Chapter 4
Management Functions

What is management?
○ **Management** is the process of coordinating resources to meet **organizational goals**.
○ **Managers** are the ones who lead other people in accomplishing the organisational goals.
○ They make plans, give **instructions** to workers, **oversee** operations and solve problems.
○ Management is primarily engaged in 4 major activities: **Planning, Organising, Leading, Controlling**

Importance of management
A guide to accomplishing organisational goals
○ Managers decide the **direction** of the organisation and **how** to use its resources to accomplish goals.
 ● For example, when a bank would like to expand its operations into the Mainland, its managers have to:
  ◇ Make **plans** for the expansion
  ◇ Decide where and when to open new branches in the Mainland
  ◇ Create a new organisational structure to suit the expansion
  ◇ **Hire** new workers

Ensure effectiveness and efficiency
○ **Effectiveness ('doing the right thing')**
 ● An organisation is effective when it can accomplish its **goals**.

○ **Efficiency ('doing the thing right')**
 ● An organisation is efficient when it can get the **most** output from the **least** amount of input.
 ● Efficient operation can lower the **expenditure**.

○ **In a well-managed organisation, managers:**
 ● analyse how to increase **output** and save **resources**
 ● **anticipate** problems that may occur during production and find the best way to do a task
  ⇨ Management can help organisations provide goods and services **effectively** and **efficiently**.

○ **When a company is poorly managed, it will often have problems such as:**
 ● **Unclear** goals; Employees with low **morale**; **Confusing** policies; **Conflicts** among departments
  ⇨ These problems **prevent** the company from operating efficiently and accomplishing its goals.

第 4 章
管理功能

甚麼是管理？
○ 管理是協調資源以達成組織目標的過程。
○ 管理人員帶領員工達成組織目標，他們制定計劃、指導員工、監控企業的運作和解決問題。
○ 總括而言，管理主要包含四個重要活動：計劃、組織、領導、控制

管理的重要性
協助達成組織目標
○ 管理人員負責決定組織的方向和運用資源的方法，以達成組織的目標。
 ● 例如，近年很多香港銀行都將業務擴展至中國內地。銀行的管理人員負責：
  ◇ 制定擴展計劃
  ◇ 決定在內地開設新分行的地點和時間
  ◇ 建立新的組織結構
  ◇ 聘請新員工

確保高效能和高效率
○ 效能 (「做恰當的事」)
 ● 企業組織能夠達成目標，就是有效能。

○ 效率 (「恰當地做事」)
 ● 有效率的企業組織能以最少的投入獲得最大的產出。
 ● 有效率的運作可以降低企業的開支。

○ 在一家管理良好的企業內，管理人員會：
 ● 仔細分析如何增加產出和節省資源；
 ● 預計可能出現的問題；研究完成各項工作的不同方法，並找出最好的做法。
  ⇨ 因此，完善的管理有助企業有效能和有效率地生產貨品和提供服務。

○ 企業一旦管理不善，就會出現以下問題：
 ● 目標模糊; 員工士氣低落; 政策混亂; 部門衝突
  ⇨ 這些問題不單會降低企業的營運效率，更會阻礙企業達到目標。

Levels of management

Top management
- Usually have titles such as : president, chief executive officer (CEO), chief financial officer (CFO)
- **Top management** makes **company-wide** decisions and determines the **overall** goals and direction of the company.
- Top managers:
  - decide on the company's **vision** and **mission**
  - make all important decisions such as opening a new plant, **acquiring** another company, and **raising** capital by issuing shares

Middle management
- Usually occupy positions such as: regional manager, division manager, department head
- Middle management **carries out** company plans and decisions made by top management.
- **Middle managers:**
  - work closely with first-line managers and **monitor** the daily running of the business
  - resolve **operational** problems and improve the company's performance
  - act as a **bridge** between top managers and first-line managers

First-line management (front-line management)
- often have titles such as : shop manager, assistant manager, supervisor
- **First-line management** supervises workers in the **daily** operation of the business.
- **First-line managers:**
  - deal with problems in **production lines** and ensure that tasks are done as planned
  - supervise and motivate **workers**, resolve **conflicts** among workers in the workplace, handle problems that may affect production, and deal with **customers**

管理層級
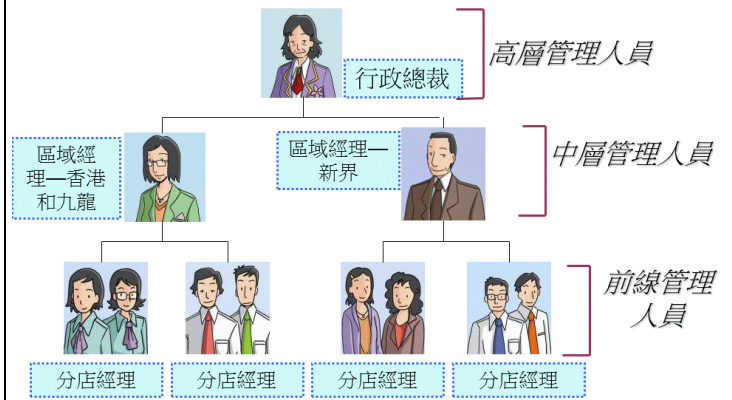
高層管理人員
- 通常包括：總裁; 行政總裁; 財務總監
- **高層管理人員**負責制定影響**全公司**的決策，以及訂立公司的**整體**目標和方向。
- 高層管理人員：
  - 決定公司的**願景**和**使命**；
  - 為所有重要的事項作出決策，例如開設新廠房、**收購**其他公司和發行股份**集資**等。

中層管理人員
- 通常包括：地區經理; 分部經理; 部門主管
- 中層管理人員負責**執行**公司的計劃和高層管理人員所作出的決策。
- 中層管理人員:
  - 和前線管理人員緊密合作，共同**監督**公司的日常運作
  - 解決**營運**上的問題，以及改善公司的表現
  - 是高層和前線管理人員之間的**橋樑**

前線管理人員
- 通常包括：分店經理; 助理經理; 督導員
- 前線管理人員 的主要職責是在企業的**日常**營運中，監督員工的工作。
- 前線管理人員:
  - 負責處理**生產線**所出現的問題，並確保工作能按計劃完成；
  - 指導和激勵**員工**、解決員工之間的工作**衝突**、處理可能影響生產過程的問題，以及處理**顧客**的問題。

Four management functions

○ **Planning**
  ● Establish goals and objectives for an organisation and determine the best ways to achieve them.

○ **Organising**
  ● Determine what tasks are to be done and how the tasks are to be grouped.

○ **Leading**
  ● Guide, direct, and motivate people to work towards organisational goals.

○ **Controlling**
  ● Monitor activities to ensure that they are done as planned.

Planning

○ **Planning is a management function which involves:**
  ● establishing **goals and objectives** for an organisation
  ● determining the best **ways** to achieve them

○ Plans are used as **road maps** in helping people accomplish their goals.

Importance of planning

1. **Anticipate potential problems**
   ● Plans act as a **blueprint** that guides management in carrying out the company's business **strategy** and meeting the company's goals.
   ● When managers make plans, they look into the **future** and anticipate **problems** which may occur.
   ● Planning thus allows managers to take **precautionary** measures against potential problems and make **alternative** arrangements to handle problems when they occur.

2. **Provide direction to employees**
   ● Employees are more **motivated** to work towards goals and objectives that are clearly set out in plans.
   ● When they have specific goals in mind, they will become more **focused** and **committed** to completing their tasks.

3. **Clarify roles and responsibilities**
   ● Planning can facilitate the **coordination** of people's activities in an organisation.

四項管理功能

○ 計劃
  ● 為組織訂立目標，以及為達到這些目標而制定最佳方法

○ 組織
  ● 決定執行甚麼工作和如何把這些工作組合起來

○ 領導
  ● 引導、指示和激勵員工以達成企業的目標

○ 控制
  ● 監督並確保工作能按計劃完成

計劃

○ 管理學上，計劃的功能包括：
  ● 為組織訂立**目標**，以及
  ● 為達到這些目標而制定最佳**方法**。

○ 計劃能**指引和帶領**員工達成目標。

計劃的重要性

1. 預計可能出現的問題
   ● 計劃可作為管理層執行商業**策略**和實現目標所依據的**藍圖**。
   ● 管理人員制定計劃時會展望**未來**，並預計可能出現的**問題**，
   ● 然後管理人員針對這些問題採取**預防**措施和制定**應變**方案。

2. 為員工提供清晰的指引
   ● 計劃如能列出明確的目標，有助**激勵**員工努力工作。
   ● 員工清楚知道企業的目標的話，便會更**專注**和**投入**地完成工作。

3. 闡明職責和角色
   ● 計劃可以闡明組織內各成員的職責和角色，有助**協調**各項工作的執行。

Types of Business Plan

○ Plans can be distinguished by their breadth, time frame and specificity.

○ **Classified by breadth**
- **Strategic plan**
  - ◇ Establish the overall direction and goal
  - ◇ Has a longer time frame
  - ◇ Covers the broader issues of the company
- **Operational plan**
  - ◇ Describe how the company goals are to be achieved
  - ◇ Has a shorter time frame
  - ◇ Focuses on the particular issues of the company

○ **Classified by time frame**
- **Long-term plan**
  - ◇ Last for five years or longer
  - ◇ Covers strategic issues
  - ◇ Minor adjustments can be made each year
- **Mid-term plan**
  - ◇ Last for one to five years
  - ◇ Covers both strategic and operational matters
  - ◇ Major changes can be made each year
- **Short-term plan**
  - ◇ Last for one year or less
  - ◇ Covers only operational matters and has specific details
  - ◇ Changes are made regularly on a monthly basis

○ **Classified by specificity**
- **Directional plan**
  - ◇ Provides only a direction without specific goals
  - ◇ Has only general guidelines
  - ◇ Has flexibility and allows changes
- **Specific plan**
  - ◇ Has clearly-stated goals which are quantified
  - ◇ Has specific details on courses of action
  - ◇ Does not allow changes

商業計劃的類型

○ 計劃可按其內容的廣度、期限和具體性來分類。

○ 按內容的廣度來分類
- 策略性計劃
  - ◇ 制定公司整體方向和目標
  - ◇ 時間期限較長
  - ◇ 處理公司較宏觀的問題
- 運作計劃
  - ◇ 說明如何達到公司的目標
  - ◇ 時間期限較短
  - ◇ 集中處理公司個別的問題

○ 按期限來分類
- 長期計劃
  - ◇ 執行期約有五年或以上
  - ◇ 涵蓋策略性問題,只列出公司的整體方向
  - ◇ 視乎營商環境的變化,每年可作出輕微調整
- 中期計劃
  - ◇ 一至五年內執行
  - ◇ 涵蓋策略性和作業性問題
  - ◇ 按需要每年可作出重大調整
- 短期計劃
  - ◇ 一年以內執行
  - ◇ 只涵蓋作業性問題,包含具體細節
  - ◇ 每月定期作出調整

○ 按具體性來分類
- 方向性計劃
  - ◇ 只指出方向,沒有提供明確的目標
  - ◇ 只提供一般的指引
  - ◇ 可按情況作出變動
- 特定性計劃
  - ◇ 有明確的目標,並能以數字形式表達
  - ◇ 詳細說明行動方案
  - ◇ 不容許作出變動

Planning process

O Step 1
  - **Establishing objectives and goals**:
    ✧ decide what the firm wants to achieve.
O Step 2
  - **Gathering useful and relevant information**:
    ✧ search for information which is important for achieving the objectives.
O Step 3
  - **Evaluating and determining alternative options:**
    ✧ develop and examine possible options which can be used to achieve the objectives.
    ✧ choose the best option which can achieve the objective most effectively and efficiently.
O Step 4
  - **Setting a time frame for action:**
    ✧ create a **schedule** for actions to be taken.
O Step 5
  - **Implementing the plan:**
    ✧ carry out the actual actions according to the plan.
O Managers need to **monitor** the implementation of the plan carefully.
O When there are major **changes** in the environment, managers should determine how the plan would be affected and then **revise** the plan accordingly.

Setting goals effectively

O **Goals** are the desired **outcomes** for individuals and organisations.
O If one does not know what the goals are, it is impossible to make a **plan** or to achieve anything.

Characteristics of SMART goals

1. **Specific**
   - Goals should be **defined clearly** regarding what is to be achieved.
   - Using general terms can cause **misunderstanding** between people.
   - For example, instead of asking bank tellers to **'improve their work performance'**, it is better to state clearly that they should **'complete transactions faster'**.
2. **Measurable**
   - Goals should not be **vague** and expressed in **numbers** so there is some **means and ways** to measure.
   - If the goals are not **quantified**, it is difficult to know whether the goals have been achieved.
3. **Attainable**
   - Effective goals should be **attainable** with **extra** effort.
   - People will not be motivated if the goals are too easy to achieve or impossible to accomplish.

制定計劃的過程

O 第 **1** 步
  - 訂立目標：
    ✧ 決定企業要實現的目標。
O 第 **2** 步
  - 收集有用和相關的資料：
    ✧ 搜集有助達成目標的資訊。

O 第 **3** 步
  - 評估各種方案，並作出選擇：
    ✧ 制定和檢視其他可達成目標的方案；
    ✧ 選擇出最佳的方案，以具效能和效率的方法實現目標。
O 第 **4** 步
  - 制定時間表：
    ✧ 制定採取行動的時間表。
O 第 **5** 步
  - 執行計劃：
    ✧ 按計劃展開實際行動。

O 管理人員必須仔細**監察**計劃的執行。
O 當營商環境出現重大**改變**時，管理人員應找出計劃將如何受影響，然後作出相應的**調整**。

有效地訂立目標

O **目標**是個人或組織希望達到的**成果**。
O 制定計劃時，管理人員應清楚訂立目標，否則員工便無法制定具體**計劃**，不能完成任何工作。

良好目標的特點

1. **具體**
   - 目標應該**清楚界定**要達到的結果。
   - 目標籠統空泛容易使人**誤解**。
   - 例如，要求銀行出納員「**改善工作表現**」，目標顯得籠統空泛；應改為要求他們「**加快完成交易**」。

2. **可量度**
   - 目標應**不空泛**並以**數字**形式表達，因此可以有**途徑及方法**以量度表現。
   - 如果目標不能**量化**，便難以知道是否已經達到目標。

3. **可達到**
   - 有效的目標應該能憑着額外的努力**可達到**。
   - 唾手可得或遙不可及的目標難以令人產生向上奮發的動力。

4. Relevance
- Effective goals should focus on key results which can affect company **performance**.
- For example, managers should set goals for:
  ✧ Sales revenue, Market shares, Quality, Cost and Profitability

5. Time frame
- Goals without a time framework are not only ineffective but are also often **ignored** by workers.
- The period should be **reasonable** and workers should have enough time to achieve the goals.

Goals other than profit-making

○ All organisations have **multiple goals**:
- **Profit-making, Increasing market shares, Creating innovative products, Lowering production costs, Promoting employee loyalty**

○ A firm cannot be successful by just focusing on earning profits and ignoring other goals.

4. 針對公司表現
- 良好的目標應能針對影響公司**業績**的關鍵因素，
- 例如，管理層應該設定目標:
  ✧ 銷售額、市場佔有率、品質、成本及盈利

5. 設有時限
- 沒有時限的目標不但沒有效果，而且常常被員工**忽略**。
- 但企業應設定**合理**的時限，讓員工有足夠時間完成目標。

賺取利潤外的其他目標

○ 所有企業都有**多個**目標，例如：
- 賺取利潤、增加市場佔有率、研發新產品、降低生產成本、增加員工對企業的忠誠度

○ 只重視賺取利潤而忽略其他目標的企業是不會成功的。

Organising

○ **Organising** determines what tasks are to be done and how the tasks are to be **grouped** in an organisation.
○ Individuals are grouped into **departments** and their work is **coordinated** and directed towards organisational goals.
○ The outcome of organising is an **organisational structure**, which specifies the **responsibilities** for each job position and their **relationship**.
○ A company's organisational structure can be depicted in an **organization chart**.
  ● The chart shows how workers are grouped and how the lines of **communication** and **authority** flow.
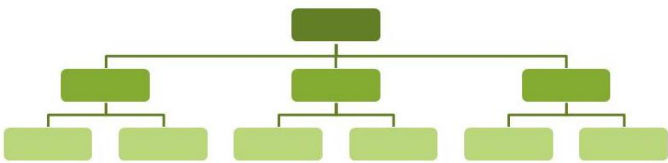

Characteristics of organisational structure
Level (or layers)

○ There are different levels in an organisation chart.
○ At the top is the **CEO** who runs the company with a team of senior, middle and first-line managers.
○ The lowest levels are workers who perform tasks in the **daily** operations of the company.
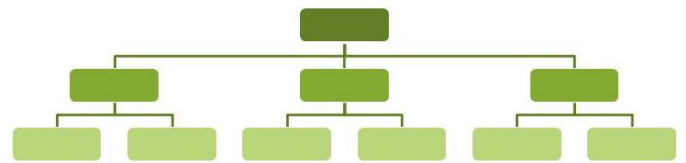○ A company with more levels has a tall structure.
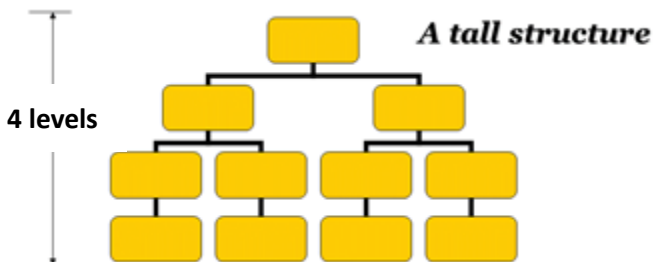
○ A company with relatively few levels has a flat structure.
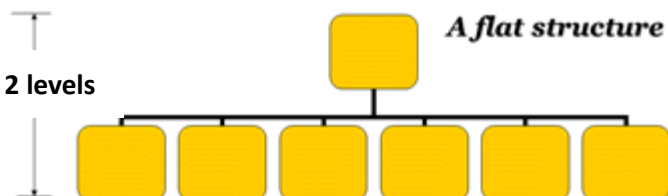
組織

○ __組織__的意思是訂立企業所有須要做的工作,以及如何把那些工作__組合__起來。
○ 管理人員會把公司劃分成不同__部門__,各部門則對其所屬員工的工作作出__協調__,以共同朝組織的目標進發。
○ 透過執行組織的功能,企業會得出__組織架構__,它說明每個職位的__職責__,以及職位之間的__關係__。
○ 企業的組織架構可以__組織架構圖__(又稱組織圖表)來顯示。
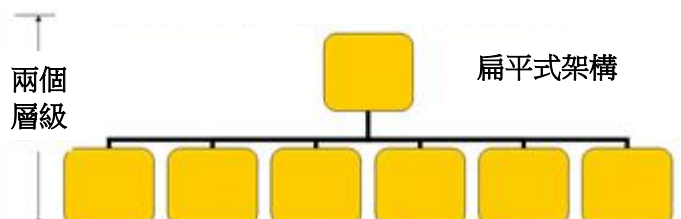 ● 透過組織架構圖,我們可以了解該企業的__人事__編制、__溝通__流程和__職權__(或權力)的關係。

組織結構的特點
層級

○ 組織結構內有不同的層級。
○ 最高層級是公司的__行政總裁__,他在高層、中層和前線管理人員的協助下管理整間公司。
○ 位於組織結構底層的是負責公司__日常__運作的員工。
○ 層級較多的公司擁有金字塔式架構。
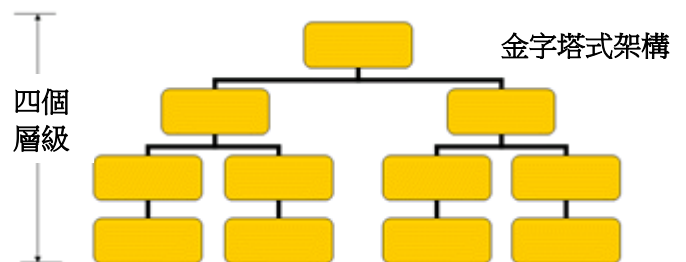
○ 層級相對較少的公司則擁有扁平式架構。

Level (or layers)

○ **Levels of management**

Tall structure	Flat structure
Many levels	Fewer levels

○ **Communication**

Tall structure	Flat structure
Difficult: Many layers and **distortion** in communication as message need to pass through many levels.	Faster: Messages can go up and down the organisation quickly with **little** distortion.

○ **Efficiency and flexibility**

| Tall structure	Flat structure
Less efficient and inflexible: **Decision-making** is slow and actions require complicated **coordination** among many levels.	**Efficient and flexible:** Quick decisions can be made and actions taken.

○ **Span of control**

Tall structure	Flat structure
Narrow: There are **many** managers. Each manager manages only a few subordinates.	Wide: There are **few** managers. Each manager has to manage many subordinates.

○ **Motivation**

Tall structure	Flat structure
Low: Workers are closely **monitored** by managers and so have **lower** motivation.	High: Workers enjoy more **autonomy** and often have **higher** motivation.

Job relationships

○ **Superiors**: persons who give instructions to a job holder.
○ **Subordinates**: persons who work under a job holder.
○ **Colleagues**: persons who are at the same level as a job holder.
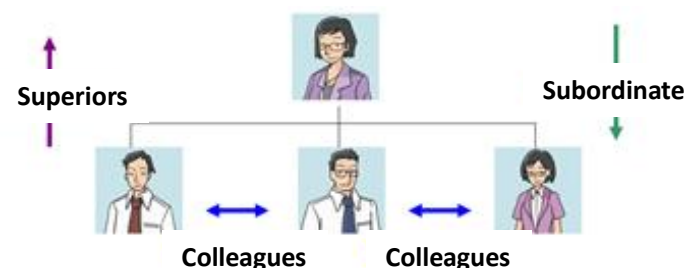
層級

○ 層級

金字塔式架構	扁平式架構
較多	較少

○ 溝通

金字塔式架構	扁平式架構
困難： 由於訊息要經過不同層級，溝通上容易出現延誤和誤解。	迅速： 訊息可以迅速地在組織內流通，較少 出現誤解。

○ 效率和靈活性

金字塔式架構	扁平式架構
效率和靈活性均較低： 決策緩慢，不同層級須要協調，才能採取行動。	有效率和具靈活性： 決策和執行均較迅速。

○ 控制幅度

金字塔式架構	扁平式架構
狹窄： 有很多管理人員。每名管理人員只管理很少下屬。	廣濶： 只有少量管理人員。每名管理人員須管理很多下屬。

○ 工作動機

金字塔式架構	扁平式架構
較低： 員工受管理人員緊密監督，工作動機較低。	較高： 員工享有自主權，工作動機較高。

工作關係

○ 上司: 向自己發出指令的人
○ 下屬: 接受自己發出的指令的人
○ 同事: 職級和自己相同的人
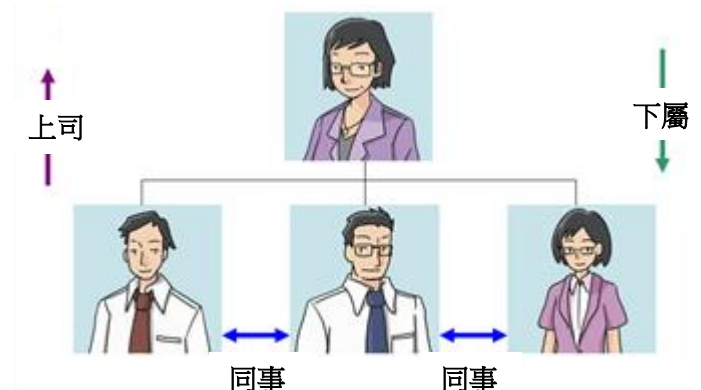
Authority

1. **Line authority**
   - **Line authority** means that job positions at a **higher** level have the authority to give **instructions** to those directly below them.
   - **Line managers** can **direct** and **monitor** their subordinates, make decisions, and carry out plans.
   - This is a **superior-subordinate** relationship.

2. **Staff authority**
   - Staff authority is given to positions that are created to **support**, **assist** and give **advice** to line managers or departments.
   - People in those positions are **experts** in certain areas such as **human resources**, accounting, finance and **information systems**.
   - Their advice and assistance help **line managers** make decisions and accomplish tasks effectively.
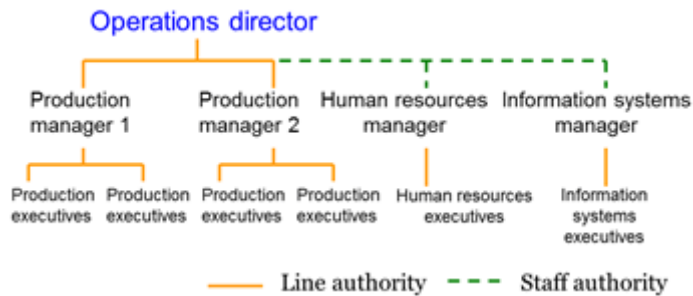
Groupings

○ Different **groups** are formed with job positions linked together.
○ The groups may be called:
   - Divisions, Departments, Committees and Units

Communication channels

○ The lines in an organisation chart are also the **formal** communication channels through which workers **communicate** with their superiors, colleagues and subordinates.
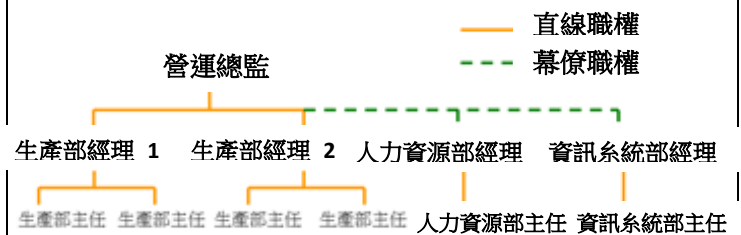

職權

1. 直線職權
   - 較高級的職位擁有**直線職權**（又稱**部屬**職權），可以向下屬發出工作**指令**。
   - **作業主管**擁有直線職權，可**指導**和**監督**下屬，並作出決策和執行計劃。
   - 這是**上司與下屬**的關係。

2. 幕僚職權
   - 組織內有些員工擁有幕僚職權，他們可向作業主管或其部門**提供支援**和**意見**。
   - 擁有幕僚職權的員工通常是不同 領域的**專家**，例如**人力資源**、會計、財務和**資訊系統**等。
   - 他們的意見和支援有助**作業主管**有效地作出決策和完成工作。

群組

○ 在組織架構圖內，相關的職位會**連結**起來，形成不同的群組，這些群組可以稱為：
   - 支部、部門、委員會及單位

溝通渠道

○ 組織架構圖內的直線也代表員工跟上司、下屬和同事的**正式**溝通渠道。

Forming departments

○ In an organisation, departments are formed by grouping **similar jobs** together.
○ This is called **departmentalisation** or **departmentation**.
○ Three common methods of forming departments:
 ● By function, By product and By geographical location

By function

○ **Functional departments** are formed by grouping jobs that perform similar **functions**.
  ● For example, accounting department, production department and marketing department
○ This method is commonly used by **small** companies and companies with only a few **products**.
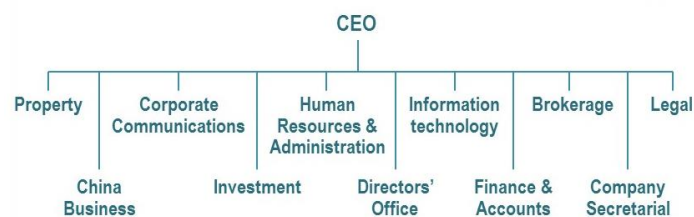
By product

○ **Product departments** are formed by grouping jobs according to the types of **products** produced or sold.
  ● For example, an electronic goods manufacturers may set up different departments for each of its products such as TVs, washing machines, and air-conditioners.
○ This method is often used by companies that produce or sell **many** types of products.
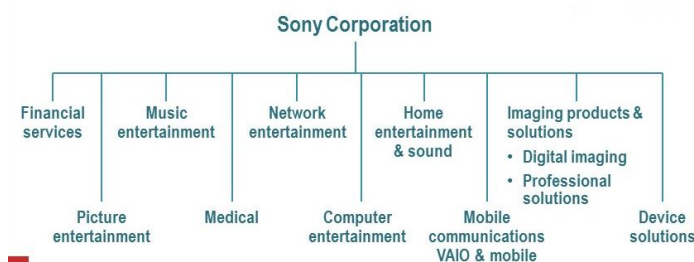
By geographical location

○ **Geographical departments** are formed by grouping jobs according to **location**.
  ● For example, a company can set up departments for its business operations in different regions such as North Asia, South Asia and Europe.
○ This method is commonly used by **multinational** corporations which produce and sell goods around the world.

部門的組成

○ 企業部門由<u>工作性質相近</u>的職位組成，
○ 稱為<u>部門劃分</u>（又稱<u>部門化</u>）。
○ 組成部門有以下三種常用的方法：
  ● 按功能劃分、按產品劃分及按地區劃分

按功能劃分

○ <u>功能部門</u>由<u>功能</u>相近的職位組成
  ● 例如會計部、生產部和市場營銷部。
○ 這種方法普遍用於<u>小型</u>公司和<u>產品</u>較少的公司。
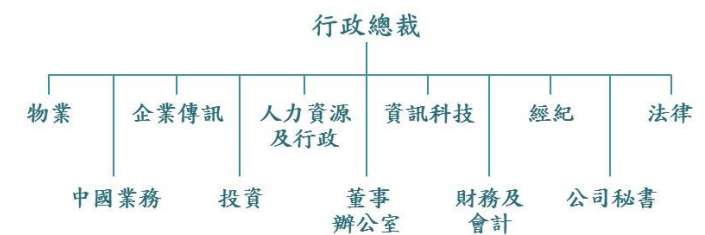
按產品劃分

○ <u>產品部門</u>由負責生產或銷售同類<u>產品</u>的職位組成。
  ● 例如，電器生產商可以為每項產品（如電視機、洗衣機、空調等）設立部門。
○ 產品<u>眾多</u>的企業大多採用這種方法組成部門。
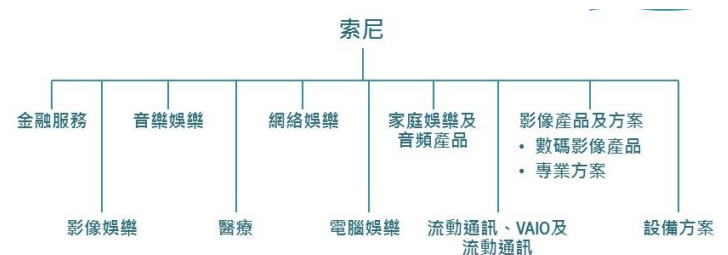
按地區劃分

○ <u>區域部門</u>是由同一<u>地區</u>內的職位組成。
  ● 例如，公司可以為北亞、南亞和歐洲等區域的業務設立不同的部門。
○ 這種劃分方法多用於在世界各地生產和銷售貨品的<u>跨國</u>企業。

Leading

○ **Leading** is the process of **guiding**, **directing** and **motivating** people to work towards achieving organisational goals.
○ In an organisation, managers at **all levels** are leaders.
  ● They provide **directions** and **guidance** which helps subordinates perform their tasks.
  ● They encourage and **support** subordinates in helping them overcome difficulties, and resolving **conflicts** among them.
○ Methods that managers can use to guide, direct and motivate their subordinates include:
  ● setting meaningful **goals**
  ● giving **clear** instructions
  ● providing **support** and **advice**
  ● understanding their **needs**
  ● **communicating** with them effectively
  ● **recognising** their contributions
  ● giving **rewards** for good performance

Importance of leading

1. **Motivating workers to perform their tasks**
  ● Without someone to lead, people would not be able to work effectively as a **group**.
  ● Workers will have more **job satisfaction** when managers display effective leadership behaviour.
  ● They will also be **motivated** to perform their tasks.

2. **Avoiding problems and mistakes**
  ● If managers fail to provide clear direction or guidance, workers are **likely** to make mistakes and projects will be **delayed**.

3. **Improving company performance**
  ● If managers are able to **communicate** with and motivate their workers, workers will be willing to perform their jobs well.

Leadership style

○ **Autocratic leadership**
○ **Participative leadership**
○ **Laissez-faire leadership**

領導

○ 領導是引導、指示和激勵員工達成組織目標的過程。

○ 在組織內，所有層級的管理人員都是領袖。
  ● 他們提供指示和引導，協助下屬執行工作。
  ● 他們鼓勵和支持下屬克服工作上的困難，並在有需要時，排解下屬之間的衝突。

○ 管理人員可採用以下方法引導、指示和激勵下屬：
  ● 訂立有意義的目標
  ● 發出清晰的指示
  ● 提供支援和意見
  ● 了解下屬的需要
  ● 與下屬有效地溝通
  ● 肯定下屬的貢獻
  ● 對表現優秀的下屬加以獎勵

領導的重要性

1. 激勵員工執行任務
  ● 沒有適當的領導，員工便難以發揮團隊精神有效地完成工作。
  ● 假如管理人員領導得宜，員工便能從工作中得到更大的滿足感。
  ● 他們的工作動機也會較強。

2. 避免問題和出錯
  ● 如果管理人員沒有提供清晰的指示和引導，員工可能會出錯，導致工作延誤。

3. 改善公司的業績
  ● 假如管理人員能有效地跟員工溝通和激勵員工，員工便會努力把工作做好。

領導風格

○ 獨裁式領導
○ 參與式領導
○ 自由放任式領導

Autocratic leadership

○ **Autocratic leadership** means that the leader retains as much **power** and decision-making authority as possible and does not involve subordinates in the **decision-making** process.
  ● Subordinates have no choice but to **obey** the orders.
  ● Although autocratic leaders may ask for subordinates' ideas and **suggestions**, such input **rarely** changes their decisions.
○ **Advantage**
  ● Autocratic leadership is particularly effective in situations where **quick** decisions are required.
○ **Disadvantage**
  ● Negative impact on employee motivation:
    ✧ Workers may become **passive** and unwilling to take the initiative.
    ✧ They often have l**ower** job satisfaction and thus are less **committed** to their work.
○ **Autocratic leadership is appropriate when:**
  1. the workers are **inexperienced** and passive.
  2. the workers are **not willing** to take up job responsibilities.
  3. there is a **crisis** and a quick decision is required.
  4. the **information** needed for decision-making is available only to managers.
  5. workers are **likely** to resist the decision.

Participative leadership

○ **Participative leadership** (also called **democratic leadership**) means that the leader encourages subordinates to participate in the **decision-making** process.
  ● Participative leaders share their **power** with their subordinates.
  ● They are **willing** to accept ideas and suggestions from others and involve them in **decision-making**.
○ **Advantage**
  ● Ideas and suggestions from different people may result in better **decisions**.
  ● Workers are more **motivated**. They would be **more** willing to carry out the decisions made by them and be **more** committed in their jobs.
○ **Disadvantage**
  ● Participation is likely to **slow down** the decision-making process.
○ **Participative leadership is appropriate when:**
  1. workers are **experienced** and **capable**.
  2. workers are willing to take up **additional** job responsibilities.
  3. other workers **will be** affected by the decision.
  4. other workers possess more **information** needed for decision-making than the managers.
  5. the decision cannot be carried out without **support** from workers.

獨裁式領導

○ **獨裁式領導**（ 又稱**專制式**領導）是指管理人員把所有**權力**集中在自己手上，不讓其他員工參與**決策**。
  ● 下屬只能**聽從**指令。
  ● 儘管獨裁式管理人員可能會詢問下屬的**想法**和**意見**，卻**絕少**因此而改變自己的決定。

○ 優點
  ● 獨裁式領導在需要**快速**決策的情況下十分有效。

○ 缺點
  ● 對員工的**積極性**有負面影響：
    ✧ 員工在工作上會變得**被動**，逐漸失去工作滿足感。
    ✧ 他們對工作的**投入度**也會**下降**。
○ 以下的情況適宜採用獨裁式領導：
  1. 員工缺乏**經驗**和被動
  2. 員工**不願**承擔工作責任
  3. 企業出現**危機**，須要迅速作出決策
  4. 只有管理人員可以取得決策所需的**資訊**
  5. 決策很可能遭到**員工**反對

參與式領導

○ **參與式領導**（又稱**民主式領導**）是指管理人員鼓勵下屬參與**決策**過程。
  ● 參與式管理人員與下屬分享自己的**權力**；
  ● **願意**接受別人的想法和建議，並讓下屬參與**決策**。

○ 優點
  ● 不同員工 的想法和建議有助管理人員作出更好的**決策**。
  ● 由於員工能參與決策，他們一般較願意**執行**有關決策，工作時較積極投入。
○ 缺點
  ● 員工的參與可能**阻延**決策過程。

○ 以下的情況適宜採用參與式領導：
  1. 員工**富有**經驗和能幹
  2. 員工願意承擔**額外**的工作和職責
  3. 決策**會**對員工造成影響
  4. 員工比管理人員擁有更多決策所需的**資訊**
  5. 該決策需要員工的**支持**才能成功執行

Laissez-faire leadership

○ Laissez-faire leadership means that the leader provides little or no **direction** and gives subordinates as much **freedom** as possible.
  ● Laissez-faire leaders **delegate** their authority to subordinates and **support** them to perform tasks on their own.
  ● Workers can decide **what** they want to do and **how** to complete their tasks.
  ● However, the managers can set some **limits** on workers' power and hold them **accountable** for the results.

○ **Advantage**
  ● It gives workers a sense of **challenge**, commitment and **satisfaction** in their jobs.

○ **Disadvantage**
  ● It may lead to **chaos** when workers just focus on their own tasks and fail to **cooperate** with others.
  ● Inexperienced and passive workers may feel **frustrated and helpless** as they do not receive any **instructions** and guidance in performing their tasks.

○ **Laissez-faire leadership is appropriate when:**
  1. workers can work **independently** and are highly motivated.
  2. tasks require **freedom** of expression, for example, painting and design.
  3. tasks require a high level of **creativity** such as scientific research.

自由放任式領導

○ <u>自由放任式領導</u>是指管理人員向下屬提供很少的<u>指示</u>，給予下屬很高的<u>自由度</u>完成工作。
  ● 自由放任式管理人員<u>下放權力</u>，並<u>支持</u>員工按自己的方式完成工作。
  ● 員工可以自行決定<u>做甚麼</u>以及<u>如何</u>完成。
  ● 管理人員不會向員工提供任何指示和引導，但會對員工的權力<u>設限</u>，並要求員工對<u>結果</u>負責。

○ 優點
  ● 自由放任式領導能為員工帶來<u>挑戰</u>和<u>滿足感</u>，令他們更投入工作。

○ 缺點
  ● 如果員工各自為政，互不<u>合作</u>，這種領導風格或會帶來<u>混亂</u>。
  ● 缺乏經驗和被動的員工可能會感到<u>沮喪和無助</u>，因為他們在工作上得不到任何<u>命令</u>和指引。

○ 以下的情況適宜採用自由放任式領導：
  1. 員工積極而<u>獨立</u>
  2. 工作需要很大程度的<u>表達自由</u>，例如繪畫和設計
  3. 工作需要高度的<u>創造力</u>，例如科學研究

Controlling

- **Controlling** is the process of **monitoring** activities to ensure that they are done as **planned**.
- An effective control system ensures that all activities in the company are done towards achieving **organisational goals**.
- Managers must:
  - know how activities are done and determine whether they are done **properly**, and
  - focus on activities which can affect the company's **performance**.
- Steps of controlling:

Step 1 Setting performance standards

- Managers must decide:
  - what **activities** are to be controlled
  - what **standards** are to be used for controlling those activities
- **Performance standards** are standards which managers use to **evaluate** and determine whether an activity has been done **properly**.
- Managers in different functional departments use **different** performance standards.
- Examples:
  - Production department
    - Average cost of goods produced
    - Goods produced per labour hour
    - Number of defective goods produced
  - Marketing department
    - Market share
    - Sales growth rate
    - Number of customer complaints
  - Human resources department
    - Cost of training per employee
    - Cost of recruitment per new employee
    - Staff turnover rate

控制

- 控制是企業對活動進行監督以確保它們按計劃完成的過程。
- 有效的控制系統能確保企業內的所有活動向着企業的目標進發。
- 管理人員必須：
  - 了解各項活動如何執行，並確保活動妥善完成
  - 專注控制那些會影響公司業績的活動，例如產品銷售
- 控制的步驟：
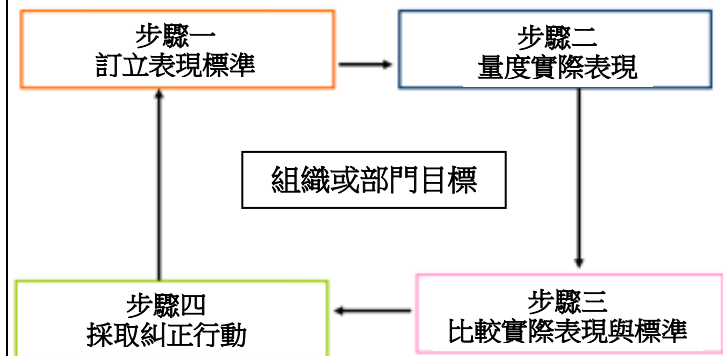
步驟一 訂立表現標準

- 管理人員須決定：
  - 要控制哪些活動
  - 應使用甚麼標準來量度這些活動的成效
- 表現標準是管理人員用來評估和決定一項活動是否妥善完成的標準。
- 企業內不同的功能部門會使用不同的表現標準。
- 例子:
  - 生產部
    - 產品的平均成本
    - 每工時生產的貨品數量
    - 次貨的數量
  - 市場營銷部
    - 市場佔有率
    - 銷量增長率
    - 顧客投訴次數
  - 人力資源部
    - 每名員工的培訓成本
    - 每名新員工的招聘成本
    - 僱員流失率

Step 2   Measuring actual performance

○ To control, managers must find out what and **how** activities have been carried out.
○ They need to collect information related to those activities and measure them in **numbers**.
  ● Marketing managers collect **sales data** to find the **sales growth rate** for the month.
  ● Production managers collect **cost data** to calculate the **average cost of goods produced** for the month.
  ● Human resources managers collect **turnover data** to find the **staff turnover rate**.

Step 3 Comparing actual performance with standards

○ Managers determine whether the actual performance falls within the **acceptable range of variation**.
○ The actual performance is considered acceptable if it lies between **Acceptable upper limit** and **Acceptable lower limit**.
○ When the actual performance is **outside** the acceptable range of variation, it would be considered as **significant deviation**.

Step 4   Taking corrective actions

○ If the actual performance is considered:
  ● Acceptable
    ◇ Nothing needs to be done.
  ● Unacceptable : Managers should
    1. **Investigate** the problem thoroughly to find the **causes**.
    2. Seek way to **solve** the problem

Situation	Possible reasons	Corrective actions
Sales performance falls below the standard	• **Fierce competition** • **Poor weather**	• **Adjust** sales targets • Use promotional tactics to **increase** sales
Sales performance is above the standard	**Increasing market demand**	• Produce more of this product • **Raise** its selling price

○ Corrective action aims to bring **unacceptable performance** back to a desirable level.

Principles of effective management
1. **Division of labour**
2. **Unity of command**
3. **Unity of direction**
4. **Authority and responsibility**
5. **Management by Objectives**

步驟二 量度實際表現

○ 管理人員必須清楚知道要監控的是甚麼活動，以及這些活動是**如何**進行的；
○ 收集相關的資料，並以**數據**量度活動的表現。
  ● 市場營銷經理會收集**銷售數據**，以計算該月的**銷售增長率**。
  ● 生產經理會收集**成本數據**，以計算該月生產的**產品的平均成本**。
  ● 人力資源經理會收集**員工離職的數據**，以計算**員工流失率**。

步驟三 比較實際表現與標準

○ 管理人員須決定實際表現是否在**可接受的差異範圍**內。
○ 如果實際表現處於標準的**可接受上限**和**可接受下限**內，便可視為符合標準。
○ 如果實際表現**超出**可接受的差異範圍時，便是**重要偏差**。

步驟四 採取糾正行動

○ 如果實際表現是：
  ● 可以接受的
    ◇ 不用採取任何行動。
  ● 不可以接受的: 管理人員應
    1. 全面**探究**問題，找出**原因**，
    2. 然後設法**解決**。

情況	可能的原因	糾正行動
產品銷量**低於**可接受下限	• 市場競爭非常激烈 • 天氣惡劣	• 調整 銷售目標 • 採用 市場推廣 策略以刺激銷量
產品銷量**超出**可接受上限	市場需求大增	• 增加產量 • 提高價格

○ 糾正行動有助改善**不濟的表現**，以達至管理人員的期望。

有效的管理原則
1. 分工
2. 統一命令
3. 統一的方向
4. 職權和責任
5. 目標管理

1. Division of labour

○ Under **division of labour**, the production process is broken down into many different **tasks** and each worker **concentrates** on one or a few tasks.

○ Each worker **specialises** in doing a task rather than completing the entire production process.

○ Since workers can perform more **efficiently** when they specialise in doing certain tasks, division of labour increases **production efficiency**.

○ Example:
- Workers do specific tasks on **assembly lines**.
- Workers in a restaurant perform different roles.

○ **Advantage**
- Workers can **learn** faster if they are given only one or a few tasks instead of many different tasks.
- Workers can improve their skills by **repeating** a task many times.
- People can **specialise** in those tasks which they perform well. This helps improve their **efficiency**.
- **Time** can be saved as workers do not have to switch from doing one part of job to another.
- Using **machines** to replace labour is easier because production is divided into small tasks.
- It is easier to **supervise** the production process.

○ **Disadvantage**
- People that have to do the same task over and over again may find the work **boring**. This can lead to low job **satisfaction**.
- When any worker makes mistakes, the **whole** production process may be affected.
- Workers with specialised skills **cannot perform other tasks**.

2. Unity of command

○ **Unity of command** requires that each worker has only one **superior** to whom he is directly **responsible**.

○ **Advantages**
- It can avoid **conflicting** instructions being given by two or more superiors.
- Workers will not be **confused** by the instruction and **enhance their productivity**.

3. Unity of direction

○ **Unity of direction** ensures that all employees follow the same **plan** and have the same **goals**.
- Each plan is led by only one **manager**.
- There should be only one plan for a group of activities that have the same **objectives**.

○ When people in an organisaiton have conflicting goals, they may act **against** each other. **Confusion** may occur as they do not know what should be done.

○ Unity of direction is a solution to this problem.

1. 分工

○ 在分工模式下，生產過程會分拆成多個**工序**，每名工人只會**專門**從事其中一項或幾項工序，

○ 每名工人只負責整個生產過程的其中一個環節。

○ 由於員工的工作**效率**因只負責某項工序而提升，企業整體產量會因分工而得到提升。

○ 例子:
- 玩具製造廠內的**裝配線**多採用分工的方法。
- 餐廳各人執行不同的工作。

○ **優點**
- 員工只專注於一項或幾項工作，能更快掌握技術，並且**熟能生巧**。
- 員工不斷**重複**同一項工作，技術得以改進。
- 員工可專門從事自己**擅長**的工作，提升效率。
- 員工不用轉換工作崗位，可節省**時間**。
- 生產過程分拆為細小的工序，有助使用**機器**代替人手工作。
- 管理人員較易**監督**生產過程。

○ **缺點**
- 重複地做相同的工作容易令員工感到**沉悶和厭倦**，減低工作**滿足感**。
- 一旦某項工序出現問題，**整個**生產過程都會受到影響。
- 擁有專門技術的工人**未必能夠執行其他工作**。

2. 統一命令

○ **統一命令**是指企業內每名員工只能有一位**直屬上司**，並只向他一人**匯報**。

○ **優點**
- 它可避免員工從不同的上司接收到互相**衝突**的指令。
- 員工不會被指令**搞糊塗**，並且會**提高他們的生產力**。

3. 統一的方向

○ **統一的方向**可確保所有員工都進行相同的**計劃**和朝着共同的**目標**前進。
- 每個計劃只由一名**管理人員**統領。
- 而該計劃下的所有活動都應有相同的**目標**。

○ 如果企業內的員工都朝着互相衝突的目標前進，他們的行動可能出現**對立**。**混亂**可能發生，因為員工不知道什麼是應該做的。

○ 統一的方向有助避免出現衝突及混亂的目標。

4. Authority and responsibility

Authority

○ **Authorit**y gives a position the formal and legitimate **power** to give orders and make decisions.
  ● It is the power given by the organisation to a person in a position so that he can complete his assigned **duties** and tasks.
  ● Different positions have **different** authority.
○ Managers accomplish tasks by **exercising** authority which gives them the power to give **orders**, make **decisions**, **supervise** other people, and **reward** those who perform well.
○ The authority that a person has should match the **nature** of his job. If a position has greater **responsibilities** and involves more complicated tasks, **more** authority should be given to the person occupying that position.

Responsibility

○ **Responsibility** is the **obligation** of a person to get the assigned tasks done.
○ According to the **parity of authority and responsibility**, authority and responsibility go **hand-in-hand** and should be in **balance**.
  ● Workers must possess a sufficient amount of **authority** to carry out their tasks effectively.
○ **Parity of authority and responsibility**
  ● Workers in a supermarket have the **responsibility** to prevent shoplifting.
  ● They should have the **authority** to check shoppers' bags.
  ● They should not be given too much authority, such as physically searching a customer.

Delegation

○ **Delegation** involves the transfer of formal **authority** and **responsibility** for completing a task from one person to another person or persons.
○ Although managers can delegate tasks to their subordinates, they are still **accountable** for the final results.
  ● This is because managers should **oversee and monitor** the tasks being carried out by subordinates.
○ To make delegation effective, a manager should consider the following:
  ● **Workers' abilities and sense of responsibility:** A manager can delegate authority if his subordinates have the ability and knowledge to handle the assigned tasks and are **conscientious**.
  ● **The importance of the tasks:** A manager can delegate authority if the tasks **do not have** a great impact on the organisation.

4. 職權和責任

職權

○ **職權**賦予在位者發出指令和制定決策的正式及合法**權利**。
  ● 這項權力由企業組織賦予，讓在位者能完成獲指派的**職務**。
  ● 由於職務有別，不同職位有**不同**的職權。
○ 管理人員透過**行使**職權，以確保工作順利完成，例如發出**指令**、作出**決策**、**監督**下屬和**獎勵**表現卓越的下屬。
○ 員工的職權應與其工作**性質**相符。**責任**越多、工作越複雜的職位，職權應該**越大**。

責任

○ **責任**是指完成獲指派職務的**義務**。

○ 根據**職權相稱原則**，職權和責任是**相輔相成**的，而且兩者必須**平衡**。
  ● 員工獲得充份的**職權**才能有效地執行工作。

○ 職權相稱原則
  ● 超級市場的員工有防止店鋪盜竊的**責任**。
  ● 他們必須擁有搜查顧客手提包的**職權**。
  ● 但他們卻不應擁有搜身的職權。

授權

○ **授權**是指管理人員把正式的**職權**和**責任**轉移到另一個人（通常是下屬）身上，讓他們完成某項工作。

○ 雖然管理人員可授權下屬，但他們仍須對工作的最終結果**負責**。

  ● 因為管理人員仍須**監督**下屬工作，以及作出所有重要決策。

○ 要令授權發揮效用，管理人員應仔細考慮以下的因素：
  ● **員工的能力和責任感**：假如員工有相關的能力和知識、**為人盡責**，管理人員便可授權給他。

  ● **工作的重要性**：假如工作本身**不會**對企業組織造成很大影響，管理人員便可授權下屬完成這些工作。

5. Management by Objectives (MBO)

○ **Management by Objectives (MBO)** ensures that the **overall objectives** of the organisation are translated into objectives for each **succeeding** level.
- Under Management by Objectives, managers and their subordinates **set the objectives together**.
- Each worker would clearly **know** the objectives of his work.
- Superiors and subordinates have **regular meetings** to review their objectives and performance.

○ **Advantages**
- Subordinates have a higher **commitment** to objectives that they establish themselves than those imposed on them by their managers.
- Subordinates have a clear **understanding** of the objectives they are required to achieve.
- This can enhance **coordination** among workers at different levels.
- Managers can ensure that objectives of the subordinates are **linked** to the organisation's objectives.
- **Communication** between managers and their subordinates is improved because they have regular meetings to review their objectives and performance. This helps create a better **relationship** between them.
- Subordinates receive **feedback, support and rewards** from their managers on a regular basis. This can motivate them to accomplish their tasks. Their **performance** may also improve.
- Since the performance of subordinates is regularly **reviewed**, managers have better control over the tasks being carried out by subordinates.

○ **Disadvantage**
- **Time-consuming** because it takes up long time for managers and their subordinates to meet regularly.
- **Increase workloads** of superiors and subordinates.
- It focuses primarily on the organisation's **short-term** objectives rather than **long-term** objectives.

5. 目標管理

○ 目標管理把企業的**整體目標**轉化成個別**單位、部門及員工**的具體目標。
- 在目標管理下，管理人員和員工**一起訂立目標**。
- 因此，每個員工都清楚知道其工作的**目標**。
- 管理人員與員工**定期會面**，討論他們所遇到的問題。

○ 優點
- 由於自己有份參與訂立目標，而非管理人員強加，所以員工會更**努力**去完成。
- 員工更清楚**了解**自己要達到的目標。
- 有助加強不同層級員工之間的**協調**。
- 管理人員能確保員工與企業的目標**一致**。
- 管理人員定期與員工會面，討論他們所遇到的**問題**。這有助加強彼此的**溝通**，促進管理人員和下屬之間的**關係**。
- 管理人員定期向員工提出**意見，支持和獎勵**，可激勵員工完成工作，改進**工作表現**。
- 由於管理人員定期**檢討**員工的表現，他們可更有效地監控下屬的工作。

○ 缺點
- **耗費時間**，因為管理人員和員工須花**很多時間**定期會面。
- 加重管理人員和員工的**工作負擔**。
- 目標管理偏重企業的**短期**目標，忽略**長期**目標。