

Assignment 1 (TMA01)

This assignment is to be completed after you have completed work on blocks 1 and 2. Complete all tasks in Part A and Part B.

Part A: Essay title

“Managers do more than ‘rule’ their staff all day. Is this a fair statement?”

Task 1: From your work on block 1 and 2, write a simple list of between 4 and 6 management processes that you think are relevant to this essay question and underline the processes or activities. To get you started we thought of the point below:

- Managers co-ordinate resources.

Task 2: Using your list of points look back through blocks 1 and 2 and try to find some evidence that the 4 to 6 underlined words in task 1 are management processes. This evidence could be a quotation, a management model or theory, or a section where the general idea was discussed. Note down your evidence for each point with its reference. For example:

In section 2.4 Fayol (1949) refers to 5 management processes. One of the processes is ‘Co-ordinating’ - which is about managers directing the use of their resources and making sure ‘activities are conducted in harmony’.

Task 3: Copy out the topic title on to a new sheet of paper. Write 4 to 6 paragraphs using your points and evidence. Use a new paragraph for each of the activities identified in task 1. In each paragraph use the evidence from task 2 to construct an argument (or develop your case) for whether the reader should take the view that managers do more than ‘rule’ their staff all day.

You should avoid using numbering or bullet points. Write your ideas in full sentences and link your ideas together. Use approximately 700 words and do remember to include your references in the body of the text and also as a list at the end of the task.

Part B: Effective study review activity

Task 1: Identify and discuss one way in which you found it quite difficult to complete the tasks in Part A. What could you do in future to make this area easier? Use approximately 100 words.

Task 2: In blocks 1 and 2 you have been briefly introduced to 6 areas of study. Reflect on how confident you now feel about these areas and place a tick in the appropriate column for each study area.

Study area	Confident	OK so far	A bit confused	Really worried
Managing your study time (1.3)				
Mind mapping (2.4)				
Note taking (2.7)				
Reading written text (2.7)				
Reading diagrams and tables (2.7)				
Referencing (Assignment Booklet).				

Managers do more than 'rule' their staff all day. Is this a fair statement?

Task 1

Part 1

- Managers plan for their organisation.
- Managers organise people to get jobs done.
- Managers act as leaders
- Managers coordinate resources
- Managers act to control the outputs of their organisation

Part 2

Planning

In Section 2.4 Fayol (1949 in Lucas et al, 2005, p.21) describes planning as "looking ahead, assessing the future and making provision for it"

Organising

Mintzberg is discussed on page 23. All of the managerial roles in Table 2 apply to organising as they are all needed to ensure that business activities are carried out.

Leading

Mina's story on Page 23 is the example I have chosen as it shows how leading is about making other people aware of what has to be done. It also shows her trying to give support to her team and encouraging them to share ideas.

Coordinating

In section 2.4 Fayol (1949 in Lucas et al, 2005, p.21) refers to five management processes. One of these processes is 'coordinating' – which is about managers directing the use of their resources and making sure 'activities are conducted in harmony'.

Tutor's comments

It looks as though you are going through Fayol's 5 processes.

Good reference.

I think that this might be a difficult way to approach this - Fayol is more straightforward.

Might have been a good idea to use Mintzberg at this point.

Also this should be referenced in the same way as you use above.

Leadership is quite a big concept - is there anything else involved?

Again a good reference - although I've noticed that you do not have a final reference list.

Good selection of quote.

Controlling

The section on page 33 about Chris' story is what I've chosen. This shows Chris explaining to her Heads of Departments what the expectations are. The marketing area is to be re-structured to help meet the planned outputs.

Part 3

Managers do more than 'rule' their staff all day. Is this a fair statement?

At first I found it quite difficult to connect the idea of planning to the idea of ruling.

Ruling makes it sound as though managers just order people around and tell them what to do. I had the idea of a king just telling people to do this or do that. Because they are the ruler, other people just have to obey. Fayol's* idea of planning seems rather different. The quote shows that it is concerned with the future rather than the here and now. It is about careful thought and is concerned with the welfare of other people rather than just the king having his immediate desires met. This makes me think that perhaps rule is not a very good word to use. On the other hand, if the king is a wise ruler he might be planning on behalf of his people as part of his ruling. I think rule sounds too much as though someone is just trying to boss other people about.

*The need for managers to plan is beginning to show me that managing is not just about this.

I have similar problems with 'organising' especially as I have children, a dog and lots of friends that want me to do things with them all the time. Some of Mintzberg's ten roles do seem to be like ruling. For example being a figure head is quite similar to being a ruler. Some of the others do not relate so well to ruling. Mintzberg talks about monitoring information flows. This sounds to be too detailed for a ruler. You would imagine that a king would get other people to do the more detailed things. The same about allocating resources.*

It does not fit in very well with ruling because it means getting involved in negotiations with different

Yes you're right - controlling is all about matching outputs to inputs.

Good to see you thinking about the question in this way.

And it is good to see you saying how you understand what 'rule' means.

*This also needs a reference.

Try not to get drawn into your own imaginary example.

* This is a useful comment which reflects the stance taken in Blocks 1 and 2.

This personal information, though interesting, does not add to the answer.

I still wonder if it would have been better to use Fayol here. You are right that Mintzberg highlights the detail of management more than Fayol.

*This is not a complete sentence.

people in an organisation. Being a ruler implies a lot of power which managers might not always have.

I do not think the sort of leading that Mina does can really be said to be ruling – it's more like the kind of thing that I do everyday! In this case Mina spends time sharing her ideas with colleagues and trying to communicate with them in such a way so as to encourage them to share their ideas. As part of this she is also quite concerned when they react in unexpected ways, e.g. Andrew became very defensive. This example shows that to lead as a manager it is important to include people and make sure their ideas are heard. It is not just saying follow me and do as I say.

I think it is difficult to link coordinating to ruling too. There seems to be a big difference between the two as ruling would just be telling people what is going to happen and expecting them to fall into line. Coordinating is not so simple. It might mean getting their ideas and using these to find a sense of direction which would mean something to everyone. Again, ensuring that they work in harmony suggests to me that the manager has to keep checking how people are getting on with each other and how different parts of an organisation work together. If there are problems in this area I can see the manager having to work with people to deal with any problems. The manager would have to be good with people and be a good communicator. I think that this is so far removed from the idea of 'rule' that this idea of being a manager is not a very helpful one.

Controlling might sound as though it is close to ruling. However, Chris' story shows that it is more complicated. Controlling in business is really about making sure that the outputs are OK. Businesses are there to make things or provide a service. These are the outputs. It is really the manager's job to make sure that these outputs make good use of the resources. The manager would also want to know that the actual outputs are similar to the planned outputs.

You need to add a list of references here of the books consulted. For most people this is the Y159 course book. Please look back on the guidance on referencing in the assignment book.

Word Count 655

Again, this personal comment does not add to the 'academic' argument being presented here.

Here it would have been useful to draw on Mintzberg.

Again, it's very encouraging to see you thinking about what managers have to do and relating this to the set question.

And this paragraph really shows you recognising the complex nature of management. It is the complexity which means that 'rule' is not a very useful description.

Task 2 – Effective study review activity

Part 1: Identify and discuss one way in which you found it quite difficult to complete Task 1. What could you do in future to make this area easier? Use approximately 100 words.

I was not quite sure about whether I should just use the five processes of Fayol or whether I should try and bring in other parts of the course. I could have just used these five but this seemed a rather boring way to approach the task. I tried to use Mintzberg as well but I am not sure that I understand this part as well. I think it would have been better to read the assignment through and discuss it with my tutor. (I had not read it through before the tutorial because I had been too busy at work.) In future I will make sure I really understand what the assignment is about and note down any problems so I can discuss with my tutor.

Word Count 127

Tutor's comments

It would be OK to use just Fayol - but as I note above Mintzberg is useful too.

This is a sound suggestion.

Part 2: In blocks 1 and 2 you have been briefly introduced to 6 areas of study. Reflect on how confident you now feel about these areas and place a tick in the appropriate column for each study area.

Study area	Confident	OK so far	A bit confused	Really worried
Managing your study time (1.3)		√		
Mind mapping (2.4)			√	
Note taking (2.7)		√		
Reading written text (2.7)	√			
Reading diagrams and tables (2.7)			√	
Referencing (Assignment Booklet).				√

Comment: I can see that you are worried by referencing - we'll discuss this at our next tutorial.