

Week 8 Lecture 1: The Four Functions of Management

Scene #	Scene/Interaction	Narration
1	<p>Interaction Type: Conversation Scene: Classroom</p>	<p>Dr. Benson: In today's lecture, we will discuss defining management and the four functions of management: planning, organizing, influencing, and controlling.</p> <p>Dr. Benson: Class, what is management?</p> <p>Anthony: It is supervising people.</p> <p>Ryan: It's managing a business's finances.</p> <p>Dr. Benson: Very good, these are all part of management functions. Management is the organizing and coordinating of the activities of a business in order to accomplish set goals. It is an organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization.</p> <p>Ryan: It seems management involves a lot of activities.</p> <p>Dr. Benson: You are correct! This is why the term management is widely used. Management is an act of getting things done through and with people. Management also helps to create an environment where people can perform and co-operate towards accomplishing tasks.</p> <p>Cheryl: My parents own a midsize business. They always tell me that management is a continuous process. I just think they're making excuses so they won't have visit me.</p> <p>Dr. Benson: I don't know of the context of these conversations with your parents, but features of management are continuous and never-ending. They are also multidisciplinary, results-oriented, and follow established rules.</p> <p>Cheryl: Are management activities only performed by managers?</p> <p>Dr. Benson: No! Management activities are not limited to managers and supervisors. Every member of an organization has some management and reporting functions as part of their job.</p> <p>Tonya: How does a business know it's effective in managing people and its resources?</p> <p>Dr. Benson: Business leaders must think carefully on a regular basis about getting the best return on their</p>

	<p>employees' efforts, funds, and resources. When managing people, it's not just a matter of having the right employee in the right place at the right time. It's also about developing and improving their skills to effectively accomplish a business's goals.</p> <p>Dr. Benson: Any other questions? [Slight pause] Okay, let's discuss our next topic: the four functions of management.</p> <p>Dr. Benson: What are the functions of management?</p> <p>Rosa: Managing people and resources.</p> <p>Dr. Benson: Not quite. Every business, regardless of its size, has developed and implemented its own management concepts to enable it run smoothly to accomplish goals and objectives. As such, the basic functions of management are divided into four different areas. This division helps the business to handle the strategic, tactical and operational activities.</p> <p>Tonya: What are these four areas?</p> <p>Dr. Benson: The four functions of management are planning, organizing, directing, and controlling.</p> <p>Dr. Benson: Planning is the core area of all the functions of management. It is the foundation upon which the other three areas are developed. Planning requires management to evaluate the businesses' current position and where they intend to be in the future. The outcome of this evaluation would guide the business to determine the appropriate course of action to meet those goals.</p> <p>Ryan: Is a business always planning ahead?</p> <p>Dr. Benson: Ryan, that is a very good question! Businesses should be planning, but unfortunately some do not and often suffer the consequences. Planning is an ongoing process and sometime uncontrollable due to external factors in the business' environment. Depending on the circumstances, these external factors may cause a company to adjust its course of action in accomplishing certain goals. For example, a business may plan to introduce a new product at a certain time. New government consumer safety regulations may force the business to delay the launch. The business must make necessary adjustments in order to meet the new guidelines before releasing the product to consumers.</p> <p>Cheryl: So what is strategic planning?</p> <p>Dr. Benson: Strategic planning is a systematic process. Management anticipates a desired vision, translates the vision into broadly defined goals or objectives, and breaks down the goals into various steps to reach the desired</p>
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	<p>outcome. During strategic planning, management analyzes internal and external factors that may affect the business, as well as the objectives and goals. They determine a business' strengths, weaknesses, threats, and opportunities. The goals and objectives must be realistic and comprehensive in order to be effective.</p> <p>Dr. Benson: Any other questions? [Slight pause] Okay. Now, let's talk about the next function of management that is organizing. A business must organize all its resources in order to implement the planned courses of action. Organizing helps determine the internal structure that effectively establishes and maintains relationships, as well as allocates resources.</p> <p>Rosa: What would be the best structure for organizing a business?</p> <p>Dr. Benson: Businesses are organized in specific ways to accomplish different goals. The structure of a business can help or hinder its progress toward accomplishing these goals. It's important for businesses to organize their internal structure by properly matching their needs with the structure. Common types of organizational models include line organization, line-and-staff organization, and the matrix approach.</p> <p>Dr. Benson: Line organizations have clear simple chain of command from the top to bottom. Line-and-staff organizations have line managers forming the primary chain of authority, and the staff departments work together with the line departments. The matrix organization has a flexible structure that brings together specialists from departments to work on special projects.</p> <p>Cheryl: Would a surgical team working on a patient in a hospital use the matrix approach?</p> <p>Dr. Benson: Yes, because individuals on the team belong to different departments, and the team is disbanded after they accomplish their task.</p> <p>Dr. Benson: Any other question? [Slight pause] Great! Now, let's talk about influencing.</p> <p>Dr. Benson: Through directing, management is able to influence and oversee the behavior of the employees in achieving business goals, as well as assisting them in accomplishing their own personal or career goals. This influence can be gained through motivation, communication, and effective leadership.</p> <p>Ryan: How would managers know if they are being effective in influencing employees?</p>
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2	<p>Interaction Type: Assessment Scene: Background graphic should look like a mobile device such as a tablet or iPad device. Include photos of scenario character "Chris" and "Erica". Use the same voice as the instructor for the narration. Make it seem as though they are listening to the teacher while looking at the assessment text on their mobile device. Show text and include audio. Assessment Type: multiple choice question. Correct Answer: C</p>	<p>Dr. Benson: Which of the following approaches would help Chris and Erica to influence and motivate employees at Corner Café?</p> <p>A: Planning B: Organizing C: Leadership style Or, D: Controlling</p>
2a	<p>Interaction Type: Assessment Feedback Scene: Same as assessment, however please change the character images to</p>	<p>Feedback Answer A: This is not an appropriate answer. Although planning requires management to evaluate the</p>

	<p>express the look of an incorrect answer if the answer given is incorrect, or a correct answer if the answer given is correct. Also show the feedback in text form as well as audio.</p> <p>Number of Attempts: 1</p>	<p>businesses, it does not necessarily address employee motivation. The correct answer is C. The type of leadership style used would have significant effect on the extent of the leader's influence on employees. Choosing an effective leadership style would help to motivate employees.</p> <p>Feedback Answer B: This is not an appropriate answer. Although organizing helps to structure a business in specific ways to accomplish different goals, it does not necessarily address employee motivation. The correct answer is C. The type of leadership style used would have significant effect on the extent of the leader's influence on employees. Choosing an effective leadership style would help to motivate employees.</p> <p>Feedback Answer C: Correct! The type of leadership style used would have significant effect on the extent of the leader's influence on employees. Choosing an effective leadership style would help to motivate employees.</p> <p>Feedback Answer D: This is not an appropriate answer. Although controlling involves establishing performance standards for business processes, it does not necessarily address employee motivation. The correct answer is C. The type of leadership style used would have significant effect on the extent of the leader's influence on employees. Choosing an effective leadership style would help to motivate employees.</p>
3	<p>Interaction Type: Conversation Scene: Classroom</p>	<p>Dr. Benson: Let's look back at today's lecture. We learned that management is the organization and coordination of the activities of a business in order to accomplish business objectives. We also discuss the four functions of management, planning, organizing, influencing, and controlling.</p> <p>This concludes our lesson.</p>