

Exercise walk-through

Management ■ 2.3

eXercise

You must be able to

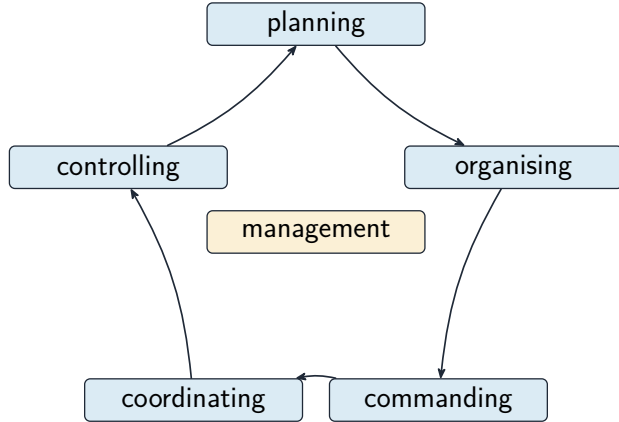
- state Fayol's five functions of management
- explain the difference between a manager and a leader
- analyse and evaluate why effective management matters

Method — Functions, roles and leadership

- **Fayol's five functions:** planning, organising, commanding, coordinating, controlling.
- **Mintzberg:** managers also play ten **roles** in three groups — interpersonal, informational, decisional.
- **Manager vs leader:** a manager plans, organises and controls the day-to-day work; a **leader** sets a vision and inspires people to follow it.

Answer shapes: AO1 (name/define) + AO2 (apply to the firm) + AO3 (reasoning chain) + AO4 (judgement in context).

Method — Functions, roles and leadership



Fayol's five functions of management form a repeating cycle

Method — Functions, roles and leadership

the best managers are also good leaders

manager

plans, organises
and controls the
day-to-day work

leader

sets a vision,
inspires people
and guides change

A manager runs the day-to-day work; a leader sets direction and inspires

Practice 2.1 ■ 3 marks

State three of Fayol's five functions of management.

Solution 2.1

Method: Functions, roles and leadership

Worked steps

any three of: planning; organising; commanding; coordinating; controlling (1 + 1 + 1).

Practice 2.2 ■ 2 marks

Define the term *management*.

Solution 2.2

Method: Functions, roles and leadership

Worked steps

getting work done through other people to reach the firm's objectives (2 for a clear definition; 1 for a partial idea).

Practice 2.3 ■ 2 marks

State one difference between a *manager* and a *leader*.

Solution 2.3

Method: Functions, roles and leadership

Worked steps

a manager plans, organises and controls day-to-day work; a leader sets a vision and inspires people to follow it (2 for a clear difference; 1 for a partial idea).

Exam-style 3.1 ■ 3 marks

Explain one of Fayol's functions of management.

Solution 3.1

Method: Functions, roles and leadership

Worked steps

[3] **AO1** 1 — name and define one function (e.g. *controlling*: checking results against the plan). **AO2** up to 2 — develop it, e.g. controlling lets a manager spot that output is below target and act early to fix it (2 developed / 1 limited).

Exam-style 3.2 ■ 8 marks

Analyse two reasons why effective management is important to a business.

Solution 3.2

Method: Functions, roles and leadership

Worked steps

[8] For **each** of two reasons: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *raises productivity*: clear planning and organising → resources used well → lower costs per unit. *Keeps good staff*: fair coordination and clear direction → staff feel supported → lower labour turnover. Maximum 4 per reason, 8 total.

Exam-style 3.3 ■ 12 marks

‘To be successful, a manager must also be a good leader.’ Evaluate this view.

Solution 3.3

Method: Functions, roles and leadership

Worked steps

[12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **For:** leadership gives vision and motivation that pure management (planning, controlling) cannot, especially during change. **Against:** in stable, routine work strong management of systems and resources may matter more, and not every good manager needs to be a charismatic leader. **Judgement:** the best managers usually combine both, but how much leadership is needed depends on the situation — stable routine versus rapid change.