Exercise walk-through

2.3
Communication, culture and employee relations

International Baccalaureate · IB Diploma · Business Management · HL

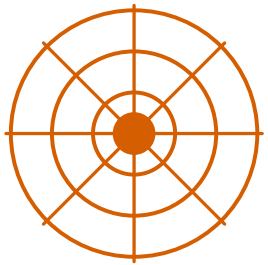
Leadership and management

- **Management** is about getting things done.
- Henri Fayol listed its functions: planning, organising, commanding, coordinating and controlling. **Leadership** is about setting a direction and inspiring people to follow it.
- A good manager is not always a good leader, and the reverse is also true.
- The best style depends on the situation: the task, the time available, the skills of the workers, and the culture of the business.

Organisational culture (HL)

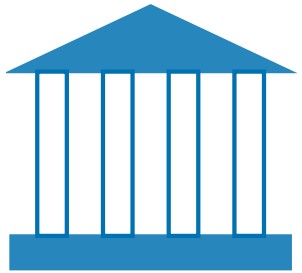
- **Power culture** : one powerful person or small group at the centre controls everything. Decisions are fast, but depend on that person.
- **Role culture** : clear jobs, rules and procedures, as in a government office or a large bank. Stable, but slow to change.
- **Task culture** : teams form to solve problems; expertise matters more than rank. Flexible and creative, but hard to control.
- **Person culture** : individuals with their own expertise work under one roof, as in a law firm or a group of doctors.

Figure: Organisational culture (HL)



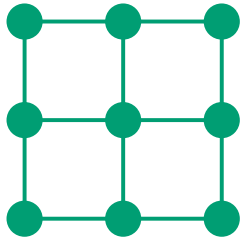
Power culture

one strong leader at the centre decides



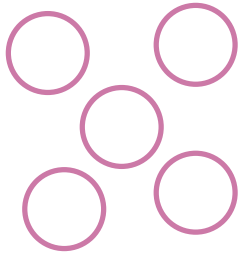
Role culture

clear jobs, rules and procedures (a bureaucracy)



Task culture

teams form around projects; skill matters



Person culture

experts work for themselves (a law firm)

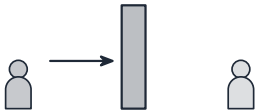
- Handy's four cultures: power, role, task and person
- Match each part of the diagram to the text.

Exercises 2.1·2.2

2.1 Distinguish between formal and informal communication. [2]



2.2 State **two** barriers to effective communication. [2]



Exercises 2.1·2.2

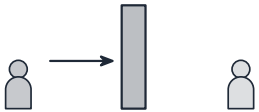
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2.1

formal: through official channels set by the organization, e.g. meetings, reports; informal: outside official channels, e.g. conversations, the grapevine

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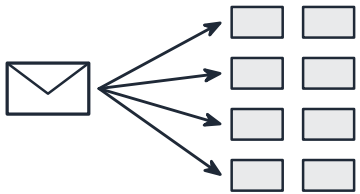


2.2

any two: jargon or language differences; too much information; long chain of command; wrong channel; physical distance or time zones; cultural differences; lack of trust

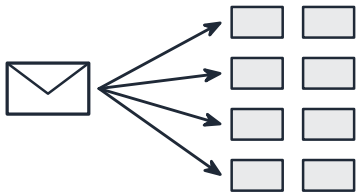
Exercise 2.3

2.3 A manager tells 40 staff by email that their shift patterns will change next month. Explain **two** reasons why this may be an ineffective method. [4]



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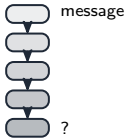


2.3

any two, explained: no chance for immediate questions or two-way feedback, so misunderstandings remain; bad or sensitive news by email may feel impersonal and lower motivation; some staff may not read it or may misread it, so rumours spread

Exercises 2.4·2.5

2.4 Explain how a tall organizational structure can create a barrier to communication. [3]

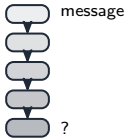


2.5 Identify Handy's culture type in each firm: (a) a law firm of independent experts; (b) a government tax office with strict procedures; (c) a design agency that forms teams for each client. [3]



Exercises 2.4·2.5

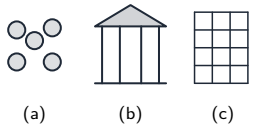
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2.4

many levels / a long chain of command; the message passes through many people, so it is slow; and may be changed or distorted at each level before it reaches the workers

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2.5

(a) person culture; (b) role culture; (c) task culture

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Exercise 3.1

3.1 Brightline Logistics has 600 drivers and warehouse staff in 12 depots. It has seven levels of management and an autocratic chief executive. Instructions reach depots weeks late, and drivers complain that nobody listens to their ideas about routes. Staff turnover has risen to 28%.

Discuss how Brightline could improve communication and motivation. [10]



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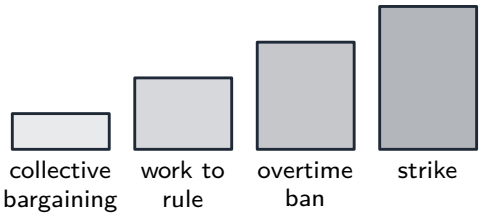
3.1

award up to [10]: problem: seven levels slow and distort messages; autocratic style gives one-way communication and ignores drivers' knowledge; options: delayer to shorten the chain of command; but costs, overload of remaining managers, and fear of job loss; more democratic or consultative style with regular depot meetings and feedback; motivation: involving drivers meets esteem and relatedness needs (Maslow/Deci and Ryan); empowerment of depot managers to act on route ideas; communication tools, e.g. a driver app for quick updates, with training; judgement on priorities, e.g. two-way communication first because it is cheap and fast; conclusion linked to the 28% turnover

Exercise 3.2

3.2 Brightline's drivers' union asks for a 6% pay rise. Managers offer 2%. The union threatens an overtime ban, then a strike.

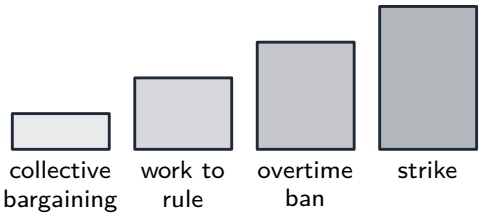
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any two methods, explained: collective bargaining: negotiating for all members; overtime ban / work-to-rule: limits output without a full strike; strike: stops deliveries and puts strong pressure on the firm; resolution: conciliation (a third party helps both sides reach agreement) or arbitration (a third party decides); explained in context