

Assignment brief

Learning Outcomes and Assessment Criteria 2020-21



Sample number: 1

Unit Title: Management Functions – AB1/3/AA/01G

Overview of assessment task

Produce an essay of 1,500 words.

Title: The roles and responsibilities of Management

Use management terminology appropriately.

Use Harvard referencing

Background

A manager's primary challenge is to solve problems creatively. While drawing from a variety of academic disciplines, and to help managers respond to the challenge of creative problem solving, principles of management have long been categorized into the four major functions of planning, organizing, leading, and controlling (the P-O-L-C framework). The four functions, summarized in the P-O-L-C figure, are actually highly integrated when carried out in the day-to-day realities of running an organization.

Produce an essay that analyses some of the principles of management. It is to include sections on the role and responsibilities of management and include the main management functional areas in an organisation (the P-O-L-C framework). Finally, you have been asked to include the attributes and qualities of a successful manager.

In particular, ensure you include the following:

- What are the main roles and responsibilities of management? Give definitions and explanations.
- Explain what the management functions are that comprise the P-O-L-C framework?
- Are there any criticisms of this framework?
- Describe the main functional activities within an organisation? Examine the essential features and using an organisation of your choice.
- Discuss what attributes and qualities make a successful manager in today's business world? Justify your response by analysing the strengths and weaknesses of a successful manager.

Learning outcomes and assessment criteria

Learning Outcomes	Assessment Criteria
1. Understand the meaning of the term management	1.1. Analyse the role and responsibilities of management within an organisation
2. Be able to differentiate between the main functional activities of management	2.1. Analyse the activities of the main management functional areas in an organisation

Assignment brief

Learning Outcomes and Assessment Criteria 2020-21



Learning Outcomes	Assessment Criteria
3. Understand the attributes and qualities of a successful manager	3.1. Analyse the strengths and weaknesses of management in current business organisations

Grading Descriptors and Components 2020-21

Sample number: 1

Unit title: Management Functions

GD 1: Understanding of the subject

Merit	Distinction
The student, student's work or performance: a. demonstrates a very good grasp of the relevant knowledge base	The student, student's work or performance: a. demonstrates an excellent grasp of the relevant knowledge base

GD 7: Quality

Merit	Distinction
The student, student's work or performance: b. puts forward arguments or ideas which are generally unambiguous but which are in a minor way limited or incomplete c. taken as a whole, demonstrates a very good response to the demands of the brief/assignment	The student, student's work or performance: b. puts forward arguments or ideas which are consistently unambiguous and cogent c. taken as a whole, demonstrates an excellent response to the demands of the brief/assignment

In this assignment I will be analysing the roles and responsibilities of a manager, the management functions in the P-O-L-C framework and the skills and traits of a successful manager.

Roles and Responsibilities of Management

The main roles and responsibilities of management are hiring and staffing, which provides and organisation with staffing in order to operate, “training new employees and developing existing employees”, so that the organisation has a high standard of skill and each staff members knows what they are doing. “Supporting problems resolution and decision making”, so that the organisation does not have any issues within that may affect overall productivity of the organisation and making decisions for the overall progress of the organisation. “Conducting timely performance evaluations”, this is done to make sure no person or the organisation is under performing and working out how to fix any issues if any under performance is discovered. “Translating corporate goals into functional and individual goals”, this is done to make the corporate goals reachable by making the achievable smaller goals that each employee can contribute to that works towards the corporate goals. “Monitoring performance and initiating action to strengthen results”, This helps find anyway employees or the organisation can improve by finding problems and solving them to better the organisation. “Monitoring and controlling expenses and budgets”,

<https://www.thebalancecareers.com/what-is-a-manager-2276096> (16/10/19 18:55)

What Managers Do

Managers are responsible for setting and achieving goals within a business, the operations and the staff that help operate a business. “Managers plan, organise, direct and control resources to achieve specific goals.” Managers also help the team of staff reach goals and objectives through motivation, developing skills and working as a collective unit in order to achieve each goal efficiently. A key part of being a manager is using the P-O-L-C framework to operate the business.

<https://course.lumenlearning.com/baycollege-introbusiness/chapter/reading-what-do-managers-do/>
(23/10/19 17:30)

P-O-L-C Framework

The P-O-L-C consists of management functions that each apply to a specific part of the P-O-L-C. The management functions under planning are vision and mission; strategizing and goals and objectives.

Planning

Planning provides the function of establishing, setting and when objectives can be achieved. Planning helps a manager figure out what in their organisation needs improvement or any problems facing areas of the organisation, this is called environmental scanning which is beings the start of the planning process, such as conditions in the economy, how they can gain an advantage on a competitor and issues or improvements they can make to improve the customers experience with the organization.

Organising

Organising serves the function of development and change of an organisational structure and working with human resources to guarantee the accomplishments of objectives.

Organising involves designing jobs within an organisation, which involves making decisions about the duties and responsibilities of individual jobs and how the duties involved in the jobs should be carried out. Organising at the level of a particular job involves how to best design individual jobs to more effectively use human resources. Organising also involves deciding how to departmentalise jobs for better more effective coordination. There are different ways to departmentalise, which are organising by function, product, geography or customer.

Leading

Leading provides the function of using sources to influence to inspire the actions performed by others within the organisation. If a manager uses sources of influence effectively, they can influence subordinates to work harder and be more enthusiastic about helping reach the organisations objectives. The field of behavioural science has contributed to this field and understanding its function in management. For instance, personality research and studies of job attitudes have provided information of how a leader can successfully and effectively lead their subordinates, as well as studies of motivation and motivation theory have provided information on how employees can be energised to provide a productive effect to their work. Other studies such as communication have also been contributed to help in areas such as communication to provide a direction on how a manager communicate persuasively and effectively.

Controlling

Controlling involves making sure performance does not stray from standards that have been set, controlling involves three steps, in order to make sure this does not occur, which include:

1. Establishing the standards of performance;
2. Comparing the actual performance against the set standards;
3. Taking action to correct under performance if necessary.

Performance standards are based either in monetary terms such as revenue, costs and profits or in terms such as units produced, number of defective products, or levels of quality or customer service. Checks if under performance is occurring based on the set standards can be taken several ways by checking financials statements; sales reports; results of production; customer satisfaction and formal performance appraisals. Controlling should not be confused with manipulation of subordinates, instead, controlling concerns a manager's role in taking any necessary action to ensure the subordinates work related actions are consistent with and contribute towards the accomplishment of the organisational goals.

Criticisms of P-O-L-C

The P-O-L-C does have criticisms which are mainly centred around the lack of real depiction of the actions a manager performs daily. Although it does not face criticisms, it is generally concluded that the P-O-L-C provides a useful classification of what activities a manager performs in pursuit of organisational goals.

Main Functional Areas within an Organisation



Above is all the functional areas within a business, the three I have chosen to write about are Human resources,

The activities these functional areas perform all contribute towards the organisation and its objectives.

There are several functional areas within an organisation. These are areas which specialise in certain functions and including finance, marketing, human resources, customer services and sales.

The accounting and finance department is responsible for managing financial activity and keeping records such as all pay records and budget information. The department will also be responsible for making sure the business provides information to the Government which is required by law, such as tax details. They will also prepare accounts information showing profits.

The marketing department needs to carry out market research to determine the types of customer and what they are looking for. They need to make sure business adapts to meet the needs of the customers. The marketing department looks at products or services the company produces, the prices, how the products are promoted, and the prices charged for the products.

The human resources department is responsible for everything to do with managing people. The department will make sure policies are in place so that people know what is expected and what the rules are. They will recruit staff to make sure the right number of people are there, look after employees, make sure they are trained and deal with problems that might occur.

The customer service department is responsible for looking after customers. This will include looking at offers, getting feedback from customers and dealing with any problems such as complaints or faults.

The sales department's role is to get customers to buy the company's products or use the services. This may involve finding possible customers and contacting them.

An organisation such as Tesco needs to manage these functions throughout the UK and overseas. It is important that they have the right pricing and customer service as they want to sell more products, have more customers and make more profit than other supermarkets. They also need to have policies which apply across the whole organisation when it comes to managing people.

The departments all work together and depend on each other. The functional activities depend on staff. The accounting and finance department need to manage payroll for staff and need to let the marketing department know about what budget is available for market research. The sales department also works with the marketing department.

(edexcel Business Book Level 3)

A Successful Manager

A manager is a person who is responsible for controlling or administering or organising a group of staff or resources within an organisation.

Katz's management skills involve three types of management skills needed to become a successful manager. The three types of management skills are 1) technical, 2) human, 3) conceptual.

Technical

"Technical Skills refer to being knowledgeable proficient in a specific type of work or activity." This skill is more for lower and middle levels of management and is more for help in specific areas of work.

Human

"Human skills refer to the ability to work with people." This is an essential part of being a successful manager, as in order to lead a successful team, a manager must be able to communicate well with their subordinates and superiors. All levels of management require this skills to be a successful manager.

Conceptual

"It is the ability to work with ideas and concepts and Creating visions, strategic plans and setting direction" This skill is required for a manager as they move higher in an organisation, managers that successfully use this skill use it to set ideas for an organisations and it's visions for the future. This skill is more for managers at higher levels within an organisation.

<https://www.technofunc.com/index.php/leadership-skills-2/leadership-theories/katz-s-three-skill-approach> (6/11/19 14.33)

"Not addressing poor leadership can erode business profits and ultimately contribute to business failure." Poor leadership can cause the organisation to struggle, using Katz's

management skills can improve the leadership of an organisation and improve the organisation for the future.

Leadership and management in the UK – The key to sustainable Growth July 2014

Conclusion

In this assignment I have analysed the roles and responsibilities of management within organisations.

The management functions of planning, organizing, leading, and controlling are widely considered to be the best means of describing the manager's job, as well as the best way to classify knowledge about the study of management. Although there have been tremendous changes in the environment faced by managers and the tools used by managers to perform their roles, managers still perform these essential functions.