

## Unit 4: Management and Operations

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| <b>Unit code</b>    | <b>D/508/0488</b> |
| <b>Unit type</b>    | <b>Core</b>       |
| <b>Unit level</b>   | <b>4</b>          |
| <b>Credit value</b> | <b>15</b>         |

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### **Introduction**

The aim of this unit is to help students understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits which support effective management and leadership. In addition, this unit will introduce the concept of operations as both a function and a process which all organisations must adopt to conduct business. Students will be introduced to contemporary and historical theories and concepts which will support their learning for this unit.

On successful completion of this unit students will have developed sufficient knowledge and understanding of how management and operations make a positive, efficient and effective contribution to an organisation at a junior level. This could be in the role of a team leader or managing a specific aspect of an operation function and/or process.

Underpinning all aspects of the content for this unit you will consider topics under two broad headings: management and operations.

### **Learning Outcomes**

By the end of this unit a student will be able to:

- 1 Differentiate between the role of a leader and the function of a manager.
- 2 Apply the role of a leader and the function of a manager in given contexts.
- 3 Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation.
- 4 Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment.

## Essential Content

### LO1 **Differentiate between the role of a leader and the function of a manager**

#### *Management theory:*

Contemporary and seminal theories of management such as management by objectives, classical management theories, behavioural theory and contingency theory.

#### *Leadership vs management:*

The definitions and differences of both a leader and a manager.

Management functions such as planning, organising, controlling and directing.

Theories of leadership traits, style and contingency.

Transformational and Transactional Leadership.

Action Centred Leadership.

'Hard' management skills and 'soft' leadership skills.

### LO2 **Apply the role of a leader and the function of a manager in given contexts**

#### *How situations affect the role of a leader and function of a manager:*

Situational leadership, systems leadership, task or relationship-orientated approaches.

The application of chaos theory and management by objectives.

### LO3 **Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation**

#### *Theories of operations and operations management:*

Six sigma, lean production and queuing theory.

#### *Different operations management approaches:*

The use of different management approaches: Principles of Total Quality Management (TQM), Just-in-Time Inventory and the concept of continuous improvement (Kaizen)

#### *Operational functions:*

Control and Distribution Systems.

Transformation of raw material into finished goods/services.

Process design.

Capacity management.

Logistics and inventory management.

Scheduling.

**L04 Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment**

*Different dimensions of contemporary business environment:*

The relationship that leadership and management have in the context of corporate social responsibility; culture, values, ethics and sustainability.

The relationship with stakeholders and meeting stakeholder expectations in the context of encouraging, developing and sustaining entrepreneurship and intrapreneurship.

## Learning Outcomes and Assessment Criteria

| Pass  | Merit  | Distinction   |
|---|--|---|
| <b>LO1</b> Differentiate between the role of a leader and the function of a manager   |  | <b>LO1 &amp; 2</b><br><b>D1</b> Critically analyse and evaluate the different theories and approaches to leadership in given contexts.              |
| <b>P1</b> Define and compare the different roles and characteristics of a leader and a manager.   | <b>M1</b> Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts. |   |
| <b>LO2</b> Apply the role of a leader and the function of a manager in given contexts   |  |   |
| <b>P2</b> Examine examples of how the role of a leader and the function of a manager apply in different situational contexts.<br><b>P3</b> Apply different theories and models of approach, including situational leadership, systems leadership and contingency. | <b>M2</b> Assess the strengths and weaknesses of different approaches to situations within the work environment.                                     |   |
| <b>LO3</b> Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation  |  | <b>LO3 &amp; 4</b><br><b>D2</b> Critically evaluate application of operations management and factors that impact on the wider business environment. |
| <b>P4</b> Explain the key approaches to operations management and the role that leaders and managers play.<br><b>P5</b> Explain the importance and value of operations management in achieving business objectives.   | <b>M3</b> Evaluate how leaders and managers can improve efficiencies of operational management to successfully meet business objectives.             |   |
| <b>LO4</b> Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment  |  |   |
| <b>P6</b> Assess the factors within the business environment that impact upon operational management and decision-making by leaders and managers.   | <b>M4</b> Analyse how these different factors affect the business environment and wider community.   |   |

## **Recommended Resources**

HILL, A and HILL, T. (2011) *Essential Operations Management*. London: Palgrave.

PETTINGER, R. (2007) *Introduction to Management*. 4th Ed. London: Palgrave Macmillan.

SLACK, N., BRANDON-JONES, A. and JOHNSTON, R. (2013) *Operations Management*. 7th Ed. Harlow: Pearson.

SCHEDLITZKI, D. and EDWARDS, G. (2014) *Studying Leadership: Traditional and Critical Approaches*. London: SAGE.

## **Links**

This unit links to the following related units:

*Unit 12: Organisational Behaviour*

*Unit 17: Understanding*

*and Leading Change Unit*

*25: Principles of Operations*

*Management*

*Unit 33: Business Information*

*Technology Systems Unit 34:*

*Business Systems*