



# **THE TIMES 100**

## **BUSINESS CASE STUDIES**

### **Management styles – lesson suggestions & activities (CMI)**

#### **Learning outcomes**

Students should...

- Know and understand the different leadership and management styles (AO1)
- Assess the appropriateness of leadership and management styles in different situations (AO2)
- Analyse the impact of leadership and management styles on organisational performance (AO3)

#### **Starter activities**

- **CMI word search** of the key terms
- Create as many shorter words out of the term '**management styles**' as possible. Each letter may only be used once.

#### **Delivery ideas**

- Use the **management styles PowerPoint** to introduce the leadership and management styles and the role that the Chartered Management Institute plays in development leadership and management skills in the UK.
- GCSE . Using the **CMI case study** for guidance, students create a poster or mind map of the different management styles including their features and impacts.
- AqLevel . Using the **CMI case study** for guidance, students film and edit a video resource which shows the four management styles in practice and explains when they would be most appropriately employed.
- **Management styles worksheet** (*resource attached*)

#### **Plenary activities**

- Mini-plenary . students make their own management style **flash cards** as revision aids
- **Management style bingo** (*resource attached*)
- **CMI crossword**



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### Management styles worksheet (CMI)

#### What's in it for me?

##### I am learning...

- the different management styles that may be used in the workplace
- which management styles would be most appropriate in given scenarios

##### I am developing my skills as...

- A *self manager* by organising my time and resources and prioritising actions
- An *effective participator* by presenting a persuasive case for using recommended management styles in different situations

#### Task 1

Read through the CMI case study. Use the glossaries to help you learn the relevant terms and definitions relating to management styles.

#### Task 3

For the two scenarios given below, recommend which management style should be adopted. In each case justify why that management style would be most appropriate and explain the impact it would have on the workforce.



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### **Scenario 1**

Janet has recently joined a web design organisation as a manager, leading a team of 20 staff. The majority of the workers in her team have been with the organisation for over 6 years. Labour turnover is very low within the team and within the organisation as a whole. Employees regularly attend training courses to update their skills and are always keen to take on new challenges and responsibilities. Which management style would be most appropriate for Janet in her new role?



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### **Scenario 2**

James has been drafted in to the Reading factory of a large textiles firm. Although the factory has a number of team leaders and supervisors, the majority of workers are unskilled and relatively young. Productivity and quality have fallen in recent months and the senior managers of the organisation are considering closing down the factory and moving operations abroad where labour is less expensive. James has been given three months to make significant improvements to the Reading plant before they make their final decision. He has to improve quality and productivity and he has to do it fast. What management style should he adopt?



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### Management styles bingo

Students to write any nine of the following terms at random into a 3 x 3 grid (a simple noughts and crosses grid is all that is required).

- Autocratic
- Democratic
- Paternalistic
- Laissez-faire
- Theory X managers
- Theory Y managers
- McGregor
- Money
- Responsibility
- Crisis situation
- Quality circles
- CMI
- Time consuming
- Management

The teacher reads out the definitions, again at random. If the students have the relevant term, they mark it on their bingo grid. Prizes can be presented for the first student to get a line, four corners or a full house.

Autocratic	- the management style where the manager retains control
Democratic	- the management style where employees are encouraged to participate and influence decision making
Paternalistic	- the management style where the manager makes decisions that are in the best interests of the workers
Laissez-faire	- the management style where little or no direction is given by the manager
Theory X managers	- managers who think workers are lazy and don't like work
Theory Y managers	- managers who think workers like work and are motivated by a range of factors
McGregor	- the theorist who grouped managers into Theory X & Y
Money	- the only thing that motivates workers, according to Theory X managers
Responsibility	- according to Theory Y managers, employees find work more rewarding if they are given this
Crisis situations	- when an autocratic management style may need to be used
Quality circles	- a way of encouraging employee participation in democratic management

CMI	- the professional body in the UK that is dedicated to management and leadership
Time consuming	- a drawback of laissez-fair management means that decision making can be this
Management	- the term given to organising human and physical resources to achieve business aims and objectives