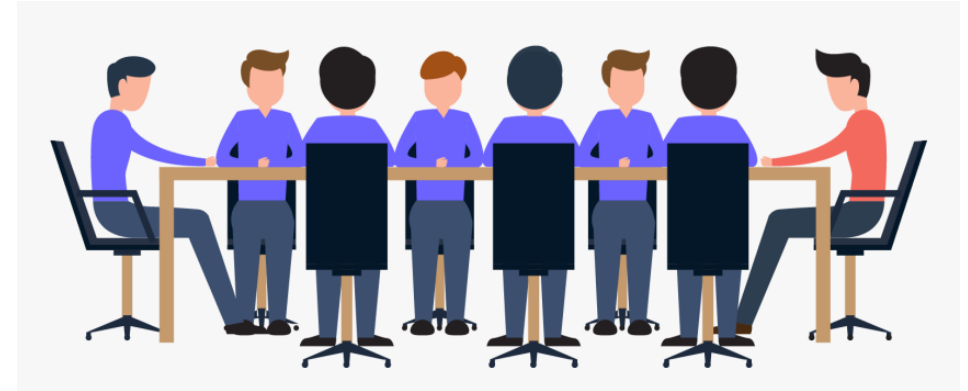
Autocratic

- Top-down approach and Hierarchy
- Expect all of the employees to comply without question
- Employees' opinions are not valued
- Effective but short-term solution
- Demotivated



Democratic/ Participative

- Employees' opinions are valued and involved in decision making process, but **the manager has final say**
- Increased morale and performance levels
- Inspire employee's growth
- Longer decision-making process
- Employees may demotivate if their opinions are not adopted



Laissez-faire

- Employees with freedom and autonomy to make decisions and attempt to achieve the task
- Employees should be vastly experienced and capable in their role
- Manager is accountable for any mistakes or any failure
- Very quick decision-making process
- Encourage innovation
- The employees may get lost or loss control



Charismatic

- Very confident and charm
- Excellent communication skills
- Most unpredictable styles of management
- Highly productive and innovative
- May misinterpret the way messages are portrayed



Group Discussion

If you were the operational manager in restaurant/ hotel....

- Which is the best management style in your opinion?
- Which Management Style you would like to adopt?
- Why?

Situational Leadership

Hershey and Blanchard (1969)

Effective leaders adapt their style to suit different situations

Telling	Selling	Participating	Delegating
Inexperienced	Inexperienced	Experienced	Experienced
Unskilled	Unskilled	capable	Capable
Unenthusiastic	Enthusiastic	Unenthusiastic	Enthusiastic

Unique situation or task to meet the needs of the team or team members

Examples

- Generation
- Cultural Diversity
- Religion
- Work Ethic
- Technology Acceptance

And much more...

It is difficult, but you must understand the importance...

Conclusion

- Hell's Kitchen case study
- The function of management
- 5 types of management style

Next Week...

- Importance of Teamwork
- BELBIN's Theory
- MBTI Personality Test

List of Reference

Kotter, J. P. (2001) What leaders really do?, *Harvard Business Review*, 79(11), pp. 85-96



