

Unit 4: Management and Operations

Unit code	D/508/0488
Unit type	Core
Unit level	4
Credit value	15

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.

LO4 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
<p>LO1 Differentiate between the role of a leader and the function of a manager</p>		<p>LO1 and LO2</p> <p>D1 Critically analyse and evaluate the different theories and approaches to leadership in given contexts.</p>
<p>P1 Define and compare the different roles and characteristics of a leader and a manager.</p>	<p>M1 Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts.</p>	
<p>LO2 Apply the role of a leader and the function of a manager in given contexts</p>		
<p>P2 Examine examples of how the role of a leader and the function of a manager apply in different situational contexts.</p> <p>P3 Apply different theories and models of approach, including situational leadership, systems leadership and contingency.</p>	<p>M2 Examine strengths and weaknesses to appraise different approaches to situations within the work environment.</p>	

Pass	Merit	Distinction
<p>LO3 Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation</p>		<p>LO3 and LO4</p> <p>D2 Critically evaluate application of operations management and factors that impact on the wider business environment.</p>
<p>P4 Explain the key approaches to operations management and the role that leaders and managers play.</p>	<p>M3 Evaluate how leaders and managers can improve efficiencies of operational management to successfully meet business objectives.</p>	
<p>P5 Explain the importance and value of operations management in achieving business objectives.</p>		
<p>LO4 Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment</p>		
<p>P6 Assess the factors within the business environment that impact upon operational management and decision-making by leaders and managers.</p>	<p>M4 Analyse how these different factors affect the business environment and wider community.</p>	

Recommended Resources

Textbooks

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