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Case Study Analysis

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Case Study Analysis

“Your unhappy duty” is a case study that exposes management functions in a hospital, ethics, personality of employees, and organization culture. However, there are management skills employed in a hospital to ensure that all departments are in order. The case study elucidates different ways through which an institution's tradition can be of importance. The manager has four employees who are under him. Notably, they willingly do their work without supervision. The manager has given them the freedom to work at their pace, provided they deliver and attend to all duties. The four employees also seem to love what they do at work.

Case study overview

The case study states that employees get to work before time and, on rare occasions, leave work earlier than expected. Purchasing and general stores manager trusts the employees and gives them the freedom to work at their own pace provided they do not fall unproductive at work. However, one day the CEO of the hospital ambushes the four employees at their working stations. He found the manager, not at his work station. Also, the four employees are not serious with their work according to untidiness at their places of work. The hospital's reputation is dependent on the four employees who are known to give a good deal at the same time, but the CEO does not show the manager's image to the employees as they value him. The fact that the manager had attended an outside meeting, he did not deserve humiliation and harsh words from the CEO. There are no cases of no work done reported but more productivity from the team of four employees. Nevertheless, the case study discusses management theories to reach success, institutional tradition, motivation, and conflict management critical in leadership style.

Management is the art of getting things done in the right way to accomplish the set goal of an institution or an organization. However, management has four functions that guide the set

goals (Marquis & Huston, 2009). For leadership to be effective, whether one staff or a team is involved, the four functions must be employed together. The four management functions include planning, organizing, staffing, and directing. In this case study, it is evident that the manager uses his position in favor of work and cares about his employees. As indicated in the case study, the four employees are a big deal in the hospital since they work without supervision (Marquis & Huston, 2009). They are self-controlled in their way.

On the other hand, they are goal-oriented and no unproductivity is employed. The manager seems to have plans in his area of specification since no cases of failure is reported at any point. The art of planning shows that a future is there for an institution. Employees seem to have plans of what they do since they even participate to ensure that all the tasks are completed. Being termed as a big deal in the hospital shows that their planning and will are objective.

Functions of Management

Controlling

Controlling is one function of management which is very important to handle human resource in any institution—controlling entails, coordination, reporting, and budgeting of activities and all help in an institution (Marquis & Huston, 2009). The manager is confident and feels that he would not want any other group of employees except the ones he has currently. The employees deliver their promise and make the work more comfortable for the manager, thus no much coordination or supervision. He is also free with the employees because they joke a lot when they are together and working. In the contemporary world, employees like to have freedom while working since they do not want to feel like they are working for money (Yousif et al., 2020). The art of making employees who are concerned and work tirelessly to meet an organization's goal is that accorded freedom to work with no control or restriction. Besides,

space at the place of work acts as a motivation to achieve more. In other areas of employment, employees become more creative to ensure that they have completed their course. Continuity and morale to work are generated automatically in such a situation. The CEO of the hospital controlling and coordinating the employees may work well for the institution to ensure that one is at the right place at a particular time. Although the manager uses the controlling aspect of management well in favor of the hospital, still, the CEO wants to ensure all activities should happen with employees' presence during working hours. Eventually, he kills the motivation or self-drive to keep working in the institution.

Organizing

Organizing is crucial in the management of an organization since it enables one to have prospects of what would happen at whatever time (Marquis & Huston, 2009). Also, it helps in staging the employees at their suitable places of work. The manager organizes his team to work well and together and agree, thus delivering like nobody else in the organization. He even affords to give them an easy time to have jokes around while working, thus not making them have low esteem while working. He acts more of a servant than a boss to them.

Staffing

Staffing is another management function, which involves interaction with the employees at the point of their recruitment, training, and supervision and communicating with them if there is an issue or a general pass of information in their respective departments. Staffing plays a significant role in the growth of an institution, employee protection, and maintenance of good terms with employees to have a long stretch of production. Staffing, also defines an organization's productivity and reputation in the market. For instance, an institution is known to have smart and respectful employees who always win the market and maybe a brand of its kind.

Employers should be very keen while addressing staffing and providing useful resources to ensure it is well-staged. Employees should also take staffing in an institution with the seriousness it deserves since it creates the perfect demeanor in a work station.

Directing

Directing is a management function that requires employers and employees to have a conversation that leads to a specified goal. In case of misunderstanding from both parties, this function of management does not favor the goal set. For instance, if an employee works in the wrong way that may make them feel humiliated, it may lower productivity due to demotivation. Directing is a selfish function that requires any boss to be sober enough while exercising this function. For instance, in the case study, we find that the CEO is harsh sufficient to demotivate the most respected employees. Directing is one of the most crucial functions in management that fails or lifts businesses.

Management Theories

Different management theories fit in staffing an institution or an organization to deliver its promise. The case study exposes two other management theories which have different impact and concepts to the business and employees. CEO and the manager have different perspectives of managing their staff. However, each has a right and supporting ideas as to why they employ such concepts in their management styles. Notably, management theories elucidate the leadership style employed by these leaders in their stations of work. For instance, the manager uses scientific management theory concepts by Fredrick Taylor. He has minimal contact with the employees and he respects what they do since he bears the trust, thus motivation.

Employment of minimal contact shows that the employer gives the employee peace to work and the motivation is money, which gives the two of them good collaboration. The

scientific management theory also works to build teamwork that works perfectly for most organizations (Kaur et al., 2020). Also, the systems management theory concept defines employees' importance and the art of giving them peace of mind to work. Offering them freedom is also essential since it acts as a motivation to most of them, as portrayed in the manager's case study. Contingency management theory is also employed since the CEO does not believe that employees should do work as per the managers take (Kaur et al., 2020). For instance, he asks him whether he knows that it is a hospital he is dealing with and not a social club. Management theories are critical because they help shape the human resource on-site and give them a mind that is product oriented. Other importance includes encouraging staffing participation and easier decision making to avoid making mistakes that may demotivate the workforce on site.

Personality and Leadership Style

Assuming I am the purchasing and general stores manager and bearing in mind that I am under orders to work as the CEO, I would disagree with his directive. I would base my argument on management theories and the importance they bring to the organization. For instance, knowing the employees' personality would be better to understand how to approach them so that productivity can be critical at any point of working. Notably, knowing the kind of position the employees do in an institution, he would call them separately to address controlled anger issues. Also, I would interrupt politely by making him know that management has functions, and going by the positive part of it would help the organization. Addressing the two crucial functions of management he violated by approaching the high rated employees in the institutions impolitely. I would assure him that it was a direct demotivation of the highest order because they were in their duty line. I would also ask him politely to control his emotions to avoid destroying his personality as perceived by the employees as the CEO.

The ambush would also create a gap between the employees and him since they would feel that sense of belonging in that institution is next to zero. I would even insinuate that correcting behaviors is an important activity but done in the right way. Drawing the excerpt's evidence, we find that the CEO cannot control anger while addressing the employees. Acting in such a manner spoils his personality and tears-off the character while trying to rescue his leadership views. My leadership style and personality of calmness would show the role of justifying my response since all the duties accorded to me were made right despite my absence to attend an outside meeting for an hour. I would also tell him to check the performance of employees and contribution to the hospital. Again, I would emphasize the CEO working on finding another way to motivate the employees because they felt demotivated. He also accused them of going home before time, which is usually not the case.

Blunting the Demotivating Effects

Staff morale being affected significantly is a danger to the institution since the four employees are a big deal in the institution and need motivation. The company's CEO's surprise visit spilled all the beans since he ruthlessly addressed them and attacked the manager with harsh words while he had gone for a meeting an hour before leaving work (Thant & Chang, 2020). As the manager, I would call my team to ask about their experiences individually and their views about the CEO's surprise visit. Having a soft talk with each one of them, I would know the extent to which they feel hurt and demotivated to continue working. I would later call a meeting to address them together as a team. Knowing Herzberg's two-factor theory to understand that they should love their job and eliminate any mind that would make them think of lowering their working standards is necessary (Thant & Chang, 2020). The CEO surprised and demotivated them to work and accused them of leaving the job earlier than expected. I would ask them to

understand the job they do and have all the reasons to love it. Eliminating the mind to work for the CEO and his harsh word would be the final thing to say to have a positive outlook of the CEO confrontation than negative ones. I would make them understand that the job is all about them and they should do it right and with positive motivation since they love the job.

In conclusion, the case study is a broad spectrum of the contemporary management styles and how they differ from the older ones. Employees need the freedom to love their job, unlike pressuring them to stick to rules that do not add up yet with their style, all results are achieved in the right manner. Also, the case study has a lesson that motivation is an essential aspect of any organization. However, management functions should be addressed in the right way to avoid ruining the working environment to the worst, as experienced in the case study. Adopting good teammates and defining what employees want to create a good relationship with the leaders becomes result-oriented. Finally, the leadership style relies on employees' personality, or the character one has towards handling activities. Some personalities make life better and increase positive results while others spoil all the aspects to take a good lead.

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