

2.3 Management

Name: _____ Class: _____ Date: _____ Total: 30 marks

KEY WORDS management 管理 • leadership 领导 • controlling 控制
• fayol's five functions 法约尔五大职能 • commanding 指挥

Objective

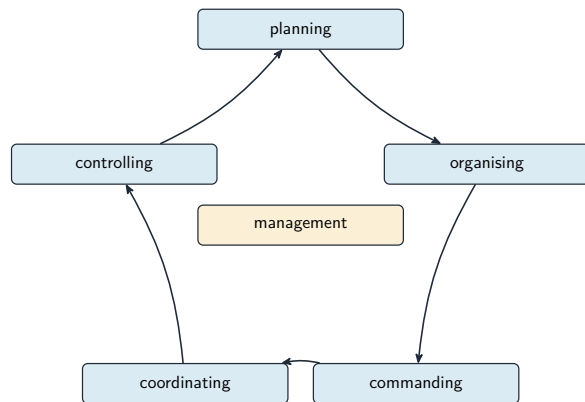
Build the skills to answer exam questions on **management** 管理 — **Fayol's five functions** 法约尔五大职能, Mintzberg's roles, and the difference between **management** and **leadership** 领导.

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

1 Worked examples

■ Functions, roles and leadership



Fayol: planning → organising → commanding → coordinating → controlling

- **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.

the best managers are also good leaders



Management vs leadership — the best people do both

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

2 Practice

2.1 State three of Fayol's five functions of management. [3]

2.2 Define the term *management*. [2]

2.3 State one difference between a *manager* and a *leader*. [2]

3 Exam-style questions

3.1 Explain one of Fayol’s functions of management. [3]

3.2 Analyse two reasons why effective management is important to a business. [8]

3.3 'To be successful, a manager must also be a good leader.' Evaluate this view. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

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

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

2.3 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).

3.1 [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).

3.2 [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.

3.3 [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.