

Monitor and support the person team business essay

Business



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a) Explain the purpose and the reason for the establishment of Golden State Manufactures.

Goldenstate Manufactures is formally made by economic reason to maximize organizations profit by manufacturing textile and distributing their products to customers. When their profit is increased, the profit will be distributed to shareholders and stakeholders, that is, the purpose for the establishment is to satisfy shareholders and stakeholders. Its establishment also has a purpose of social phase which all members of the company work for a benefit to the community.

b) Identify three other types of organizations and explain how their purpose and reason for establishment might differ from Golden State Manufactures.

1. Charitable organization

The difference between Charitable organization and Golden Manufacturing is that Charitable organization is generally made for the purpose of social well-being by giving help, money, food to those who in need. Therefore, it's commonly non-profit organization and any part of income is not distributed to members of the organization.

2. Amateur sports clubs

The clubs are a group of people who meet regularly for a common purpose. For example; a garden club, where people come together regularly to stimulate the knowledge of gardening. The main purpose of this kind of organization is to restore, improve and protect the environment through actions in the field with educational programs as well.

3. Governmental organizations

Governmental organization is established formally to act or process of leading. The purpose is to control and administrate of public policy. The direction of the organization is control over the actions of the society, community or citizens in accordance with legislations, therefore the aim of the establishment is not to fulfil stakeholder's welfare, it's essential to the entity of civilized society. Governmental organization also contributes to promote economic and social development of community and citizens.

1. 2 Identify at least two of the main roles/functions that need to be carried out by the following:

Mark (CEO)

1. One function of a CEO is to implement plans or the strategic goals and objectives of the organization. In this case, Mark has been assigned a goal of " optimizing the production and improve the quality of the finished garments to the required level within six months. 2. Marks duty is to support operations and administration of board by informing and advising the board of directors. His responsibilities also include interfacing between board and staff and support board's evaluation of chief executive. He also has to

oversee the design, marketing, promotion, delivery and quality of products and services.

Carl (Operational Manager)

1. One role of an Operations Manager is to lead the people in order to ensure that business operations are efficient in terms of using as few resources as needed, and effective in terms of meeting customer requirements. 2.

Another required role is to lead subordinates in the department. He needs to influence subordinates' behavior to make each manufacturing process accomplished effectively and efficiently. To influence people, he needs to communicate with others.

Quality Control Manager

1. The main role of a quality control manager is to directly test products during the production to make sure the best quality product is produced. The quality control manager would also oversee the staff, supervisors and inspectors engaged in the activity of testing product. 2. After monitoring, the Manager needs to evaluate each section's achievement, effectiveness and the progress, and then he will provide feedback to each section and subordinates. As well as this, he will take collective action according as the evaluation.

Research and Development Manager

1. One of the roles of R&D Manager Primary function is to conduct research for new products and create up new solutions and develop the organization with all scientific aspects that are available which will benefit the organization. In order to be competitive, the company continuously needs to

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find ways for new technological development of the product range. 2. The Manager has another role to provide the relevant and updated information about the textile manufacturing industry to the company. The information would include the trend of the industry and threats of other competitors. By informing those threats, the company and workers will be more motivated to develop their products and service and that will contribute to the company to be more competitive in the industry.

1. 3

a) Explain how effective you feel Golden State Manufacturers is in meeting its purpose

Golden Manufactures doesn't meet its purpose effectively, because the main purpose of the company is to increase the profit, however, the company's production has dropped over the past 18 months. Besides, customer complaints have increased due to the insufficient quality of the products. Those facts mean that the management of the company has not been effectively implemented, therefore, the management within the company should be improved and positive and corrective action plans should be taken. The company also has a high rate of worker turnover in some sections and there are overstuffed sections. Also the alignment of the production process doesn't flow effectively. Hence, resource of the company such as workers, machines, cost, material, process and time are not efficiently managed.

b) List four main management skills or competencies needed for it to be competitive.

1. Leadership skills

Managers have to have leadership skills to guide the direction to team members to achieve goals and inspire them to be motivated towards the goals as a member of the company. The manager needs skills to identify worker's strength and weakness so that he can allocate workers' tasks that suit each worker. Managers should establish the environment in the organization to enable subordinates involved in each process to achieve the goals.

2. Communication skills

According to this case study, the communication skill of the Operations General Manager is poor and that leads to the efficiency in the department such as high rate of turnover or wasting resources. To increase productivity, the manager should communicate well with team members and explain their tasks to achieve and identify problems or conflicts to solve by listening to the members' opinion.

3. Delegation skills

Delegation skills are required when subordinates have the competencies to do their tasks. In the process of delegation, an ability to identify the right persons to delegate the task is required and the tasks and its responsibility should be clearly explained. Managers should support them and give them feedback. When managers have the skills of delegation, they will be able to have a time to focus on more important issues.

4. Quality management skills

The company needs to maintain a desired level of quality. This doesn't mean only production, but also working environment, human resources and production process, that is, quality management needs a holistic approach to improve the quality. Managers should lead the team and individuals to focus on achieving total quality. Managers also ensure them to continuously participate in the process of improvement. At the same time, Managers are required to identify problems and to lead subordinates in problem-solving process.

c) Explain why you feel each of the four skills or competencies listed in 1. 3 (b) are important.

Leadership skills - This is important because a manager who has the ability to influence human behaviour will be able to motivate, guide and lead the staff members. Leadership skills help the manager to get the work done through the workers. Communication Skills - This is important because effective communication is an essential component for organizational success. A manager who effectively communicates with staff members promotes pleasant relations and motivates the employees for increasing production and creates healthy and happy environment within the organization. Delegation skills - The Knitting Manager and the Finishing Manager don't allow workers to have an authority and freedom to do tasks independently. That is creating workers' de-motivation. If managers allow delegation of workers, workers will have higher responsibilities for the delegated task and they will get a feeling of being more involved in the process. Consequently, workers will be more motivated and worker turnover

will decrease. Quality management skills - According to this case study, customer complaints have increased with regards to the quality of the finished goods. This means there are many problems caused producing poor quality goods in the Operations department. The manager should explain the importance of maintaining the quality of the goods and make all workers feel involved, sort out overstuffed section and allocate workers adequate, and provide appropriate accessories.

Question 2

2. 1

a) From any of the leadership theories, identify and briefly explain which theory Ron, the Finishing Manager most closely aligns with, giving evidence from the case study.

Ron's management is aligned with Relationship Based Behavioral Theory, because Ron follows the same approach as Adam's leadership style such as 'My way or no way'. That means Ron puts the importance of maintaining relationship with others, therefore, Ron's leadership style depends on the other's behavior. In this case study, Ron follows Adam's autocratic leadership style, and that affects Ron's attitude that doesn't allow empowering his staff without his knowledge even though the management doesn't work well.

b) Identify and explain the Leadership styles of Adam, the Knitting Manager, and James, the Dyeing Manager giving evidence from the case study.

Adam: Autocratic style

He has a firm philosophy of his management style which is that he doesn't give any authorization to his subordinates and his decision making depends on his own idea without referring other's opinion.

James: Laissez-Faire style

He gives subordinates freedom of doing their tasks, and that means that James doesn't take initiative to control the Dyeing section. Therefore, the leadership responsibilities are shared by subordinates in the section. He takes this style because he avoids confronting with subordinates because he is afraid of having conflicts between them.

c) Comment on how appropriate you feel each of these leadership styles are in the current situation.

Autocratic style (Adam): His autocratic style is inappropriate in this company, because his leadership style shows the evidence that is the high rate of workers' turn-over. If the manager doesn't value worker's opinion, workers won't feel being involved in any process and they will feel alienated.

Ultimately workers' motivation will be decreased. In management process, making right decisions is important, however, Adam forces workers to follow his way and there is no compromise to take other's opinion. That means he might make a wrong decision which gives serious negative impact on the organisation.

Laissez-Faire style (James): Laissez-Faire style doesn't work appropriately in this company. Firstly, Laissez-Fair works effectively not only

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when each worker has freedom to do their job, but also when they have the same direction to achieve their goals. However in this case, this style leads to a lack of control in the dyeing section due to absence of James's initiative. The lack of control brings workers' de-motivation and that causes decreasing productivity such as that the Stitching section are waiting for fabric through the dyeing sections, which means the Dyeing section is not working effectively. Secondly in this leadership style, it's important to take creative ideas of workers, but James doesn't encourage workers to be creative because he refrains from taking any actions to their work.

2. 2

a) Select one motivational theory

Mark can motivate Carl by using Herzberg Two Factor Motivation theory.

Herzberg Two Factor Motivation Theory explains the different factors causing dissatisfaction and satisfaction at work which were categorized in Hygiene and Motivational sections. Mark can use Motivational factors to motivate Carl.

Motivational Factors:

Reorganization: Mark can help Carl to show him his achievements over the time and he can motivate him to concentrate on your strengths and try to work on your weakness. Sense of Achievement: Mark should make Carl realize that there are extra perks in the job if you do better than what you are doing now and that will eventually help the company as well. Growth and Promotional Opportunities: Mark could set prizes or position and pay

appraisals for Carl after reaching a certain goal over the certain time period which will definitely boost Carl to do better. The meaningfulness of the work: Mark should be able to do the job for Carl to be more challenging and interesting so that he keeps himself motivated for the challenges.

Responsibility: Mark should give Carl more responsibility and freedom so that he could understand the importance of the responsibility he have as the operations manager of the organization.

b) Advise Adam, the Knitting Manager, of four ways he might motivate this staff so they will remain with the company.

1. He must design specific, challenging and accepted goals for subordinates. To keep them remain in the company, Adam should set goals that are challenging but achievable with each worker's cooperation. Each worker needs to accept those goals to perform effectively. He must monitor each process closely and give them support as needed. When they achieved the challenging goals, they will be motivated for the next challenge. As a result, they will remain and be more conscious about their own responsibility. 2. He must appreciate the section managers and subordinates. He must introduce democratic style that shares opinions with others in the process of decision making. At current situation, he forces workers to follow his decision and he doesn't appreciate other worker's ideas. To change this situation, he will have a staff meeting in regular basis and find out the problems or their concerns. Before making decision, he will consult with them or he will explain to others why the decision has made to seek other's agreement after decision making. 3. He must recognise worker's achievement and reword

them He must evaluate each worker's achievement and reward them according to the achievement. In this case study, the productivity of the Knitting section is decreasing. He can set the goals such as 'increase the productivity 50% in three months'. If they attained this goal, rewards should be given to workers. 4. He must improve worker's sense of responsibility. He should allocate the right human resource to the right task and explain them each one's responsibility for the task. For example, he will assess workers capability and allocate the right person to the right knitting process. Then he will explain the importance of completing each task. The each worker will have more strong sense of responsibility and their motivation will be higher.

2.3

Mark the CEO has told Ron, the Finishing Manager that he should delegate more. You are assigned to coach Ron through the steps he must take to delegate effectively.

a) Explain to Ron three benefits of delegation.

1. Delegation helps manage time effectively Ron doesn't allow his staff to take the liberty of doing things without his knowledge. That means that Ron spends his time to doing many tasks and keeps himself busy. If he delegates his tasks, he will be able to save his time and reduce his burden. 2. Delegation increases productivity If Ron delegates lower-skill-needed tasks to subordinates, he will be able to focus on more important and difficult tasks/issues. The manager has to ensure that the recipients of delegated task have ability to achieve the task. When both of delegator and the recipients play each roles, the tasks will be effectively completed and increase their productivity. That will reduce issues of production delay. 3.

Subordinate will be motivated and learn more skills. If Ron delegates tasks to subordinates that they have never done before, they will learn new and higher skills by being trained or supervised in the delegation process. When the recipients complete the delegated tasks, they will feel more confident to do same kind of tasks and that brings them better motivation.

b) Explain to Ron the five steps needed to be taken for effective delegation

Step 1: Select the delegation task and person(s)

In the first step, Ron should select which task he can delegate. The task would be less important or less skill needed task. Then he can choose who are capable and accountable to complete the task. Then he will give authority to the person/team. In this case study, Ron can delegate a supervision task for each finishing process to improve the quality and productivity of goods. He will select suitable skilled person for this task. (Sharma, 2012)

Step 2: State results should be achieved

In this step, Ron will explain why the task is delegated, how the person/team should implement the task, what results are expected, and until when it should be completed. Ron needs to ensure that the task is understood by the recipient of delegation, at the same time, an agreement between Ron and recipients needs to be done. The recipients need to confirm their responsibility. Ron will explain the current situation about the production quality and inappropriate productivity. Following that, he will explain the required result such as ' Increase the goods productivity 20% and improve

its quality in three months'. Ron ensures the expected result is understood and agreed by the person. (Sharma, 2012)

Step 3: Allocate resources required

Ron needs to assess what resources are required to successfully complete the task. Then he will provide the resources to them as needed. Ron will provide adequate budget, accessories, materials and information that are required for each finishing process.

Step 4: Monitor and support the person/team

During the delegation process, Ron needs to monitor and ensure by communicating with the recipients that the delegated task has been done as required. If there are problems, Ron should intervene and support to solve the problems. Once in every one or two weeks, Ron will check if the process has been done properly within the timeframe. If he identifies the problem such as the machine breakdown, he should deal with it immediately. (Sharma, 2012)

Step5: Evaluate and feedback on results

Ron must evaluate the delegated task has achieved the required results and the delegation was effective. He also needs to identify problems should be improved. After the evaluation, feedback should be given to the recipient. When the deadline is over, Ron will evaluate if the quality of goods is improved and the productivity is adequate level as required. He will also evaluate the person's supervision was effective and efficient. Ron can give the person a reward in accordance with the achievement. (Sharma, 2012)