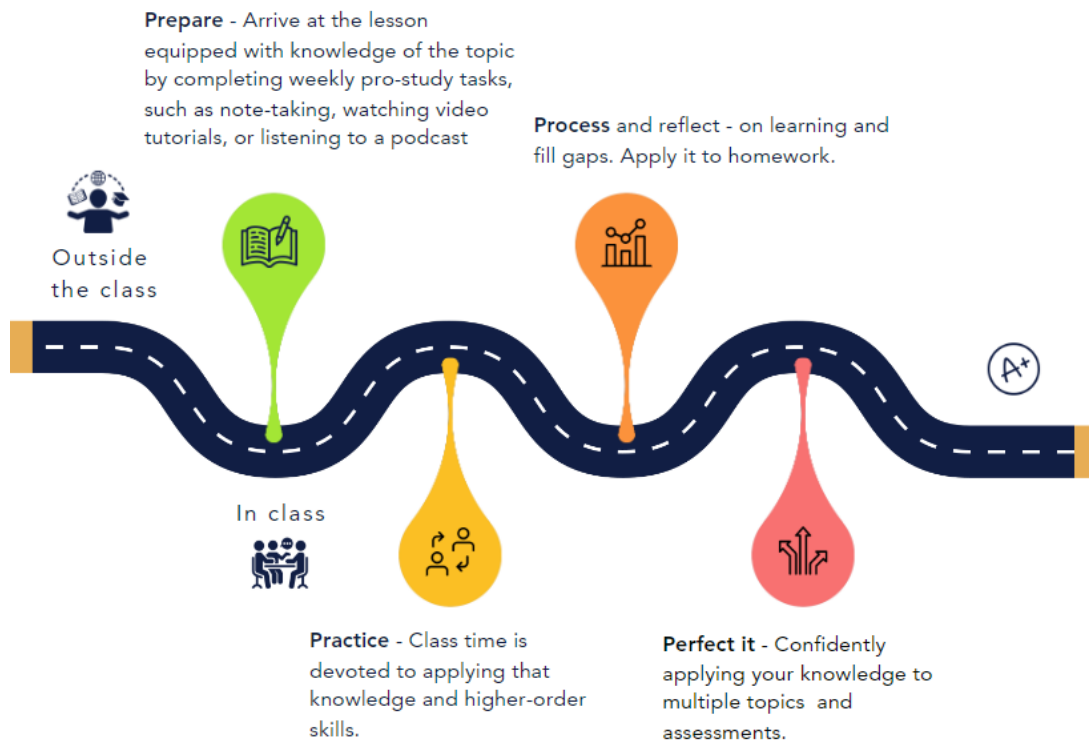


Pro-study Booklet

Unit 2 – Managers, leadership and decision making (3.2.1-3)

INDEPENDENT STUDY

PRO-STUDY



1A Business A-Level 2024/25

AQA SPECIFICATION

3.2 MANAGERS, LEADERSHIP AND DECISION MAKING

3.2.1 Understanding management, leadership and decision making

Content	Additional information
The distinction between management and leadership	
Types of management and leadership styles and influences on these	Leadership styles should include: <ul style="list-style-type: none">• autocratic• paternalistic • democratic• laissez-faire Theories of management and leadership should include the Tannenbaum Schmidt continuum.
The effectiveness of different styles of management and leadership	

3.2.2 Understanding management decision making

Content	Additional information
The value of decision making based on data (scientific decision making) and on intuition	Scientific decision making should include understanding and interpreting decision trees and calculating expected value and net gains. Decision making to include an understanding of: <ul style="list-style-type: none">• risks• rewards• uncertainty• opportunity cost• the use and value of decision trees in decision making.

Influences on decision making	Influences on decision making to include: <ul style="list-style-type: none"> • mission • objectives • ethics • the external environment including competition • resource constraints.
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3.2.3 Understanding the role and importance of stakeholders

Content	Additional information
The need to consider stakeholder needs when making decisions	Stakeholder mapping: stakeholder power and interest
Stakeholder needs and the possible overlap and conflict of these needs	
How to manage the relationship with different stakeholders	Managing the relationship with different stakeholders includes communication and consultation.

3.3 MARKETING MANAGEMENT

Students should consider the following throughout this section of the specification:

- how developments in technology are affecting marketing decision making and activities (eg digital marketing and the use of social media, relationship marketing and dynamic pricing)
- ethical and environmental influences on marketing decisions
- market conditions and competition
- how marketing decisions help improve competitiveness
- the interrelationship between marketing decisions and other functions.

Task 1 – Due w/c 16th of September	Completed

In your notes you should make sure you write down a definition and an example of the key terms in your own words.

Key terms for this topic: leadership, management, figurehead, autocratic, democratic, paternalistic, laissez faire, delegation, decentralisation, authority, Tannenbaum & Schmidt.

Tannenbaum and Schmidt

Make notes from the Textbook: Surrige and Gillespie Chapter 4, p42-50.

Watch the following video and make notes. Tannenbaum and Schmidt (this tutorial is also on sharepoint) or scan the QR code.

<https://media.collyers.ac.uk/view2.aspx?id=13320~56~N5QKNrHxDh>



Then Answer the below questions:

1. Define Autocratic leadership style:	2. Example of when an autocratic leadership style might used/is appropriate?
3. Advantage of autocratic leadership style?	4. Disadvantage of autocratic leadership style?
Definition:	Example when an autocratic leadership style might be used/is appropriate?
5. Paternalistic	6.
7. Democratic	8.

9. Laissez-faire	10.
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11. Outline the factors that influence the choice of management and leadership style selected by a manager?

Challenge work: Consider these activities as a way to stretch and challenge yourself.

Why might an uncharismatic leader be successful?

Podcast – Upside Down Management

<http://www.bbc.co.uk/programmes/b04pc301>

(more podcasts on lots of topics can be found the sharepoint site)

Bring your notes and answers to the questions to class.

Task 2 – Due w/c 23 rd of September	Completed

Decision Trees

Key terms for this topic: tactic, strategy, programmed decisions, non-programmed decisions, risk, uncertainty, opportunity cost, scientific decision making, hunch, decision tree, probability, expected values, net game.

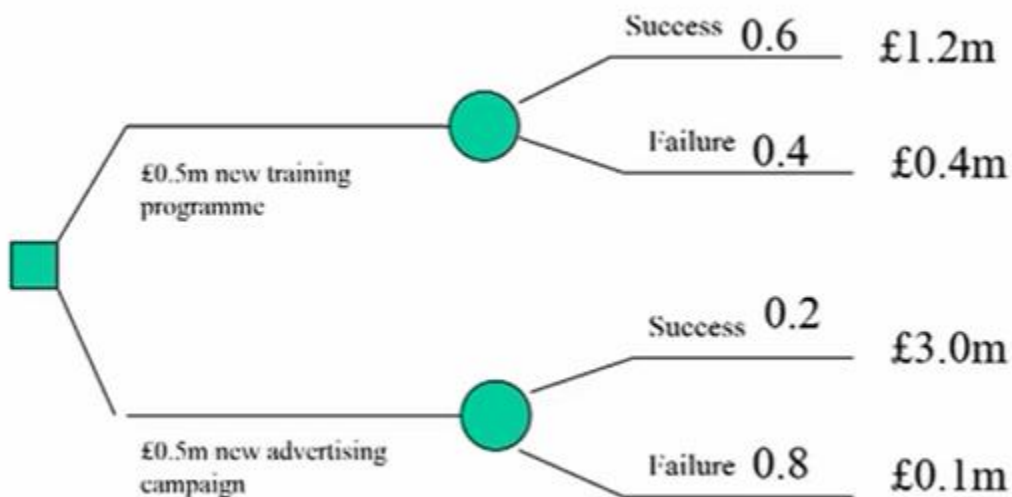
Make notes from the Textbook: Surridge and Gillespie Chapter 5, p52-59

Watch the following video, make notes and complete the tasks set below. (This tutorial can also be found on sharepoint or click on the QR code)

<https://media.collyers.ac.uk/View.aspx?id=15024~59~q4KqSxopWc>



Now solve the decision tree. Which option should they pick? The new training programme or the new advertising campaign?



Challenge work: Consider these activities as a way to stretch and challenge yourself.

Try to produce a decision tree question for others in the class to solve.

Bring your notes and answers to the questions to class.

Task 3 – Due w/c 30th of September	Completed

Factors Influencing Decisions

Key terms for this topic: Mission, aims, objectives, ethics, external environment, risk, competition, consumers, income, interest rates demographic factors, environmental factors.

Make notes from the Textbook: Surridge and Gillespie Chapter 5, p59-61

Have a read of the article on Ryanair article thinking about factors that influenced their decision to buy 300 planes.

<https://www.bbc.co.uk/news/articles/c6p00kgqwgko>



Task 1:

	Explain how the following can influence decision making. (perhaps consider an actual decision made by a business and think how these may have applied eg Ryanair paying \$40bn for 300 planes.
Mission statement	
Objectives	
Ethics	
External Environment	

Resource constraints	
Risk	

Task 2:

Q1. What is meant by the term scientific decision making?

For each of the following decisions, outline whether you believe it to be tactical or strategic. If there is uncertainty – explain why.

- a) Deciding whether to give an order to supplier A or supplier B.
- b) Deciding whether to move head offices from London to NYC.
- c) Deciding whether to employ full-time only staff, or whether to go for part-time.

Identify 3 factors that might undermine the accuracy of then data used in scientific decision making.

1.

2.

3.

Bring your notes and answers to the questions to class

Task 4 – Due w/c 7th of October

Completed

Stakeholders and Stakeholder Mapping

Key terms for this topic: Stakeholders, primary and secondary stakeholders, social responsibility, stakeholder mapping, customers, employees, suppliers, creditors, the local community.

Make notes from the Textbook: Surridge and Gillespie Chapter 6, p63-67

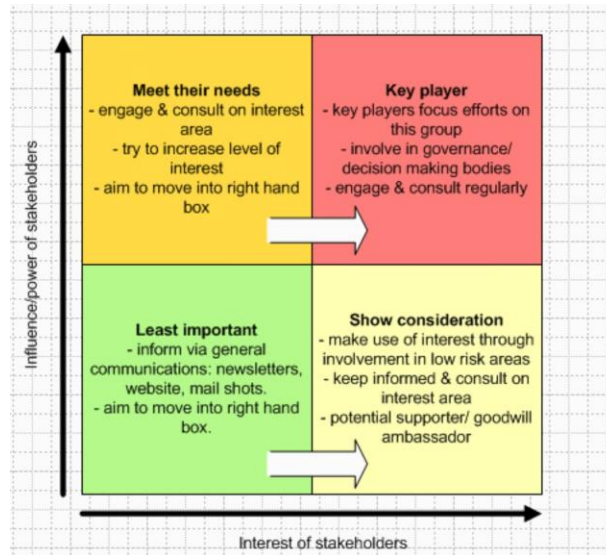
Stakeholders:

1. What is meant by the term stakeholders?

2. Produce a mind map of a business's potential stakeholders – choosing a specific business might help.

3. Using a stakeholder map, draw on the below which quadrant of the grid would the following stakeholder be classified?

- A shareholder of the company with only a few shares but who monitors the company's activities closely.
- An unhappy employee as greater technology is introduced into the production process
- A money conscious customer who has seen the company's prices steadily increase



4. Why might it be helpful to a business to use stakeholder mapping?

Challenge work: Consider these activities as a way to stretch and challenge yourself.

Produce a stakeholder map for a specific business or organisation.

For what reasons might a business want to increase the interest level of stakeholders and move them from the left of the model to the right (as per the arrows on the diagram above)?

Bring your notes and answers to the questions to class

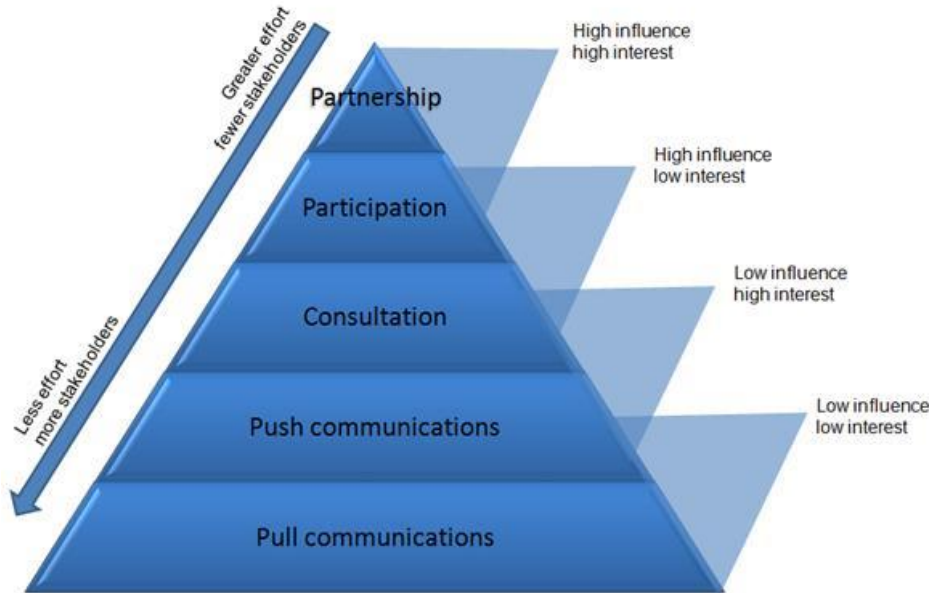
Task 5 – Due w/c 14 th of October	Completed

Stakeholder Management

Key terms for this topic: internal factors, market conditions communication, stakeholder engagement, consultation, government policies, push communication, full communication, participation, partnership

Make notes from the Textbook: Surrige and Gillespie Chapter 6, p67-72

1. What is stakeholder engagement?
2. Explain how each approach to stakeholder management works.



Another image is also on P71 Gillespie textbook

Challenge work: Consider these questions as a way to stretch and challenge yourself.

To what extent is it more difficult for managers in a public limited company to meet the needs of stakeholders than managers in a sole trader business?

End of Unit 2