

Management & Leadership

Introduction:

- **Managers**—main functions
- Realise the **importance** of good management to the success of a business
- What is the **difference** between McGregor’s Theory X and Theory Y?
- How to **analyse** the **four** key competences used to assess emotional intelligence?
- Why is it important for a management to recognise and, if possible, work with **informal** leaders?

Role of manager

A **manager** is someone who is **responsible** for _____, _____ &
_____ so that the **organization’s aims** are met.

*In pairs, think of the **functions** of management? What are managers **responsible** for?*

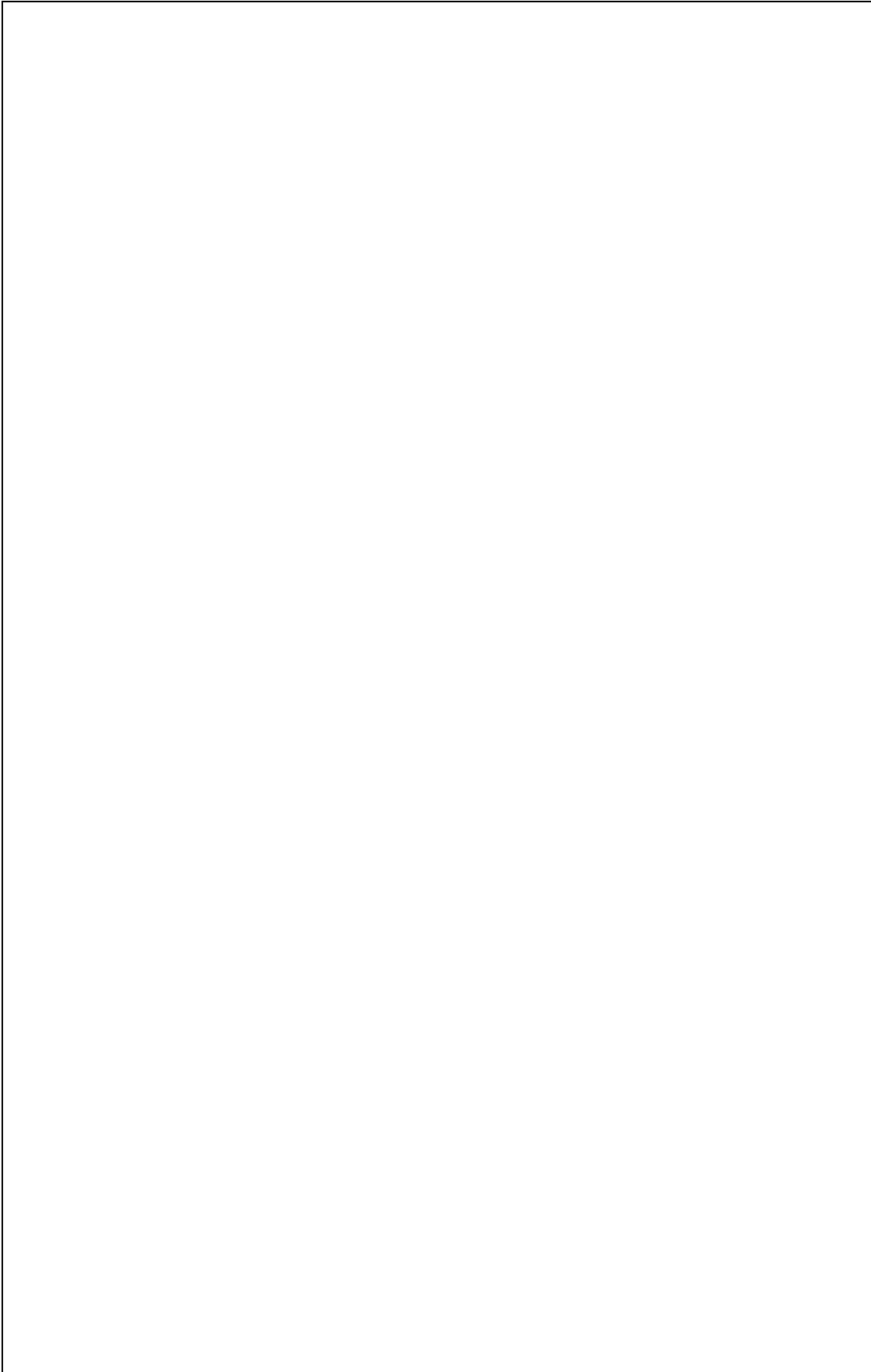
In order to carry out these functions, managers have to undertake many different roles. Henry Mintzberg identified **ten** roles common to the work of all managers.

These are divided into **three groups**:

Role title	Description of role activities	Examples of management action to perform the role
1. Interpersonal roles		
F _____	<i>Symbolic leader of the organization undertaking duties of a social or legal nature</i>	<i>Opening new factories/offices; hosting receptions; giving important presentations</i>
L _____	<i>Motivating subordinates; selecting and training other managers/staff</i>	<i>Any management tasks involving subordinates staff</i>
Liaison	<i>Linking with managers and leaders of other divisions of the business and other organizations</i>	<i>Leading and participating in meetings; business correspondence with other organizations</i>
2. Informational roles		
Monitor (receiver)	<i>Collecting data relevant to the business's operations</i>	<i>Attending seminars, business conferences, research groups, reading research reports</i>
Disseminator	<i>Sending information collected from external and internal sources to the relevant people within the organization</i>	<i>Communicating with staff within the organization, using appropriate means</i>
Spokesperson	<i>Communicating information about the organization-its current position and achievements-to external groups and people</i>	<i>Presenting reports to groups of stakeholders(e.g. annual general meeting)and communicating with the press and TV media</i>
3. Decisional roles		
Entrepreneur	<i>Looking for new opportunities to develop the business</i>	<i>Encouraging new ideas from within the business and holding meetings aimed at putting new ideas into effect</i>
Disturbance handler	<i>Responding to changing situations that may put the business at risk, assuming responsibility when threatening factors develop</i>	<i>Taking decisions on how the business should respond to threats, such as new competitors or changes in the economic environment</i>
Recourse allocator	<i>Deciding on the spending of the organization's financial resources and the allocations of its physical and human resources</i>	<i>Drawing up and approving estimates and budgets; deciding on staffing levels for departments and within departments</i>
Negotiator	<i>Representing the organizations in all important negotiations, e.g. with government</i>	<i>Conducting negotiations and building up official links between the business and other organizations</i>

Activity 8.1

What is **leadership**? What is your opinion? What makes a great leader? Can you name some?



Important leadership position in business:

Who	What do they do?

Styles	Main features	Drawbacks	Possible applications
Autocratic			
Democratic			
Paternalistic			
Laissez—faire			

(Summary of leadership styles)

Activity 8.2

McGregor's Theory X and Theory Y

What factors determine the style of leadership that managers use?

<i>Theory X</i>	<i>Theory Y</i>

'Best leadership style' – depends on many factors

Informal leadership

Informal leadership

A person who has no _____ but has the respect of colleagues and therefore some power over them.

What's the **difference** between a **formal** and **informal** leader?

<i>Differences</i>	<i>Formal leader</i>	<i>Informal leader</i>

Emotional intelligence (EI)

What is emotional intelligence? What competences that manager should try to develop and improve according to Daniel Goleman's suggestions?



Worksheet summary quiz and activity:

1. In your opinion, how **important** is a manager? Where do they often go wrong?

2. During a **crisis**, what kind of management style would you recommended? What about when creating new ideas? Briefly explain.

True or false (mark an **X**)

	True	False
3. A figurehead is all about making decisions		
4. Leadership is part of management		
5. Autocratic leaders like to ask the opinions of their staff		
6. A manager in a factory with low-skilled workers can be effective as a paternalistic leader.		
7. Informal leaders can be more influential than formal leaders.		

Summary of the worksheet in your own words (in English and Chinese):

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Vocabulary check:

English	Chinese