

Management (Short Course)

Assessment.

- 1) Define Leadership. What are the four stages of leadership according to situational leadership model? Explain each using relevant example.

Leadership is someone taking control of various situations.

The four stages of leadership are ; Directors , Coaches, Supporters and Delegators.

Directors style:

As a director you'd give an employee tasks to do, explaining what's required, how to go about the task and support them in any future questions or queries about the tasks given.

Coaches style;

As a coach it involves a lot of the directors style but also more assistance to the employee in a supporting role.

Supporters style;

As a supporter it involves little or none of the above and concentration is on assisting employees to solve problems and think of solutions to problems or issues for themselves with the addition of being there to guide and support the employee.

Delegators style;

As a delegator this involves getting the employees to do task required and delegating the task to the relevant skilled person, this person can report back to the delegator although the delegator doesn't give support as above , nor does the delegator work as a director as above.

- 2) Explain various problems related to managing resources.

Some problems that can occur that's related to managing resources are;

Costs of materials / machinery ;

These could be higher expected due to various reasons. There may be a minimum order charge, which is excessive to what you need, the usual supplier has extended the lead time and you need to go elsewhere, if buying from abroad the exchange rate or freight costs may have increased. You may need a piece of machinery to do a certain job that's expensive and needs to be justified , i.e the machine costs £5000 the order is worth £8000 raw materials, Labour cost and overheads cost £2500, leaving a profit of £500, is there another order that we can use that machine for, is it a one off order etc.

Availability;

If the goods exclusively bought from one supplier, is there a 3 month wait because they're coming from China , it's Chinese New Year so that adds 3 weeks to the order, how long does it take to make the product ordered.

Ensure you have a minimum stock quantity and order in time allowing for all eventualities. Also try to resource at a competitive price with a shorter lead time.

Look at whether a slight change in the component is worth looking into as you may get a similar part quicker and cheaper.

If the machinery has a broken part, can it be repaired, where can you get spares, are they coming from overseas , is it obsolete or new and no spare readily available.

Maintenance;

Materials should be quality checked on receipt and stored appropriately or returned to the supplier if faulty.

Will it rust? Don't leave in a damp place.

Will it rot? Use before it does.

Is there a best before date or use by date? Use before those dates.

Stock rotation is beneficial for all items.

Sources

3) What are the five ingredients for managing a meeting

The five ingredients for managing a meeting are;

Keep your contributions short.

Don't take too many notes.

Don't interrupt others or let them interrupt you .

Think about your non verbal behaviour.

Time your contributions.

4) Outline various feedback techniques.

Sandwich feedback;

Is a positive comment, followed by a descriptive comment on what you need to see change , followed by another positive comment.

i.e

Austin you are the person with the best knowledge on using that machine and correcting problems.

Would you mind keeping notes on setting it so others can do so in your absence?

Your knowledge will benefit all of us, can I depend on you to implement that?

Open ended approach:

You tell the person what behavior has to be changed followed by a positive comment.

i.e

Austin I would like you to keep documents on using that machine, you've brilliant ideas that needs to be documented .

You've knowledge that we can all use. Can I depend on you to do that?

Individual positive feedback statement;

Austin you are one of the faster workers on that machine, you understand it better than any of us here

Constructive criticism;

No positives to go with it..

i.e

Austin I would like you to document details on using that machine. Your solutions don't get recorded and I'd like that to change.

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