

Deduction
Application
L6R



Learning
- Increased productivity: Efficiency
- Working more effectively
- Reduced labour to lower the cost of individual employee resources

Key
- Training - Advantages: Virtual for topics
- Multicultural - Taylor: Machine, Weber: Hierarchy
- Information - Ford: Scientific, Latham: Research, Lubatkin: Lead per unit
- Motivation - Herzberg's: Job, Herzberg: Labour and per unit
- Stakeholders - Stakeholders: Legal, Ethics, Employment Law, Tax
- Decision making - Scientific - Evidence
- Decision making - Scientific - Evidence
- Quality control
- M.S. Formula
- Engaged employees

Prezi/Powerpoint
+
Worksheet

The decision making process
Types of decisions
Decision making: rational and emotional
Decision making based on emotion
Decision making based on emotion
Decision making based on emotion

Expectations

- Folders
- Prep
- Reading
- Multi media
- Books
- Prezi

Basics and Terminology

Terminology

What are stakeholders apart from the organization?

- Service
- Supplier
- Government
- Employee
- Local community
- Shareholders
- Bank
- Pressure groups
- Customers
- Employees
- High wages
- Job security
- Wages



Prevent monopolies and anti-competitive behavior from taking place. This is to ensure consumers have choice and are therefore protected from being taken advantage of by large organizations that have too much power.

Web Stakeholder diagram with what each stakeholder group wants.

CEO
CFO
CFO

Facebook
Google
BA
Jimmy Choo
Alibaba

Type of labour force

Depending upon what the needs of the organization are, there are different types of labour force. Some organizations may have a mix of different types of labour force. The type of labour force will depend on the nature of the organization and the needs of the organization. Some organizations may have a mix of different types of labour force. The type of labour force will depend on the nature of the organization and the needs of the organization.

Facebook-philanthropy

Syria airstrikes - three reasons for and three reasons against 3D Printing-

Such a loss could also impact your business operations. Consider the following: your employees' safety, your company's reputation, and your financial stability. The loss of a key employee could have a significant impact on your business. Consider the impact of a key employee's loss on your business.

Philanthropy

Philanthropy - Mark Zuckerberg and his wife promise to give away 99% of their shares. Worth in the region of £30bn.
Social side of business - recognizing that business can have greater benefits to society that are beyond simply financially benefiting the few.
The Gates foundation - is another example of philanthropy - this is also supported by other american multi-billionaires such as Warren Buffett.
He is one of if not the most successful investor in history. His company Berkshire Hathaway produce revenue by investing in other organization therefore they are known as an institutional investor.

Homework set on the 23/11/15 - Page 266
Short answer questions
Q1 & 2 - total of 9 marks.
Knowledge check questions
2,3,7

Due - Friday - 27th

Homework 2 - Write a minimum of a side to answer: Of Mintzbergs 10 roles of a manager analyse which three you think will have the biggest influence on an organizations success.



Data response questions - Page 58
Deadlines
L6R - 2nd October
L6R - 2nd October
L6R - 2nd October

Stakeholders
Shareholders
Employees
Customers
Suppliers
Management
Local community
Competitors
Government
Bank
Pressure groups

may not be aware of new or different methods of motivation. Understanding which ones are appropriate for the type of work and the type of employee is vital to ensure resources are used effectively.

Factors that Influence what me

Workplaces with a union are paid 7% higher than those with
 unilateral - a decision made by one side.
 Unions attempt to prevent unilateral decision being made by management. The use of collective bargaining ensures workers are able to influence the decision making process on key issues.



Both the balanced scorecard and the TBL stress that there should not be a compromise between financial performance and sustainability.

Standard Chartered Bank: Valuation and Capital Structure

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len

to improve performance.



Jan 2007
 New research published by the World Economic Forum Study that examining senior and middle management. Many respondents and executives in the case studies of the study may be more important than other activities.



Cash flow forecasts

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Cash inflows - these are flows of finance into the company most often these are revenues, may also include one off payments.

Cash outflows- finance leaving the company to pay for costs. These cant be varied and include both direct (variable) and indirect (fixed) costs. Again many will be monthly others may be one offs.

Net cash flow = total inflow - total outflow

Opening balance - previous months closing balance or the starting position.

Closing balance = Net cash flow + opening balance.

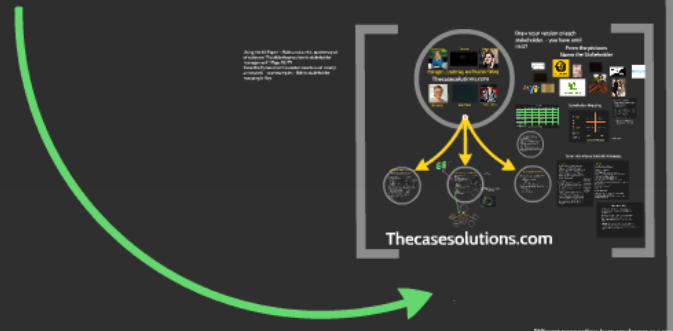
Trade credit - the period given by suppliers before customers have to pay for there service or goods.

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Recap Quiz aka test

- 1. Write down as many of Mintzbergs 10 roles of a manager. What were the three sections he split these into.
- 2. Draw and label the Blake Mouton grid.
- 3. Tannenbaum-Schmidt continuum.
- 4. Draw decision tree - EMV and net gain.
- 5. Short answer Q1&4 - Pg 69.

Mind map or notes -



Different perspectives from employees as a result

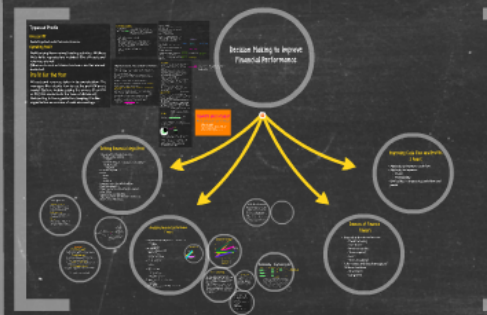
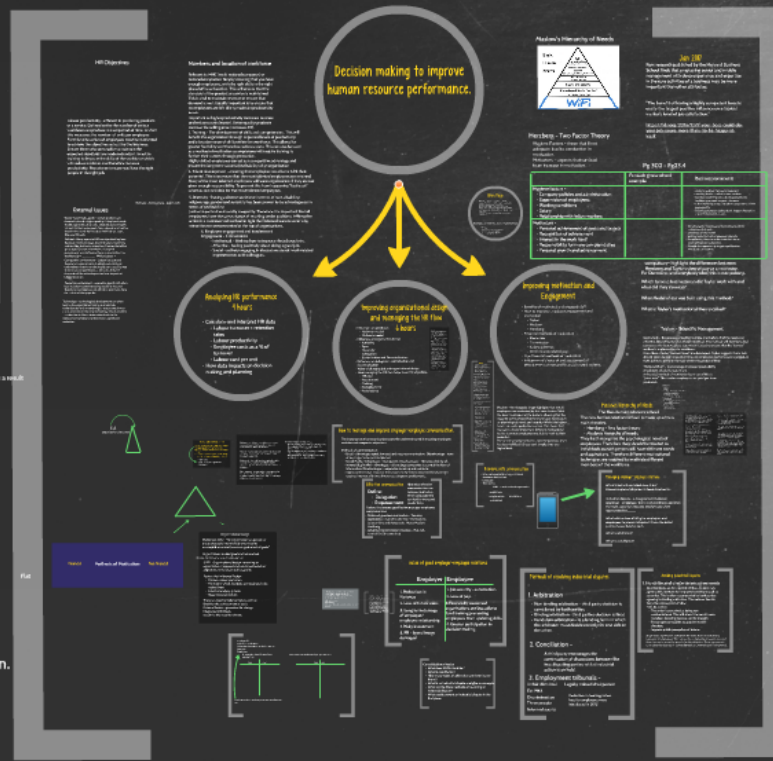
Training - "Learning and talent development"

Developing skills and knowledge that aid the organization in achieving its corporate objectives.

On the job -
Off the job -

Soft HR perceives this as an investment. Long term benefit to the organization.
Hard HR perceives this a cost.

Mr Cullen



Budgets

A financial statement that stipulates the amount of finance a certain department or manager has available to spend for a certain period of time. It's a way of controlling finance. Two principal issues dealt with budgets - forecasted revenues and expected costs for a period of time.

Types of budget

1. Revenue - earnings - budgets that only deal with income.
2. Cost - expenses - control spending on costs related to an income and non-revenue.
3. Profit - deal with both revenues and expenses.

Variance - difference between forecasts (budgets) and actual figures.

Types of variance

- Favourable - any variance that leads to an increase in profit.
- Adverse - any variance that leads to a decrease in profit.

Variance - the difference between actual

Favourable - a difference that leads to profit

Adverse - a difference that leads to a profit

Sales/revenue

Profit

Costs

Adverse Sales variance - sales were forecasted.

Favourable costs variance - costs were forecasted.

Adverse Profit - actual profit is less than forecasted.

Favourable sales variance - sales were higher than forecasted.

Adverse cost variance - costs were higher than forecasted.

Collateral

Net cash flow

Closing balance

Opening balance

Be aware of net

Payables days

Other creditors

Receivables days

the company

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Marrissa Mayer



Steve Jobs



Arianna Huffington



Bill Gates



Elon Musk



Marry T Barra

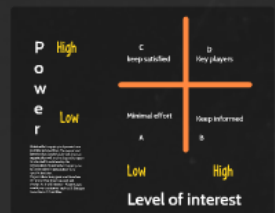
Draw your version of each stakeholder. - you have until 14:37

From the pictures Name the Stakeholder



Stakeholder	Employees	Customers	Shareholders	Suppliers	Executives
Essential Production	High	High	High	High	High
Car Costs	High	High	High	High	High
Risks/Issues	High	High	High	High	High
Launch new Products	High	High	High	High	High
Use new technology	High	High	High	High	High
Acquisition	High	High	High	High	High
Philanthropy	High	High	High	High	High

Stakeholder Mapping



- List and number the stakeholders of St George's.
1. Customers - Power - D
 2. Suppliers - Minimal effort - A
 3. Management - High Power - High Interest - B
 4. Competitors - High Power - Low Interest - C
 5. Local Community - Low Power - Low Interest - A
 6. Owners - High Power - Low Interest - C
 7. Pressure groups - High Power - Low Interest - C

Pick these stakeholder groups with a paragraph explaining why a stakeholder fits the quadrant you've chosen.

Factors that influence Stakeholder Relationships.

Internal Factors
Leadership: The nature of the leadership will influence how stakeholder relationships are managed. In many organizations, leaders will take on the role of a stakeholder manager, which involves building trust and identifying the needs of different stakeholders. However, not all leaders are good at this. This means stakeholders that are not satisfied with the relationship with the management of an organization. Voluntary leaders who have a reputation for independence of action may find it difficult to negotiate and manage stakeholder relationships. The stakeholder group will therefore be perceived as being more satisfied with the relationship.

Key Ownership
Key ownership: These are the individuals who have the most influence over the organization. They may have the most influence over the organization's strategy and direction. They may also have the most influence over the organization's resources. This means that stakeholders who are not satisfied with the relationship with the organization may find it difficult to negotiate and manage stakeholder relationships.

Operational
Operational: This is the day-to-day activities of the organization. It involves the production of goods and services. This means that stakeholders who are not satisfied with the relationship with the organization may find it difficult to negotiate and manage stakeholder relationships.

External Market conditions
Market share - monopoly
Highly competitive
Competitive advantage through developing partnerships with stakeholders. This can differentiate organizations from its competitors.

Power of stakeholders
The size and therefore influence of some stakeholders ensure managers take their opinions into account.

Institutional investors - Suppliers - JTF

Government
Many laws and guidelines dictate how organizations treat certain stakeholder groups. Privatized industries such as... often face significant regulations that may include...

Stakeholder - final lesson
A - News starter - 15 minutes
1. Questions - 2 Pages 10 - 15 minutes
2. Review - 10 minutes on internal and external factors and those on stakeholder management 5 minutes
3. Review your answer every homework question - 10 minutes for feedback
4. Your assignment - 10 minutes
5. Write on your copy of the 100 objectives - Page 10/10/2016. Review the objectives and the content of the assignment. Review and engage and monitor.

Role and importance of stakeholders

- Stakeholder needs when making decisions
- Stakeholder overlaps and conflicts
- Stakeholder mapping
- power
- interests
- Relationships with stakeholders
- How to manage relationships with different stakeholders
- consultation
- communication

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Managers role:

- Setting objectives
- Analyzing
- Leading
- Making decisions
- Reviewing

Types of management and leadership styles and influences on these

- Tannenbaum Schmidt
- Baker Neuman grid
- Effectiveness of different styles of management and leadership

Understanding management decision making

1. What is a decision?
2. Decision making: risks, benefits and accountability
3. What factors influence decision making?

1. Types of decisions
2. Decision making: risks, benefits and accountability
3. What factors influence decision making?

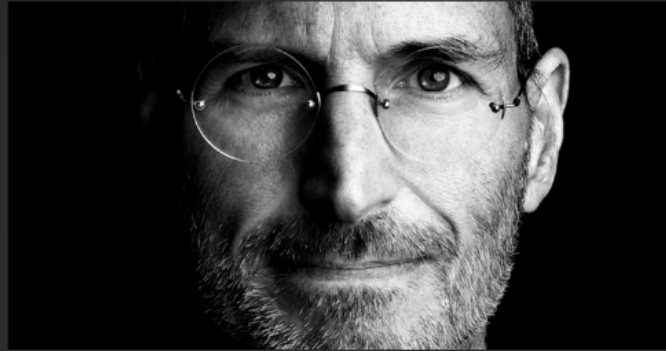


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Marrissa Mayer



Steve Jobs



Arianna Huffington



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Management, Leadership and Decision making

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- Managers role:
 - Setting objectives
 - Analysing
 - Leading
 - Making decisions
 - Reviewing
- Types of management and leadership styles and influences on these
 - Tannerbaum Schmidt
 - Blake Mouton grid
- Effectiveness of different styles of management and leadership

Management - planning, organising, directing and controlling all or part of the business.

Leadership - functions of ruling, guiding and inspiring other people in the pursuit of agreed objectives.

Trait Theory

These theories suggest successful leaders have certain characteristics that will distinguish them from other more successful. The theories have developed from the concept of charismatic leaders such as Jesus Christ and Nelson Mandela. This has led to trait theory being known as "Great person theory".

Thinking like a Manager

Informational category - managing through people

Psychomotor - requires perfect acts or concrete external objectives

Leader - establishes an effective working environment, controls - objectives, regulates, motivates, responsible for performance of subordinates

Listener - receives, understands, facilitates information

Individualist - processing info. in isolation

Monitor - checking data to ensure the facts speak for themselves

Teamwork - working in a group to achieve a common goal

Decision-maker - spreading information to those that need it

Stabilizer - requires that the implementation of what is agreed to be done

Organizer - and are areas of concern

Coordinator -

Development - requires that the implementation of what is agreed to be done

Informational -

Psychomotor -

Leader -

Listener -

Individualist -

Monitor -

Teamwork -

Decision-maker -

Stabilizer -

Organizer -

Coordinator -

Development -

Informational -

Psychomotor -

Leader -

Listener -

Individualist -

Monitor -

Teamwork -

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Development -

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Monitor -

Teamwork -

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Stabilizer -

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Coordinator -

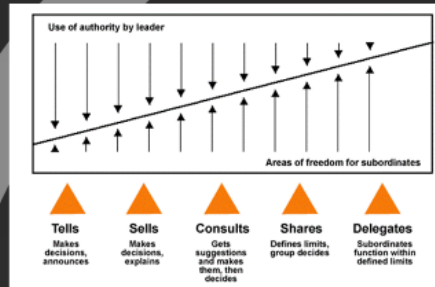
Development -

Informational -



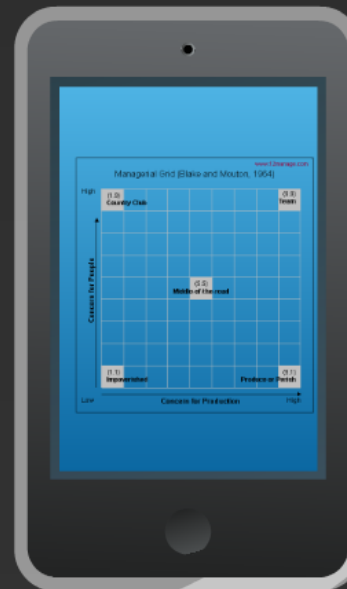
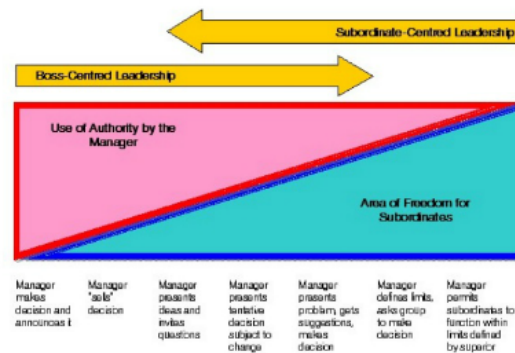
Factors that influence the style of leadership
The nature of the job
The personality of the manager
The nature of the organization
The nature of the subordinates
The nature of the environment
The nature of the situation
The nature of the organization
The nature of the subordinates
The nature of the environment
The nature of the situation

Blake Mouton Grid



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The Tannenbaum and Schmidt Graph



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Mission Statement

Corporate Objectives

**Division Objectives
Strategy**

Tactics

Long Term

Short Term

