***Chapter 3 Examination preparation solutions***

1. Definitions

management style: the manner and approach of providing direction, implementing plans and motivating people.

management skill: a skill is an ability do something well, gained through training and experience. A management skill is a type of skill that is used to effectively lead and motivate others towards achieving shared organisational objectives. ‘Communication’ is a management skill.

1. Juliet should use the consultative management style. The consultative style is characterised by two-way communication where employees are asked their opinions, but the senior manager retains decision-making power. At this point in time, Juliet knows the most about how the business operates. However, her plan is to hire three new managers that going to be expected to step up to the job so that she can step back. Initially, Juliet should seek their ideas about how to best improve the operation of the store, but may want to retain the final say. As she becomes more confident in the skills and abilities of her new managers, Juliet can take a more participative and even laissez-faire approach, where each new manager becomes fully responsible for the performance of their area.
2. Consultative management style:

Advantages:

* Gain a variety of ideas
* Employee involvement
* Motivates employee contribution.

Disadvantages:

* Employees may lack skill and experience to effectively contribute.
* Time consuming.
* Employees may resent process if their ideas are not used.
1. Management skills:

Delegation: Delegation is the passing of authority down the hierarchy to perform tasks or make decisions. Juliet needs to carefully consider which of the tasks she currently performs are appropriate to delegate to the three new managers. This process will help Juliet to develop job descriptions for the new managers.

Planning: Planning is a formalised decision-making process that is future oriented. Transitioning to a new business structure takes time and planning. Juliet will need to go through a formal process where she establishes some goals, gathers information using a SWOT analysis, considers the alternatives, develops and implements a plan and finally evaluates her progress.

1. Evaluation:

Criteria for evaluation of management style:

* Did the new employees feel valued and empowered in their new roles?
* Did the new employees take the initiative to suggest improvements?

Criteria for evaluation of management skills:

* Did the new employees understand their roles and responsibilities?
* Did the transition to the new structure occur on time?