

a. Management Principles (BONUS) *

Topics (Study Guide)

a. Management Principles (BONUS)

1. **Functions of Management**: planning, organizing, staffing, directing, controlling and evaluating
2. **Management Strategies & Organization**: structural organization, communication
3. **Motivation**: dysfunctional behaviour, theories of motivation
4. **Leadership**: leadership styles, leadership theories
5. **Concepts of Management**: management theories, management characteristics

1. Functions of Management

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling / evaluating

Planning: determining in advance what should happen → essential for organizing, staffing, directing, and controlling

- Involves setting goals and objectives, policies, procedures and methods
- **Characteristics of planning**
 - **Repetitiveness**
 - Standing plans → used repeatedly, provide consistency/predictability
 - Single-use plans → not to be repeated, kept for records
 - To attain specific objectives within short period of time
 - **Time span**
 - Short range/operational → less than a year (e.g. yearly operating budget)
 - Long-range → greater than 5 years (e.g. building plan)
 - **Level of management**
 - Top managers → broad comprehensive planning of goals/objectives
 - Middle managers → develop policies
 - First-line → develop methods and procedures
 - **Flexibility**
 - Longer range planning must be more flexible, rigid planning increases risk of inability to cope with changes

Outcomes

1. **Objectives** → predetermined, toward which effort directs its efforts
 - Provide direction and serve as motivators
2. **Policies** → general guides for decision-making, boundaries to operate within
 - i.e. "all customer complaints must be addressed within one day"
3. **Procedures** → specific guide for daily operations, chronological sequence of activities (i.e. "how to run the dishwasher")
4. **Time span**
 - **Short-range / operational planning** → covers period up to a year
 - e.g. operating budget (usually projected in days, weeks, or months)

Cdre Study Guide

J Elliott



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