



# PROGRAM SUPPORT NOTES

## Management Styles Explained

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## ***For Teachers***

### **Introduction**

Management is instrumental in ensuring that the objectives of a large-scale organization are met. Managers must deal with both the internal and external environment of the organization efficiently and effectively. One key aspect of this process is the management style they adopt, which is influenced by the structure and culture of the organization. In this program Brian Carroll, Founder of Performance Development Pty. Ltd. helps us explore each of the five most common management styles including their characteristics, advantages, disadvantages and application to various management situations. He also reviews the situational approach to management.

### **Timeline**

00:00:00	Overview of management styles
00:04:13	Autocratic management styles
00:06:33	Persuasive management styles
00:08:06	Consultative management styles
00:09:44	Participative management styles
00:11:24	Laissez Faire management styles
00:13:03	Situational/contingency approach to management
00:15:29	Summary
00:16:28	Credits
00:17:29	End program

### **Related Titles**

*Financial Management and the Planning Cycle*  
*The PR Function*  
*Small Business Management Series – Starting Up*  
*Effective Communication in Business*  
*Environmental Sustainability in Business – A Case Study*

### **Recommended Resources**

<http://www.thinkmanagers.com/>  
<http://www.virginblue.com/>  
<http://www.microsoft.com/en/us/default.aspx>

### ***Student Worksheet***

#### **Initiate Prior Learning**

1. In pairs think about the management structure of your school or college. Discuss the different levels of management and then draw an organizational chart that includes the principal, level coordinators, student representative council etc. Pair and share with two other members of your class and comment on the type of culture this structure promotes.
2. View excerpts from the movie "The Devil Wears Prada" and list some of the key words that you associate with Miranda Priestly and her management of her subordinates Andy Sachs and Emily Charlton. Use a PMI Chart (Positives, Minuses and Interesting) to summaries the issues the movie raises and share these in a discussion with the rest of the class.
3. Conduct a class discussion about different workplaces and the types of management styles you have experienced as employees. This means that students with part-time jobs will talk about how their supervisors interact with staff. From the discussion you are required to create a profile of one type of management style i.e. the key features of this style and how they would feel working under such a manager.

### Active Viewing Guide

1. Management refers to:

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2. Define the term management style.

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3. Many internal and external factors influence the particular management style a business uses. Compare and contrast these factors and include examples in your answer.

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4. Describe the link between a management style and a management structure.

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## Management Styles Explained

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5. a) Explain the term workplace or corporate culture.

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b) What elements does Brian Carroll believe create a good workplace or corporate culture where people want to work?

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6. List the characteristics of the autocratic style of management.

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7. Identify the advantages of the autocratic style of management.

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8. Identify the disadvantages of the autocratic style of management.

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## Management Styles Explained

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9. How is the persuasive style of management a variation on the autocratic style? In your answer, include any additional advantages this style of management has in comparison to the autocratic.

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10. A manager with good decision-making skills would definitely suit the consultative style of management. Do you agree? Explain your answer.

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11. Brian Carroll states that most businesses today have a consultative process in place. What reasons does he offer for this?

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## Management Styles Explained

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12. List the features of the participative style of management.

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13. List the advantages of the participative style of management.

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14. List the disadvantages of the participative style of management.

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15. When would the laissez- faire style of management be most effective in a business environment?

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## Management Styles Explained

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16. Identify the disadvantages of using a laissez-faire style of management in business today.

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17. 'Effective managers should vary their style of management according to the specific situation.'  
Identify the approach that would be adopted and give two examples to support this statement.

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### Extension Activities

1. Create a continuum/scale of the five management styles. Label your scale with the following words:

Centralized  
Decentralized  
Boss centered  
Task centered

2. Research one of the key business people referred to in the program using the Internet. (Bill Gates, Richard Branson or William Buffett.) Prepare a report or a Power Point presentation with information about their business achievements and how they manage their empires. Present this to your class in the form of a five minute oral presentation.
3. Create a table that compares and contrasts the five main management styles. Include the following headings: decision-making, level of control, level of staff participation, communication.
4. In groups of 4-5 create a role play for one of the five management styles. Develop a script and then allocate roles to each of the members. Present your role play to the class and ask them to work out which style it was that you were focusing on.
5. As a class watch the movie 'New in Town' and discuss the different management styles that can be identified in the movie.
6. Using Venn Diagrams compare and contrast the autocratic management style with the persuasive and the consultative with the participative style of management.
7. Design a set of questions you can use to interview a manager of a business. Conduct the interview and prepare a short report that identifies the management style they use in conducting day-to-day business. Alternatively you can interview a parent or friend who is employed full-time, focusing on the type of management style their manager uses, how they feel about the style and if it impacts on their productivity and motivational levels. Prepare a short report of your findings.

### ***Suggested Student Responses***

#### **Active Viewing Guide**

1. Management refers to:  
**A group of people, who plan, organize, lead and control a range of activities in a business or organization.**
2. Define the term management style.  
**A management style is a particular way managers make their decisions and the degree to which they share this decision-making with their staff.**
3. Many internal and external factors influence the particular management style a business uses. Compare and contrast these factors and include examples in your answer.  
**The internal factors are those factors that managers have the most control over and they exist inside the business or organization. These include the policies, staff skill levels and management structures. Whereas the external factors are those factors over which the business has little control. The external factors are made up of the operating factors such as consumers, suppliers and competition which have a direct impact on the business and the macro factors. These are the broad factors outside the control of the business which will have an indirect influence like the economy, the environment and the law.**
4. Describe the link between a management style and a management structure.  
**If the business is set up in a hierarchical centralized structure then this will suit a more autocratic 'top down' management style. If the business adopts a more decentralized structure with less management layers then a more consultative or participative style would suit. This would then allow staff to be involved in some if not all the decision-making and communication would be two-way.**
5. a) Explain the term workplace or corporate culture.  
**Workplace or Corporate Culture is defined as the values, ideas, expectations and beliefs shared by managers and staff.**  
  
b) What elements does Brian Carroll believe create a good workplace or corporate culture where people want to work?  
**Brian Carroll states that a culture based on balancing results with: relationships, social responsibility and ethics, is more than likely to give the business good results that are sustainable and lead to a positive workplace culture.**
6. List the characteristics of the autocratic style of management.  
**The characteristics of the autocratic style of management include:  
Hierarchical structure  
Authoritarian approach  
Managers make all the decisions and then dictate these to staff  
Communication is one way which is 'top down'  
Employee performance is regularly checked and staff are expected to be compliant**

## Management Styles Explained

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7. Identify the advantages of the autocratic style of management.  
**The advantages of the autocratic style of management include:**  
**Little uncertainty in business practices**  
**Employees' roles and expectations are clearly defined**
8. Identify the disadvantages of the autocratic style of management.  
**The advantages of the autocratic style of management include:**  
**Little uncertainty in business practices**  
**Employees' roles and expectations are clearly defined**
9. How is the persuasive style of management a variation on the autocratic style? In your answer, include any additional advantages this style of management has in comparison to the autocratic.  
**The persuasive style of management has similar characteristics to the autocratic style in that management makes all the decisions, but then managers sell these decisions to staff, trying to convince them that what has been decided is in their best interests. It can create more trust and rapport between management and staff.**
10. A manager with good decision-making skills would definitely suit the consultative style of management. Do you agree? Explain your answer.  
**A consultative style manager will collect information, staff suggestions and comments or feedback from other stakeholders before they make the final decisions alone. This is a feature of the consultative style – that managers seek staff input which then gives them access to a wider range of ideas. However this style can be time-consuming and if staff and other stakeholder input has not been incorporated by management in their final decisions, then they may feel less valued leading to lower morale and productivity levels.**
11. Brian Carroll states that most businesses today have a consultative process in place. What reasons does he offer for this?  
**Generation Y employees expect to have some input and a say in the workplace. If they are not offered the opportunity to put forward their ideas and contribute some of their thinking, then they will move on to other places of employment.**
12. List the features of the participative style of management.  
**Management and staff work together and share in the decision-making process**  
**Essentially join together to make group decisions with a high level of staff involvement**  
**Two –way communication**  
**Authority is decentralized**
13. List the advantages of the participative style of management.  
**Staff morale can be very high**  
**Employees feel more valued because trust and faith has been shown to them by management**  
**Increased motivation and productivity levels**  
**Decreased staff turnover**
14. List the disadvantages of the participative style of management.  
**Very time consuming**  
**Potential for conflict to arise out of different viewpoints**  
**Not all employees want to be involved in the decision-making process so may be resentful**

## Management Styles Explained

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15. When would the laissez-faire style of management be most effective in a business environment?  
**Where staff are highly skilled and do not need much supervision. This management style encourages creativity and innovation in the workplace along with good communication and teamwork as ideas are openly discussed.**
16. Identify the disadvantages of using a laissez-faire style of management in business today.  
**Leaves the business vulnerable to low productivity  
Employees can lose their sense of direction in their work  
A lack of monitoring and accountability of employees in the workplace**
17. 'Effective managers should vary their style of management according to the specific situation.' Identify the approach that would be adopted and give two examples to support this statement.  
**The approach is the contingency or situational which means managers use the style that best suits a particular situation. For example an autocratic management style may be used during times of crisis when decisions have to be made quickly, or where staff are new or unskilled as they need direction and guidance.  
If a business or organization has highly experienced and motivated staff that are capable of running projects alone, then the participative style of management would be the most suitable.**