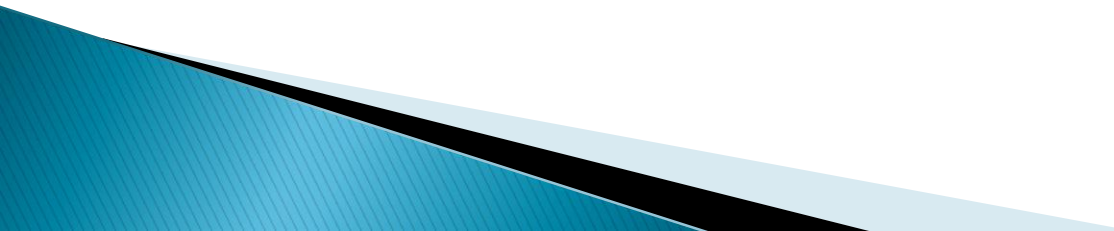


Management and Leadership

Understanding Canadian Business 7th Edition



Managers' Roles are Evolving

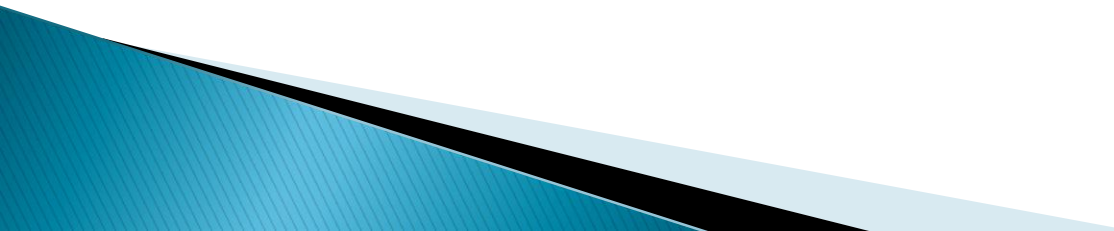
- ▶ Responsible for getting things done through organizational resources.
 - ▶ Resources is a general term that incorporates human resources, natural resources and financial resources.
 - ▶ Managers today are educated to guide, train, support, motivate and coach employees rather than tell them what to do.
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Functions of Management

Management –Is the process used to accomplish organizational goal through planning, organizing, leading, and controlling people and other organizational resources.

Planning – includes anticipating trends and determining the best strategies and tactics to achieve organizational goals and objectives.

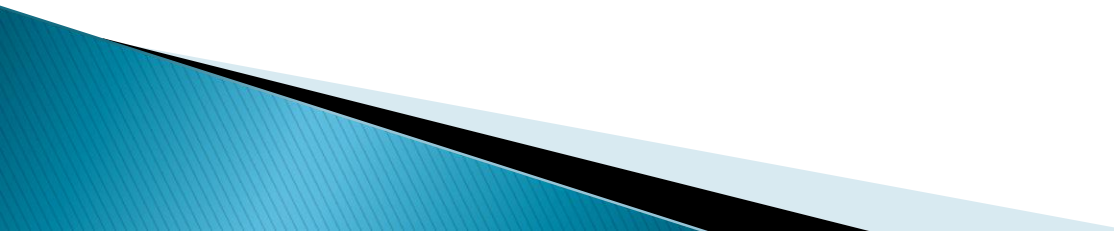
Functions of Management

- Organizing – includes designing the structure of the organization and creating conditions and systems in which everyone and everything work together to achieve the organization's goal and objectives.
 - Leading – means creating a vision for the organization and communicating, guiding, training, coaching, and motivating others to work effectively to achieve the organization's goals and objectives.
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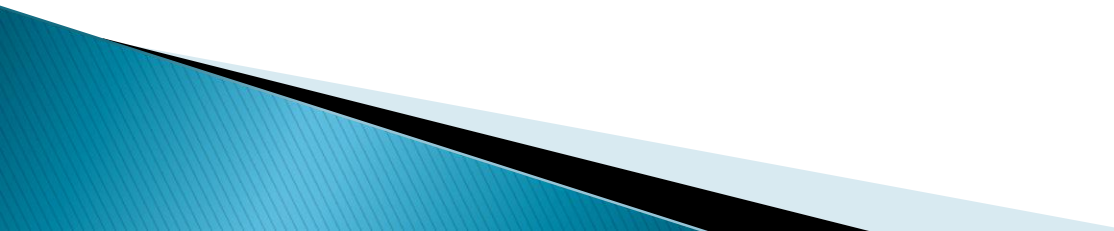
Functions of Management

- ▶ Controlling – involves establishing clear standards to determine whether an organization is progressing toward its goal and objectives, rewarding people for doing a good job, and taking corrective action if they are not.

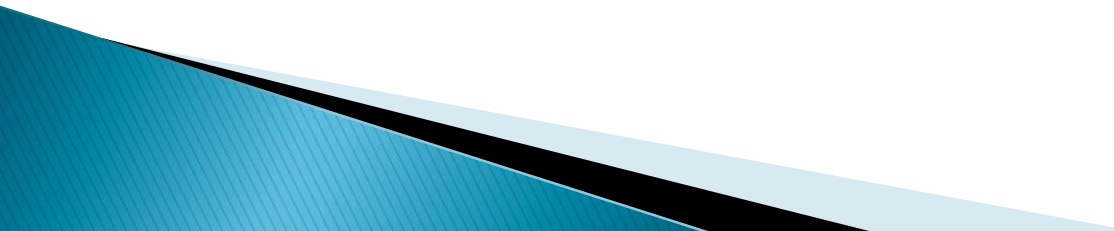
Planning: Creating a Vision based on Values

- ▶ Vision – an encompassing explanation of why the organization exists and why the organization exists and where it's trying to head.
 - ▶ Values – are a set of fundamental beliefs that guide a business in the decisions they make.
 - ▶ Mission statement – is an outline of the organization's fundamental purposes.
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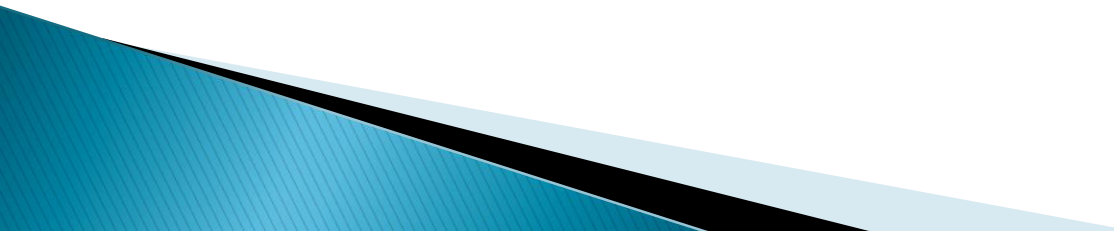
Planning

- ▶ Goals – The broad, long term accomplishments an organization wishes to obtain.
 - ▶ Objectives – specific, short-term statements detailing how to achieve the organization's goals
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Planning

- ▶ Strategic Planning – Outlines how the company will meet its objectives and goals.
 - ▶ Tactical Planning – is the process of developing detailed, short-term statements about what is to be done, who is to do it, and how it is to be done.
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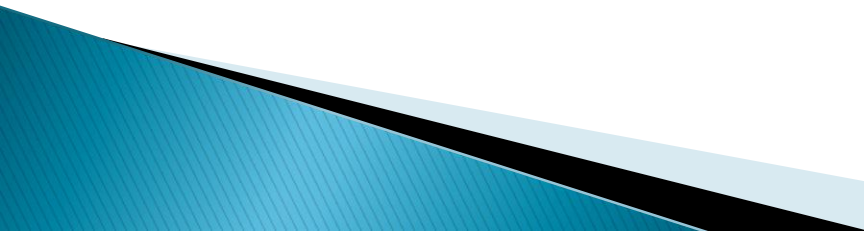
Planning

- Operational Planning – is the process of setting work standards and schedules necessary to implement the company's tactical objectives.
 - Contingency planning – is the process of preparing alternative courses of action that may be used if the primary plans don't achieve the organization's objectives. Eg sales goals
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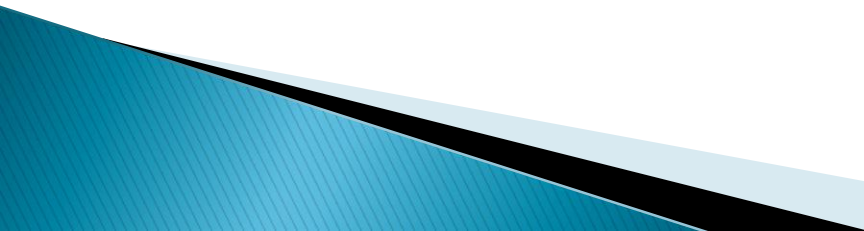
Planning

- ▶ Crisis Planning – involves reacting to sudden changes in the environment.
- ▶ You tube video – consider the planning involved in this business
- ▶ http://www.youtube.com/watch?v=43rEQz_bk-c8

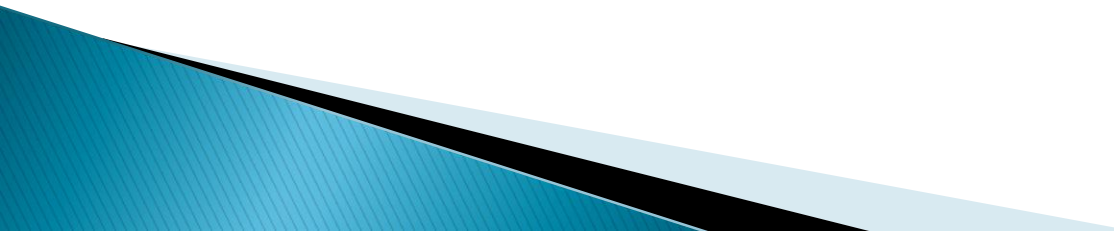
Decision Making: Finding the best Alternative

- Decision making – choosing among two or more alternatives.
 - Seven D's of decision making
 1. Define the situation
 2. Describe and collect needed information.
 3. Develop alternatives
 4. Develop agreement among those involved.
 5. Decide which alternative is best
 6. Do what is indicated
 7. Determine whether the decision was a good one and follow up.
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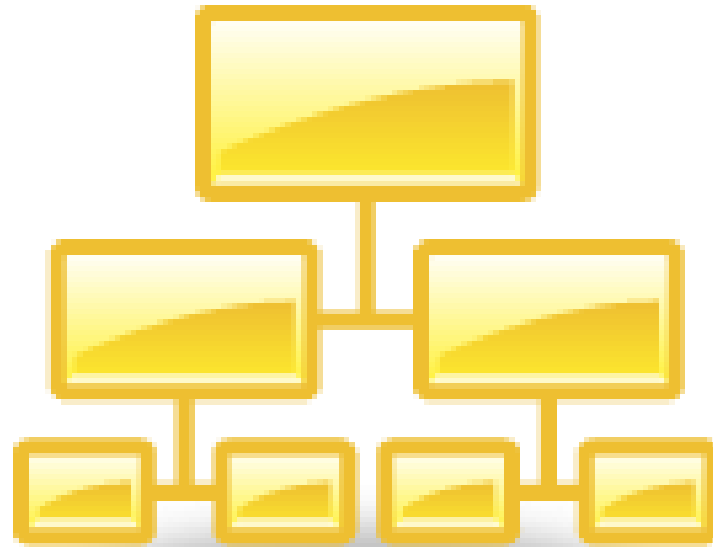
Decision Making Continued

- Problem Solving – is the process of solving the everyday problems that occur. Problem solving is less formal than decision making and usually calls for quicker action.
 - Brainstorming – coming up with as many solutions to a problem as possible in a short period of time with no censoring of ideas.
 - PMI – listing all the pluses for a solution in one column, all the minuses in another, and the interesting in a third column
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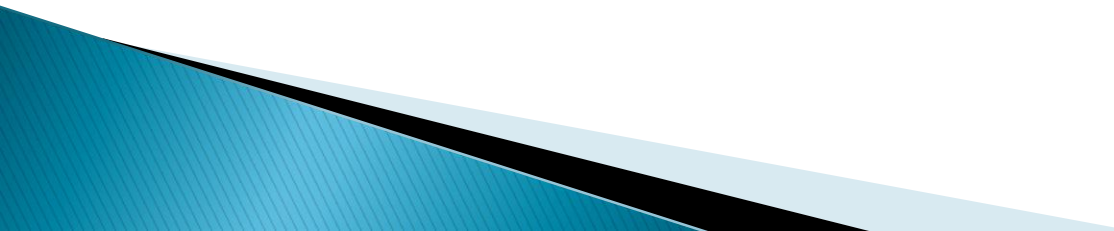
Organizing: Creating a Unified System

- ▶ When organizing, a manager develops a structure or framework that relates to all workers, tasks, and resources to each other.
 - ▶ Organization chart – is a visual device that shows relationships among people and divides the organization's work; it shows who is accountable for the completion of specific work and reports to whom.
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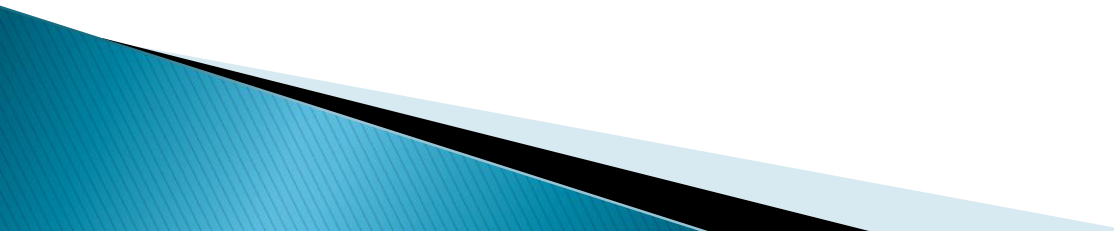
Organizational Chart



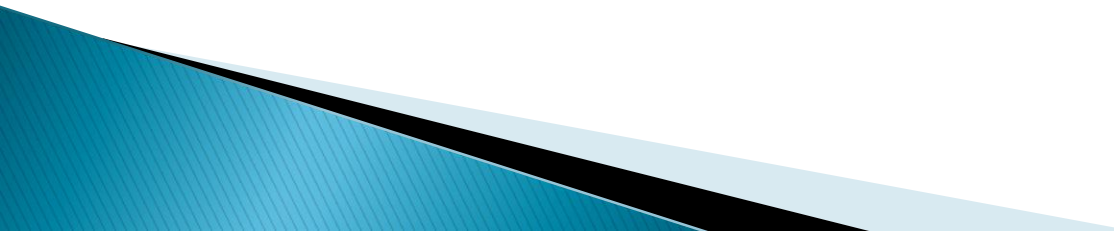
Levels of Management

- Top Management – consists of the president and other key company executives who develop strategic plans.eg CEO, CFO, COO
 - Middle Management – includes general managers, division managers, and branch and plant managers, who are responsible for tactical planning and controlling.
 - Supervisory management – includes those who are directly responsible for supervising workers and evaluating their daily performance.
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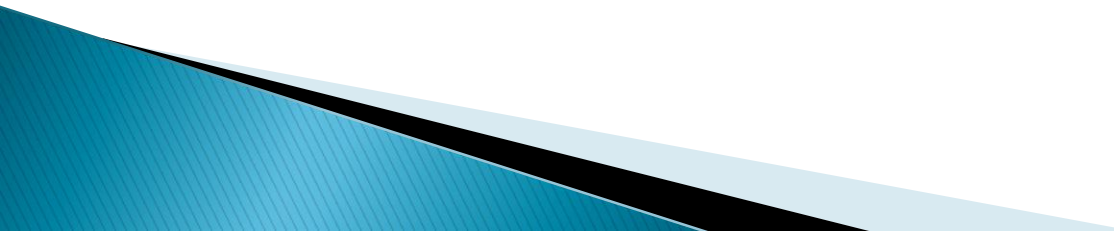
Tasks and Skills at Different Levels of Management

- Three categories of skill a manager must have:
 1. Technical Skills – involve the ability to perform tasks in a specific discipline or department.
 2. Human relations skills – involve communication and motivation; they enable managers to work through and with people.
 3. Conceptual skills– involves the ability to picture the organization as a whole and the relationships among various parts.
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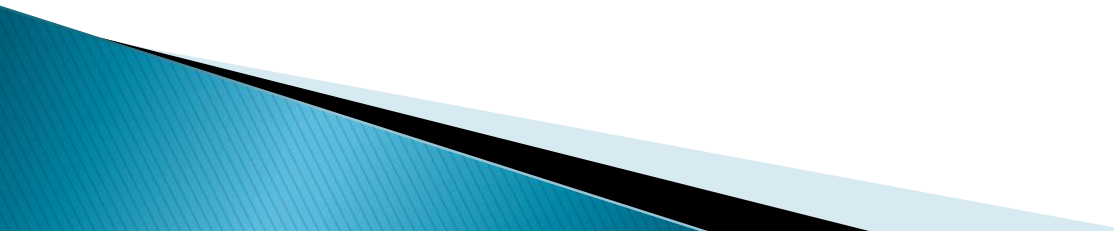
Leading: Providing Continuous Vision and Values

- ▶ Leadership is creating a vision for others to follow, establishing corporate values and ethics, and transforming the way the organizations does business to improve its effectiveness and efficiency.
 - ▶ Good leaders motivate workers and create the environment for workers to motivate themselves.
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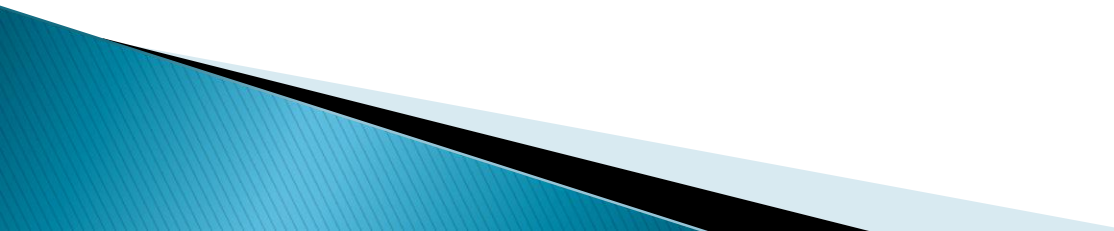
Leaders must:

- ▶ Communicate a vision and rally others around that vision.
 - ▶ Establish corporate values
 - ▶ Promote corporate ethics
 - ▶ Embrace transformational change
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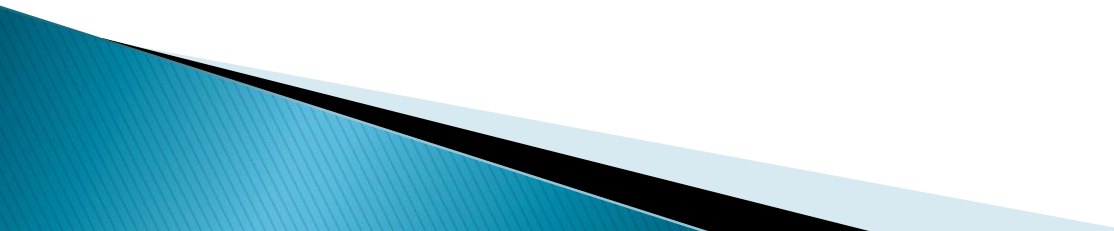
Leadership Styles

- Autocratic leadership – involves making managerial decisions without consulting other.
 - Participative (democratic) leadership – consists of managers and employees working together to make decisions.
 - Free–rein(laissez–faire) leadership – leadership style that involves managers setting objectives and employees being relatively free to do whatever it takes to accomplish those objectives.
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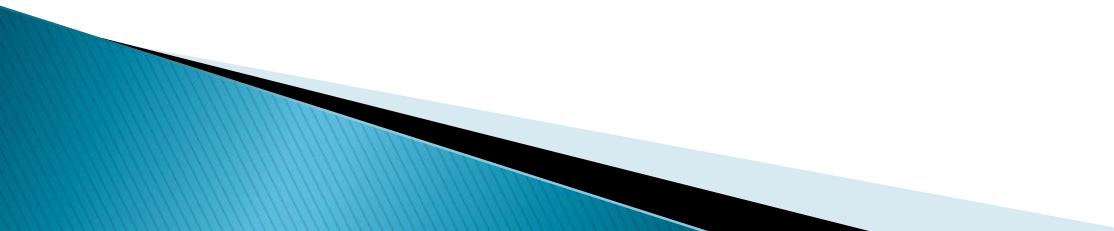
Manage Knowledge

- ▶ Knowledge management – finding the right information, keeping the information in a readily accessible place, and making the information known to everyone in the firm.
 - ▶ Canadian Tire eLearning modules
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Controlling: Making sure it Works

- ▶ The control function involves measuring performance relative to the planned objectives and standards , rewarding people for work well done, and then taking corrective action when necessary.
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Controlling: 5 steps

- Controlling consists of 5 steps:
 1. Establish clear performance standards. This ties the planning function to the control function. Without clear standards, control is impossible.
 2. Monitoring and recording actual performance (results)
 3. Comparing results against plans and standards.
 4. Communicating results and deviations to the employees involved.
 5. Taking corrective action when needed and providing positive feedback for work well done.
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A New Criterion for Measurement: Customer Satisfaction

- ▶ External customers include dealers who buy products to sell to others, and ultimate customers, who buy products for their own personal use
 - ▶ Internal customers – are individuals and units within the firm that receive services from other individuals or units.
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