

MANAGEMENT and LEADERSHIP

AN INTRODUCTION

Sample Version



Sample

Independent creative learning through separate e Booklets

MANAGEMENT AND LEADERSHIP

Copyright © Alan H Anderson, Anderson Associates 2023.

The right of Alan H Anderson to be identified as the author of this work has been asserted in accordance with the Copyright, Designs and Patents Act 1988.

All global rights are reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, or used in any language and in any form or by any means, such as graphic, electronic, mechanical, including photocopying, recording, taping, information storage, or by retrieval systems or by face-to-face delivery mechanisms for learning without the prior written agreement of Alan H Anderson, Anderson Associates. This work is not covered by any licence of the Copyright Licencing Agency [CLA] or by any licence from any other party. Alan H Anderson, Anderson Associates have exclusive rights of publication and distribution of all subsequent supplements and revisions of this work and of all derivatives based on this work.

This publication should not, by way of trade or otherwise, be lent, be sold, hired out or otherwise circulated without the author's prior consent in writing in any form of binding or cover other than that in which it is published, and this condition is imposed on all users of this work.

Separate terms and conditions may apply to any licensing arrangement with work organisations as per the agreement with the organisation and Alan Anderson/Anderson Associates.

THE AUTHOR

The Author – Alan H Anderson MA[Hons] M. Phil MBA Chartered FCIPD

Alan's first degree is in History from The University of Aberdeen. His research in Conflict Management is from Henley Business School. At the same time, he completed an MBA at City University/Cass Business School in London. He is a Chartered Fellow of The CIPD based in the UK.

Past lives have involved Learning and Development roles as a Tutor, Manager and Director as well as being an academic at various universities around London.

His current focus is on the design and development of learning materials. This covers courses/programmes for client organisations and the writing of books – text and digital – in Business, Management and Leadership. He is a senior partner with a Learning and Development consultancy, Anderson Associates, established in 1982 in Cambridge, England.

PREFACE

The first topic (of six) sets the scene by examining management. The next topic broadens the discussion by examining external environmental contexts and the more immediate contexts of the organisation.

Next, we turn to the elements of management. Other books look at a managerial discipline-type of perspective; here we will stay with an examination of the elements of managing. The elements in topic 3 are important to the target audience but we have grouped them together because we see the individual elements in topic 4, 5 and 6 being of more critical importance to our context, hence the separate topics.

Topic 4 turns to controlling and motivating staff. Topic 5 looks to group-working and team-working, while topic 6 covers the issue of leadership.

Each Topic is set out in a separate booklet, which is in line with our ethos of presenting relevant and succinct knowledge and information in bite sizes and reinforcing this through activities that encourage engagement.

APPROACH

We examine the following topics.

- The Nature of Management.
- The Contextual Environments of Management.
- Key Elements of Managing.
- Controlling and Motivating.
- Group-Working and Team-Working.
- Leading.

The intention has been to reduce complexity without destroying the essence of the subject matter.

This approach is deliberately practical, involving many activities and real-life examples. It is also linked to the workplace – past or present – to facilitate the transfer of ideas. The approach therefore blends together principles and practice – for, after all, management should be a practical subject based on a sound understanding of managerial concepts.

For a summary of the materials please see the contents table overleaf, which is delivered in a set of 6 booklets.

Each e booklet is self-standing and complete within itself. In turn, the booklets are placed into respective ‘clusters’ that represent the overall subject areas.

Common elements of the approach include:

- inputs of knowledge by subject
- related activities to enhance skill development
- an interactive approach with feedback
- scope for a personal review and reflection
- an opportunity to pursue other learning resources
- small ‘bites’ of learning – hence e booklets.

Several themes permeate the approach.

- The need for self-development and confidence building are stimulated by our step by step approach.
- Most of us work in a group, so effective teamwork is emphasised.

- Communications are seen as the oil of the organisation, so again this area is to the fore.
- Decision-making and problem solving run all the way throughout these mini volumes.
- An understanding of the organisation and its environmental context demonstrates the need for providing an excellent quality service for all our clients and customers.
- An awareness of management, leadership and followership is provided as they are all integral to the success of any organisation.

MANAGEMENT AND LEADERSHIP: AN INTRODUCTION	
Topic 1	Management and Managing
Topic 2	Contexts (Environmental and Organisational)
Topic 3	Key Elements of Managing: ■ Planning ■ Decision-making ■ Co-ordinating ■ Organising ■ Communicating
Topic 4	Controlling and Motivating
Topic 5	Group-working and Team-working
Topic 6	Leading

TOPIC 1

MANAGEMENT and MANAGING

MANAGEMENT AND LEADERSHIP: AN INTRODUCTION	
Topic 1	Management and Managing
Topic 2	Contexts (Environmental and Organisational)
Topic 3	Key Elements of Managing: ■ Planning ■ Decision-making ■ Co-ordinating ■ Organising ■ Communicating
Topic 4	Controlling and Motivating
Topic 5	Group-working and Team-working
Topic 6	Leading

LEARNING OUTCOMES

- To understand the *dynamics* of management and managing.
- To apply the dynamics of management to the *tasks* of managing.

Sample

CONTENTS

Introduction

- **Management: Nature**
- **Management Levels**
- **Management: The Functions Approach**
- **Management Roles**
- **Management as Chaos**
- **Mistakes in Management**
- **Some Managerial Perspectives**
- **The Manager as a Developer and Trainer of Others**
- **The Manager as a Self-Developer**
- **Managing Alongside Trade Unions**
- **Management Priorities**

Conclusion

.....

Reading

INTRODUCTION

This topic sets the scene for the whole of the subject area (six topics). It looks at management and managing from a variety of perspectives and different levels. It sees the management of people as the *key* role.

Life is far from simple. Chaos and mistakes surround us all. We conclude by examining ideas of competence and managerial priorities.

MANAGEMENT: NATURE



ACTIVITY 1.1: Management

TASK:

Answer the following question:

What is management?

THIS PAGE IS DELIBERATELY BLANK

Sample

MANAGEMENT: NATURE

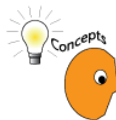
In response to Activity 1, management is generally seen as getting work done through others. This is very much a people-vision of management, but it can be seen to have undertones of *using* or *manipulating* those people. It is better to think of management as getting the work done through the *utilisation* of people - making the most of their strengths - rather than simply *using* them.

However, management is there to mobilise and co-ordinate *all* types of resources, from plant and machinery to capital, as well as labour. Hence the people emphasis may not be appropriate on its own.

Different specialists may have or may not have a people-orientation, for example, a Human Resource Officer and a Research and Development Engineer respectively.

Note also that different levels of management in the hierarchy may also have a greater or lesser involvement with people.

Managing people may be a cornerstone of management – and the key function for many managers – but remember that is only one of its many tasks.



CONCEPTS: Efficiency and Effectiveness

We need to distinguish between ***efficiency*** and ***effectiveness***.

To some extent ***efficiency*** is the means of achieving the task, while ***effectiveness*** is the results or the ends to which the means are mobilised.

So, efficiency is getting things done in a productive manner with a minimisation of effort and waste (and cost), while effectiveness is meeting overall organisational objectives. (See Topic 2 for details on effectiveness in organisations).

Another view is to see management as existing to maintain and *improve people–organisation/external environmental relationships*.

On the people side of things, it means organising/co-ordinating/controlling/motivating etc. individuals and groups to willingly achieve the task objectives of the organisation.

Within the organisation itself it means outlining strategy, objectives, the formal structure and providing a vision of leadership. Creating and maintaining a culture or organisational climate where employees willingly contribute to the tasks in hand must be reconciled with satisfying the personal needs of people at work.

The external environment is dynamic at most times and increasingly external turbulence makes for a constant need to adapt and adopt.

Managing change emanating from external, political, economic, social and technological factors, as well as from internal organisational pressures, is probably the most demanding task facing most managers and potential managers in the early 21st century.

Hence management is the cornerstone of organisational efficiency (the processes of getting things done properly) and effectiveness (the results).

Clearly, given all of these demands, it can be comparable to a pressure cooker environment with competing forces from numerous sources. This programme will address many of these issues by examining management and leadership.

MANAGEMENT LEVELS

The jobs of a supervisor in a factory, a team leader in local government, a middle manager in retail buying or a senior manager in the oil industry will clearly not be the same. Apart from industry/sector influences (see Topic 2 for details of organisations and their contexts), the demands of each of these diverse jobs will differ greatly according to the responsibilities of the manager.

Please tackle the following  **Activity 2**, which focuses on 'levels'.



ACTIVITY 1.2: MANAGEMENT LEVELS

TASK:

Using your experience of your current organisation or any other one you have worked for or have experience of, outline the responsibilities you would expect to be held by the following job holders:

1. **Senior Manager** – in charge of the organisation, possibly at board or just below board-level.
2. **Middle Manager** – in charge of a plant or district or region.
3. **First-line Manager** – in charge of a retail outlet, a shift or department etc.
4. **Team Leader** – in charge of a team to enhance performance.

The responsibilities of different levels of management will vary immensely according to the industry/sector classification, the product or service, the technology, the size of the firm, the individual in the post and his or her

manager. Hence these  thoughts in response to  **Activity 2** are only indicative:



Pause for Thought

Take a moment or two to think /reflect on your answer(s) before writing it/them down.



Once you have completed your answer(s) compare it/them to the following thoughts or suggestions, set out as guides to ensure you are on the right track.

Sample

Sample



These e booklets are designed for staff and management development.

The key features include:

- core knowledge inputs
- skill development through activities and an action orientation
- feedback to enhance interaction and self-improvement
- personal review and reflection are encouraged
- small 'bites' of e learning occur throughout our e booklets.

Website: <https://www.aaldcambridge.com>

LinkedIn: <https://www.linkedin.com/in/alan-h-anderson-4472637b/>