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Differentiate between the role of a leader and the function of a manager

This report discusses the leadership and management functions by examining their definitions, roles, and characteristics. Besides, the differences are identified, culminating in a discussion of the skills associated with each function.

Definitions of Management and Leadership

Definitions

Some of the terms used interchangeably within business circles include 'manager' and 'leader'. However, there is a vast difference between the two terms, and changes in the business environment and models illustrate the variation between them. Historically, business success leveraged the concept of management given the predominantly nature of workplace tasks. With employees desiring an organisation that provides benefits and opportunities beyond the traditional salaries, compounded by the need for a satisfied, self-driven, and loyal workforce, leadership is continually presented as the more inclined to contribute to an organisation's long-term performance. While the term is contested and defined differently by authors, Chemers (1997) describes leadership as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task" (p.1). Just like leadership, definitions of management are numerous as well, with Fayol (as quoted in Koskela (2017)) defining management activity as "to forecast, to plan, to organise, to command, to coordinate and control activities of others." From the above definitions, it is evident that influence, power, people, focus, and approach to value are the two terms' main distinguishers.

Roles of Managers

As the definition of management illustrated, emphasis inclines towards tasks. The paramount role of managers is thus ensuring that employees, teams, and departments are participating in the assigned responsibilities and mobilising relevant resources or taking necessary actions. This is dependent on the short and long-term goals that the managers themselves might have set. In this regard, managers oversee staffing, especially hiring and training, as influenced by the goals. The managers' mandate is to evaluate whether their work is satisfactory depending on apparent employee effort or even quantitative data. By managers focusing on tasks, they facilitate the enforcement of appropriate policies, which sustain an environment where employees can assume accountability. While a manager is usually in charge of groups, they form the interface with executives,

conveying relevant details too involved parties.

Roles of Leaders

The notion that leadership is discussed from different vantage points implies variance in the role of leaders. However, regardless of the setting, leaders are expected to participate in some critical roles. For instance, a leader is expected to motivate the workforce by identifying and responding to the employees' determinants of motivation, including time off, promotions and recognition. This is recognised in the 'individualised consideration' tenet of transformational leadership (Escortell et al., 2020). Leaders are also assigned the mentor role, whereby they model and guide the employees to register success in personal and organisational capacities. While the management is highly involved in communication, leaders have to communicate extensively, even more so than managers. This is because they establish the vision and ensure that every employee is aware of it but has complete buy-in. It is through this that inspirational motivation is achieved. The role of communication is even solidified as the correspondence between leaders and followers through messaging, and feedback is substantial. Besides, a leader is tasked with creating a mission, vision, and organisational objectives on which all organisation's actions, both internally and externally, are anchored. As such, leaders act as change agents.

Characteristics of Managers

Given the different functions of management, some specific skills and competencies influence managers' characteristics. For instance, the focus on task efficiency implies that managers have to coach, handle financials, organise departments, and manage projects. Managers' characteristics include impeccable time management skills, organisation, and knowledge on many issues ranging from human resource management to entrepreneurship and even business laws. While the tasks differ across organisations, management experience is a vital characteristic, with managers quickly changing workplaces and adapting easily.

Characteristics of Leaders

Successfully leaders are considered exceptionally influential, and this is exemplified by their ability to persuade employees using emotional, logical, and collaborative appeals that are devoid of manipulation. This implies that for leaders to inspire, they have to be authentic and transparent. This calls for the ability to discern the level of empathy to apply in given situations. Another characteristic of the leader is their continuous learning and adaptability to unfamiliar circumstances depending on organisational and employee-specific issues. With leaders' role in creating and establishing a vision that appeals to all stakeholders, primarily investors and employees, leaders have high-quality and effective communication to ensure that all desired purpose, culture, and strategies

are adopted. Transformational leaders can inspire and motivate so that every follower recognises progress from their personal and professional perspectives.

Differences between management and leadership function

Leadership and management, while both enabling firms actualise their objectives, are significantly different. One of the distinguishers is how they view employees. For instance, task completion emphasises that managers view employees as subordinates expected to work for them. On the other hand, leaders view employees as less of subordinates than followers (Porter and McLaughlin, 2006). In small businesses, the need to act in both capacities is elevated compared to large organisations where responsibilities have to be explicitly defined. Nonetheless, managers focus on tasks, while leaders prioritise handling employee issues and promoting holistic organisation growth.

According to Morden (1997), leadership revolves around getting followers to understand and believe in a leader's vision. Leaders have to demonstrate why the vision is worthwhile, thereby encouraging them to contribute effort-wise to achieve the accompanying goals. Therefore, leadership is about using charisma in painting a possible firm position, inspiring and engaging followers to transform the dream into reality. Instead of viewing the followers as employees with a static skill set, leaders recognise potential and continually activate them to become part of something much more improved. Leadership prioritises motivation, inspiration, creation of change and implementation of novel ideas, and employee participation.

On the other hand, management revolves around the administration. Unlike leadership, management ensures that the typical day-to-day activities are attended to as established. In this regard, the emphasis is on setting, quantifying, and achieving goals, mainly by controlling situations regardless of whether they are subordinate-related or otherwise. Concerning employees, managers leverage authority to give directions and orders.

The approach to change also illustrates some differences. While leaders create change, managers only react to changes, and while they may possess good ideas, their capacity to create awareness and harness support is inadequate. Despite the differences, however, they are not mutually exclusive. This is because leadership requires organisation and coordination of the diverse activities necessary for the mission and vision. As such, both form an organisation's foundation.

Hard Management Skills and Soft Leadership Skills

Hard Management Skills

Chell and Athayde (2011) describe hard skills as those acquired through specialised academic or professional qualifications or experience. For instance, accountants can participate in their activities such as audits and report appropriately following regulations. Engineers can design and draft models, while HR professionals are competent in hiring, promoting, and terminating employees appropriately. A manager in charge of such specialised functions, knowledge, and experience about what is required is an indispensable aspect, and even such specialised employees require management with corresponding skills. In this regard, hard skills are inherently formalised and could be deduced from management functions. These functions have been conceptualised differently by authors. Nonetheless, the most popular classification has five:

Planning

Managers are expected to possess skills essential in determining objectives and the relevant courses of action. Before embarking on any action, a manager is expected to justify the rationale for what is being done, the methodologies, timeframe, and every employee's responsibilities. If a manager is unable to plan, the objectives' validity and effectiveness and effectiveness are undermined substantially to counterproductive actions. The need for specificity implies that managers with a given set of academic and professional competencies and experiences are assigned to the department that befits them to ensure that planning is made following professional policies, procedures, rules, and strategies.

Organising

Managers can discern the resources and capabilities necessary for achieving the goals of a given departmental function. These include the tools, raw materials, workforce, and additional financial provisions. However, they are also expected to arrange and configure all of these together by establishing relationships that could minimise inefficiencies and provide synergy (Stretton, 2015). In this regard, a manager needs to deduce activities, locate resources, assign the activities to appropriate employees, and delegate when needed. A skilful manager can eradicate activity repetition and duplication.

Staffing

The quality of an organisation's workforce is a decisive aspect of management, especially regarding the ability to achieve the envisioned results. A manager needs skills in inspecting the extant organisational structure to identify professional skills gaps. The manager is expected to further participate in relevant actions, including recruiting, hiring, appraising, and developing the existing capacities (Sparrow, 2007). Staffing goes beyond employee acquisition to include the determination of salaries and benefits. The skills needed involve remunerating based on an exhaustive evaluation of employee-specific factors, task-specific factors,

organisational factors, and industry and country factors. This skill is relevant as it ensures that the cost structure is efficient and minimises the exposure to external issues that might manifest, leading to loss of talent.

Directing

Directing is the departure from the formulation part of management composed of the three aspects: planning, organising and staffing. Directing is an indispensable skill such that it is essential for both managers and leaders. A manager needs skills to inform employees what has to be done and ensure that it is done to their best abilities. Specific skills include assigning tasks, corresponding procedures, mediating and correcting mistakes, and issuing orders and instructions during processes. While a manager needs to be competent in leveraging power and authority, in some instances, the ability to incline towards and use guidance and inspiration is a vital influencer of management outcomes.

Controlling

They control as evaluating actual actions and performance concerning the predetermined results and applying corrective action if there is a deviation (Guo, Paraskevopoulou and Santamaria, 2019). A manager needs to be skilled in synchronising the standards with the actual performance. For instance, a manager needs to have experience measuring phenomena and using qualitative, quantitative, or both approaches as appropriate. If there are deviation and standards confirmed impractical, the manager has to modify them accordingly or add more resources and boost competencies. Control skills are critical, especially in operational and financial functions managers.

Soft leadership skills

Unlike hard skills that apply in specific organisational functions, soft skills are universal and thus applicable across entire organisations. This is because they contribute more towards getting followers to work alongside each other so that individual potential could be maximised for better collective outcomes. While soft skills could be taught, the role of experience cannot be overemphasised. This is because they are intangible and difficult to observe, measure, and present, as context, personalities, and personal preferences are significantly diverse. There is a strong relationship between soft skills and personal attributes, such as empathy, honesty, and integrity. Some of the soft skills include:

Communication skills

Leadership processes and outcomes are highly contingent on effective communication. Most successful leaders can express their thoughts and desires, but are as well active listeners who can solicit, receive, and accept others' perspectives. Leaders can use a myriad of discussion and negotiation techniques, compose arguments in writing, and obtain a lot more information by interpreting body language in one-on-one interactions.

Interpersonal skills

According to Latha (2018), leadership is centred on influencing people and teams and the ability to induce and sustain social interactions with subordinates regardless of their academic and professional levels or position in the organisation structure. Interpersonal skills facilitate leaders to gauge others' thoughts and emotions and respond to identified issues empathetically.

Team working skills

An effective leader needs to possess skills in facilitating collaborative working, especially as it fosters creativity and learning, combines complementary strengths, and enhances a broader sense of employee ownership of projects being undertaken. As such, it provides an avenue to actualise transformational leadership, especially intellectual stimulation. While leadership involves focusing on minute details, team-working skills enable them to see the bigger picture, especially the overarching goals for which leadership is being pursued (Smith et al., 2019). Furthermore, a leader needs skills to facilitate idea sharing and collaboration amidst team members' individual differences to achieve a common cause.

Mentorship and Motivational skills

One of the indicators of effective leadership is the extent to which followers are motivated and inspired. Whether the goals are personal or firm-specific, a leader has to ensure that the vision's desires can excite and convince followers from their point of view. As such, passionate leaders need skills to transfer their passion to the workforce to improve their morale, productivity, and outcomes.

Decision making and conflict resolution skills

Unlike managers who have an assortment of tools to inform decision-making, leadership is mostly dependent on wisdom and experience, especially as the decisions made are about significantly different people. Comparing the advantages and demerits of specific actions and confidently pursuing appropriate alternatives is imperative. This is primarily during instances of conflict amongst followers, where the solutions have to be conceived by leaders while remaining empathetic and impartial.

Apply the role of a leader and the function of a manager in given contexts

This report analyses leadership and management roles as determined by diverse situations. As such, the elements discussed include some scenario and the implications they have on the functions. The discussion is anchored on extant theories, models, and concepts prevalent in management and leadership functions. This section begins with introducing some of the theories, models and concepts.

Management and Leadership Theories, Models and Concepts

Classical Management Theory

Classical management theories subscribe to the notion that the workforce only has economic and physical desires (Bao, 2015). As such, it dismisses the significance of social needs that include worker satisfaction amongst others. It emphasises centralised decision making, maximisation of financial returns, and the specialisation of employee activities. The theory was presented primarily to enhance financial performance by configuring operations for increased productivity. The theory dominated the 20th century, and while the modern workplaces rendered it unpopular, some of its tenets are valid for application in management, especially in industries such as manufacturing.

The classical theory views professional specialisation as an indispensable consideration in accomplishing tasks and efficiency, primarily because of increased productivity and elimination of challenges associated with multitasking. It also supports the use of financial rewards to motivate employees, and this is supported by Nemeckova (2017), as financial outcomes are a paramount motive for pursuing employment. In organisation settings where there are significant operational inefficiencies, the adoption of classical theories could be essential. It would transform the manager/leaders' role to the organisation, whereby the labour could be divided into more efficient production. Besides, the theory could justify defining employee tasks and roles for more productivity.

Behavioural theories

The behavioural management theories posit that productivity is highly influenced by the human aspects of work exemplified by employee issues, including expectation, motivation, and teamwork. The model departs from the machine view presented by the classical management theory. It recognises that employees' needs are beyond the financial, to include safety needs such as protection, sense of belonging, and esteem such as reputation. Besides, employees have self-actualisation needs, such as liberty and autonomy. Staffing provides an opportunity for management to satisfy behavioural needs, as it provides an opportunity for training employees for their desired roles. Besides, promotions have been traditionally employed to satisfy employee's needs, especially in terms of growth and status improvement.

Management by Objectives

Management by objectives entails embarking on organisational performance and growth by succinctly creating objectives accepted by both the management and the employees. The motive is to ensure that employees are empowered through participation and own the objectives as they have contributed to the formulation. Furthermore, the increased communication improves the workplace environment.

Contingency Theory

Contingency theory of management attests to the differences in circumstances and the resultant implications on

management behaviours. The theory revolves around adapting and aligning behaviours with the situation (Ivana, 2013). This is because there is no single psychological construct or traits that represent holistic, effective leadership; rather, it is the interaction between the traits and conditions that influence effective leadership.

Trait Theory

The search for aspects demonstrated by influential leaders predates modern leadership scholarship. The result has been an acceptance that some leadership attributes characterised by their motives, personalities, competencies, and behaviours are critical determinants (Pervin, 1994). This describes the trait theory and has been criticised due to the assumption that it is impossible to develop leaders as the attributes are innate.

Action Centered Leadership

This model contends that leaders have three primary issues to which they should pay attention. These are tasks, team management, and individual employees' management (Braun, Avital and Martz, 2012). These are mutually enforcing and essential for any leader. The following section details and discusses scenarios where the discussed theories and concepts could be adopted.

How situations affect the role of a leader and function of a manager

Situations and contexts have a significant impact on a leader's behaviour. Cronbach (1957) explained that this is attributed to external conditions or personal characteristics that induce certain behaviours. Scholarly emphasis has been on individual differences rather than the situations than the nature of situations that leaders encounter. Vroom and Jago (1978) conducted research that identified that a situation is thrice as much likely to guide action than individual differences. That is why organisations embarking on a turnaround trajectory want leaders who have experience in such undertakings. However, the role objectives are a constituent of a much bigger context that should be considered. Therefore, selecting a candidate with a history of successes in the same role does not assure successful outcomes. There is the likelihood of performance declining after changing employers, implying they could not replicate their success. Some are unable to create their former success even within five years in the new firm, thereby necessitating being cognizant of the new environment's uniqueness (Overby, 2020). Success determines the roles, which are impacted by others, existing leadership, resources and capabilities, teams, culture, and systems and processes.

Situation 1: A new leader has been brought in as the former was unable to adapt the company to the changes in the retail industry

The global retail business environments differ significantly in terms of intensity and speed of transformation, which has ramifications on the leadership roles. This is more so for the chief leaders, who are tasked with scanning the business environment and interpreting the implications for their retail establishment and leadership

roles. This has been captured in leadership literature, especially situational leadership. Adopting situational leadership would help recognise that unique business situations and the different approaches required depending on store locations, as there is no single universally valid approach that fits all organisational situations. Furthermore, the theory posits that a leader's actions depend on situational characteristics, as they are the reason for his position.

By consulting the situational leadership theory, different insights into leadership role determinants are identified at the company. Besides, some roles gain more relevance in some situations. For instance, as the retailer embarks on backward integration and manufacturing of own-brand products, a leadership role might inspire employees to inspire creativity to introduce new and potentially disruptive products in the market.

Situation 2: A healthcare company's strategy has resulted in consistent losses, and a leader has been tasked with generating a rewarding strategy

One of the critical determinants of leadership roles is the overarching organisational strategy. For instance, a company whose strategy revolves around developing differentiated products requires different leadership expertise, from a strategy characterised by a focus on operational efficiency. Besides, leadership roles for local companies are unique to those of multinationals. The trait theory could explain this. For instance, for a fast-expanding healthcare company, an experienced international business leader is more preferred to a leader whose experience is only in small companies. This is because the international company's leadership role involves handling international businesses' complexities, especially regarding scaling human resources. Such a strategy changes a leader's role to that prioritising adaptability, extensive delegation, and inspiration and motivation for a globally dispersed workforce, implying that specific leadership traits are necessary.

Situation 3: The Company's culture has become toxic and unproductive, and a new leader has been brought in to transform culture.

Another component that influences leadership roles is an organisation's culture, and more so, the extent to which the culture must be transformed. Specific culture-based issues, such as lack of trust in an organisation, would raise the need for a leader to foster moral maturity in the organisation using best practices and idealised influence. This would necessitate behavioural theories, which recognises that employees' intangible needs are addressed. A culture that predisposes employees to the low initiative and pursuance goals requires leadership that prioritises and can inspire and motivate the workforce. This is also the case for employees with low engagement. An organisation culture that inhibits collaborative workplaces needs leadership that fosters teamwork by encouraging acceptance, tolerance, diversity, and teamwork. For instance, while a CEO candidate could be analytical and experienced in a specific industry, a company might prefer another who can create an assertive and accountable leadership to change the culture to be more results-oriented, thereby exhibiting the need to

augment behavioural and trait theories.

Situation 4: The Company has grown to have an international supply chain but is unable to handle organisational complexity

Management by objectives could be instrumental in addressing issues in highly complex situations. The company replacing the operating or business model, adopting new technology, or cultural change leadership and management roles could change. Misjudging the complexities and the implications on roles is one factor in leadership failure, regardless of whether they are internally or externally sourced. As such, it is essential to ensure everything is anchored on SMART objectives. Besides, since the corporation is transforming, emphasising a high quotient of social and interpersonal awareness as the role changes to integrating people with change. This is transformation requires agility and adaptation implying that coaching for new objectives and gains preeminence.

Application of different theories and models of approach in an organisational context.

Total SE is amongst the globes most popular oil and gas multinationals. Given the nature of the company's operations, managers and leadership practices have to be localised. Because of the extractive nature of the company, the classical theories of management could be applied. This is because the jobs are highly specialised, from engineers to equipment operators, primarily because of the high standardisation. The company could also operate in a hierarchical structure with employees assigned to supervisors for the most physical jobs.

The Total could also benefit from the infusion of behavioural theories with classical theories. While the industry is highly mechanical, employees have needs beyond the financial, including recognition, rewards, promotions, and leave. By adopting behavioural goals, Total's employees could be more satisfied in the workplace, and exhibit commitment and ownership of the company's goals, while their loyalty is continually reinforced.

The standardised and specialised nature of operations at Total, task-oriented approach to management could be advised. Task management orientation would involve the company's managers creating elaborate schedules that the employees in the field and offices could follow, including the deadlines. This would help maintain optimal efficiency, especially as employees in operations need structure and deadlines. However, it is essential to recognise those overly strict deadlines and excessive focus on tasks could undermine the culture, especially for self-motivated employees.

Therefore, Total could adopt the relationship-oriented management style. This would be exemplified by appreciating and rewarding employees for their contributions. This is because while all employees need to be motivated, a self-motivated workforce, including engineers, marketers, scientists, and oil and gas rig employees, would be more inclined to leave if Total does not accord them recognition for the difference they make the company. Besides, transformational leadership could be instrumental in helping Total cater to its employees'

career growth and development.

While Total operates in traditional extractive industries where classical management theory could suffice, it would be essential to attest to changes in business situations, including competition, diversity in the company's markets, the influx of technologies, changing workforce desires and demands, and transforming economies raise the need for situational leadership. This could help the company adjust, adapt and prepare for probable impacts on its operations while also providing a growth-oriented workplace for its employees and boosting leadership awareness.

How the theories/approaches apply to organisations and how they have supported organisations' growth and sustainable performance.

Maersk shipping company has been successful in management by objectives approaches. For instance, the company has established cost reduction objectives that have enabled it to realise a more than 10% reduction in costs (Maersk, 2021). The company objectives are to reduce operational expenditures by adopting savings-based procurement, reducing travel expenses, and a lean approach to maintenance and projects savings. The company intends to optimise yard stays by performing predictive maintenance and real-time monitoring to inform business decisions. Another objective has been reducing administrative and rents expenditure by localising expatriate job roles, compensation, and adapting premises and adopting a strategic approach to stacking levels for its mining infrastructure.

Maersk's success could also be attributed to situational leadership. The company has different types of employees. These include information technologies, warehousing and distribution staff, transportation, and customer services, amongst others. By adopting situational leadership, the company can facilitate innovative solutions to resolve challenges in the industry, which necessitates a transformational approach to leadership. For the physical activities that may not need many transformations, transactional leadership has been used to ensure that warehousing and transportation activities are conducted following deadlines. Furthermore, the IT staff can work remotely, while the blue-collar workers have to be at the premises in virtually all work hours. By adopting situational leadership, the company can optimise operational outcomes while still introducing technologies that maintain its relevance in the market.

Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation

This report examines the managerial and leadership responsibilities in the operations of organisations. It begins with the explanation of some of the popular operation management and the leadership and management

implications.

Explain the critical operational approaches to operations management and the roles and responsibilities that leaders and managers play in it

TQM

Total quality management is an approach characterised by an emphasis on satisfying customers by ensuring high-quality offerings (Jimoh et al., 2019). This is pursued by ensuring all stakeholders contribute to improving everything that affects quality, including processes, support, organisational culture, and leadership. TQM has several pillars, but the priorities are placed on each different across organisations. However, the dominant ones include focusing on customers, as they conclude whether all other efforts are meaningful. Total participation of employees is also an indispensable tenet. Employees are developed and empowered to take control of improvements by adjusting even the minute issues as influenced by the customers. Processes are also fundamental in the TQM methodologies, representing the optimal steps and procedures adopted in obtaining inputs up to the delivery to customers. Other aspects include strategic orientation, communication, decision making based on facts, and continuous improvement.

The above description shows various instances when leadership and management functions become indispensable. For instance, with the strategy being an essential constituent of TQM, the setting of an organisation's vision and accompanying goals and ensuring employee buy-in raise the need for leadership function. Furthermore, TQM requires total employee participation, which necessitates allowing employees to express their sentiments and stimulation for creativity and innovation and inspiration to use the acquired skills and competencies. The notion that these activities should be conducted while being conscious of specific employee needs elevates the leadership case for TQM. The management function's significance is linked to the need for the processes to be streamlined, integration of systems, fact-based decision-making in production, and communications. This is because management functions such as planning, controlling, and organising are essential in TQM.

Just-In-Time Inventory Management

The JIT methodology popularised by Toyota is a production approach that entails reducing the time spent in production and correspondence and response to stakeholders, primarily customers and suppliers (Atnafu and Balda, 2018). The methodology is positively anchored in reducing inventory, process time, and resources, including process and space cost. Some of the priorities pursued by JIT include the elimination of defects, reliable scheduling, diversity of skill, housekeeping and streamlined movement of resources. Another component is the pull system, whereby the market demand informs production.

From the above description, JIT seems to elevate management function's role than it does leadership function. This is because it seems to incline towards manufacturing-centric tasks, in which physical elements and activities are highly resourceful. This is implied by the focus on reduced inventory holding costs, minimal deadstock, and improved cash-flow, which require prudent management practices to ensure that this is balanced so that orders are fulfilled, errors are minimised. A firm is protected from or able to handle price shocks. However, leadership is essential to achieve the vision of an organisation that is pursuing JIT. This is because the individuals and teams have to work efficiently and effectively following the JIT goals.

Continuous Improvement (Kaizen)

Change in organisations may be implemented through a few significant initiatives or a sustained adoption of comparatively smaller developments. Some changes objectives inevitably require a significant undertaking characterised by upheaval, intensive work, and extensive funds utilisation. Firms could improve processes and products through ongoing but more subtle improvements, an alternative or a complementary approach to the significant change initiatives. Furthermore, any large-scale necessitates smaller developments. This incremental, iterative improvement is termed 'Kaizen' and subscribes to the notion that while processes might be running satisfyingly, there is always room for improvements (Berger, 1997). As such, the status quo is diminished and the resultant changes, through in some instances imperceptible, help an organisation adapt according to the subtle business environment changes.

The Kaizen has implications for management and leadership functions. Specifically, the leadership role is the critical determinant of kaizen outcomes. This is because it is people-centric, demanding people to dedicate more than the typical operations' efforts. For instance, Kaizen recognises employee involvement's importance, especially in noticing problems and generating alternative solutions. For this to be actualised, employees need training and empowerment to troubleshoot the organisation, self-manage and take reasonable risks. This is not only through formal programs but as well as individual-specific inspirational efforts. Furthermore, the ideas need to be entertained, especially if they align with the company's vision. Management is also required, as outcomes of the iterative solutions have to be regularly measured, interpreted, and used for improvements or further identification of the problems.

Six Sigma

Popularised in the late 1980s', six sigma is an assortment of tools and techniques for upgrading processes. The intention is to increase output quality by pinpointing and eradicating the causes of defects (Hill et al., 2018). Besides, six sigma is adopted to minimise the effects of manufacturing process variability using empirical statistical methods to inform quality pursuits. The six sigma doctrine recognises that operational processes could be controlled, consequently leading to stability and predictability. With the 'six sigma' being a term traditionally

used in statistics for quality control, it is implied that the management role is indispensable, especially as it stipulates the acceptable sigma rating for every process in an organisation.

Six sigma is implemented through two primary methodologies the DMAIC (mostly used to add improvements into extant processes) and DMADV (usually adopted in designing new processes). Both of these frameworks focus on tasks, especially as the quality of outputs has to be quantified and analysed (Jones, 2017). Management activities such as planning, configuring and adding resources, and generating improvement and design solutions show the doctrine inclines towards management than leadership. However, the leadership function is paramount since the improvements stage in the DMAIC and design stage in DMADV requires the employees to be inspired and connected to the objectives and ideas being pursued. Furthermore, employees need to be mentored for creating solutions for improvement and innovation.

Lean Production

The lean production methodologies revolve around the minimisation of wastage in space, production cycles, equipment utilisation, and worker efforts. As such, while people confuse the term with six sigma, the latter focuses on eliminating defects and promoting stability. Lean production emphasises using customers demand and expectations to influence production processes (Bhamu and Sangwan, 2014). It also recognises mapping the value stream for every distinct product to identify instances where waste is generated, improvement of flow, and use of the pull mechanism. Like six sigma, lean production necessitates iterative and incremental enhancement on processes and products while concurrently retiring redundant activities.

Leadership and management roles are essential for lean adoption. For instance, the focus on waste minimisation, attributed to the inability to meet customer specifications and desires, raises planning and control activities. Besides, the use of metrics and wastage of employee skills requires management. Leadership is necessary as employees have potential that has to be used in contributing ideas and solutions, failure to which their potential becomes wasted. Furthermore, delegation duties to employees who are inadequately prepared lead to wastage. Therefore, leadership is necessary to help employees engage in activities whereby their competencies are optimally used.

Queuing Theory

The queuing theory is another methodology adopted in predicting the time spent by an item in a specific station to be worked on. Although a sophisticated mathematical approach, the concept is considered useful for decision making revolving around operational issues. For instance, in sales, the theory factors the rate of customers' arrival, reciprocal time spent on serving them, the number of customers, and the probability of having a given number of customers in a normal state. Managers are needed to ensure that waiting time is kept at a minimum. This may be achieved by planning for the projected number of customers, procurement of human resources to

satisfy demand through staffing, and directing employees regarding better techniques of handling queue. Leaders could also identify the deficiency in employee skills and motivation levels and respond by offering them training and guidance.

Explain the details of each of the critical operational functions and the importance and value of these operational functions of operations

Transformation of Raw Materials

The transformation process encompasses receiving one or more inputs and subjecting them to processes that enhance their value, resulting in offerings that could be used for trade with clients. It is easy to deduce the transformation process from the raw materials and the resultant outcomes. However, if the raw materials are intangible, such as employee knowledge, the transformation is not explicit. As such, management and guidance are necessary. Nonetheless, transformation involves changing physical attributes, location and storage, ownership, physiological state, and even purpose. The efficiency and quality with which the raw materials are transformed determine an organisation's leeway to command a specific price. As such, the transformation process could be modified to meet the desired objectives. For instance, a company could adopt the transformation process to produce items with acceptable quality and charge a corresponding price. On the other hand, a firm could make the transformation sophisticated but use high-quality tools and highly specialised talent, enabling it to charge a premium.

Process Design

The process design includes systematic review and establishment of steps that help firms determine, plan, and manufacture products, regardless of whether they tangible or otherwise. As such, it inherently enhances process value. In the manufacturing sector, a process design involves arranging and sequencing the expected tasks to transform inputs. It could involve acquiring or modifying facilities and the necessary equipment to ensure fit and uninhibited flow. As such, flow diagrams are widely used in process design. Management function is improved since process design stipulates the desired yield of the processes, quality of resultant products, and throughput. Furthermore, it addresses the constraints that may include costs, recycling and production of waste, space management, and safety and maintenance. The aspects of process reliability, scalability and redundancy also contribute to managerial benefits.

Capacity Management

Capacity management incorporates a plethora of actions adopted by companies to make sure the existing infrastructure is sufficiently resourced and configured for maximum outcomes of activities in quality and quantity. This is adopted not only in processes but as well as storage and transportation. The adoption of

technologies has eased the capacity management practice as planning, monitoring and logging of administrative activities are supported by sophisticated technologies, given the computing capacities in processing data used for decision making (Stauffer, Megahed, and Sriskandarajah, 2021). The objective of capacity management is aligning resources, demand, and costs. This, therefore, satisfies management's goals, as it justifies actions adopted by managers in improving performance, especially with regards to additional investments of reducing support for costly initiatives. Furthermore, capacity management technologies give insights into probable pre-emptive actions, ideas for optimal utilisation, necessary upgrades, and impacts on efficiency.

Logistics and Inventory Management

How this function is discharged is a crucial indicator of managerial competence. This is because it is part of the supply chain that provides for the storage of goods and time-sensitive information that informs the harmonising of consumption and origin points of products to meet customers' requirements in the desired quality and time. As such, it has instant effects on the organisation as a whole. For more significant, logistics and inventory management are significantly complicated, as some of the issues addressed are beyond the premises' confines. However, an advanced approach to logistics and inventory management supports management goals since its methodologies allow for scaling, adapting, and maintaining stability. For the fast-paced international operations, Durst and Evangelista (2018) explain that knowledge management technologies are proving essential for monitoring global logistics and inventory, thereby providing management with the constant flow of reliable information for timely reflection and fast decision making.

Scheduling

Scheduling conflicts that result from unlikely occurrences have damaging effects on firms. The impact is even more severe if a company has not prepared resilience plans. Scheduling involves developing baseline expectations and standards of operational output. Without scheduling, it is difficult to ascertain whether the desired goals are being met. Scheduling gives managers the confidence to proceed with plans, as meeting the schedule shows the completion of a specific phase.

Furthermore, it provides for easy troubleshooting as mistakes are recognised before embarking on other stages. Therefore, scheduling helps managers keep track of their activities while forecasting the requirements in the future and preparing for mobilisation in a cost-efficient manner. Besides, it helps maintain focus and dedicate efforts and resources without distraction from issues prevalent in later stages, as they already allotted their timeframe.

Management. How the efficiencies of these operational functions can be improved to meet the business objectives successfully.

The above functions are some of the mechanisms through which management and leadership functions are deployed. Therefore, as there is always room for managers and leaders to improve their competencies, there is also the opportunity to improve the functions, especially regarding inefficiencies. For instance, logistics and inventory inefficiencies could be minimised by adopting big data and analytics to identify the possible consumer demand within a given time and use this to inform storage and capacity management practices. For process design, sophisticated software could simulate situations and scenarios, and the results used in the speedy development of process design for better agility. Location of production plants close to raw materials sources helps minimise the costs and inefficiencies in moving the raw materials and finishing products back and forth, thereby helping meet cost-cutting objectives from this analysis by addressing the inefficiencies functions, the likelihood of surpassing goals and overarching objectives increases.

Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment.

This report explores essential areas in the business environment about which managers and leaders need to be aware of. This is because they influence the relevance and priorities of the functions at given times.

An evaluation of the impacts of the external business environmental factors on operational management & decision making by leaders and managers.

Corporate Social Responsibility

Firms should satisfy the people or groups of people interested in or are affected by their existence. The entities include communities, workers, customers, shareholders. The stakeholders' varying needs have implications for management and leadership roles, and thus, the relationship between management and leadership is paramount. For instance, while the shareholders might prioritise the managerial function, especially for ensuring maximum utilisation of resources, leadership is essential to ensure that employees are satisfied and adequately empowered, inspired, and equipped for optimal use of resources. Furthermore, leadership significance is reinforced as studies have shown that the workforce is the most determining asset, with expectations that revolve around their wellbeing (Nielsen et al., 2016). Therefore, there is a need for management and leadership to co-exist as this could minimise conflicts, while synergy could elevate employees' capacity.

Furthermore, employees are members of communities and act as the interface with the customers and communities. This implies that costs and an efficiency-based approach to management could undermine the

company's reputation since employees are highly vocal about their employers, especially regarding managerial malpractice. Leadership could empower employees to own the organisational purpose and strategies for a productive approach to CSR.

Culture

Both leadership and management are pivotal in influencing the assumptions on which employees behaviours are founded. Managers communicate their expectations to employees, which inherently affects their understanding of business purpose, while leadership influences the employee's perception of self. This interplay influences the extent to which control, flexibility, business orientation, authority inclines. As such, both leadership and management are necessary for the creation and sustenance of culture.

Values

Employees' attitude and actions are highly susceptible to the aspirations and actions of their employers and managers. As such, managers need to embody the qualities that they desire from their employees. In the event employees realise that the values are contrary to theirs, there is a disconnect. The leadership function, primarily through the idealised influence constituent of transformational leadership, could be adopted to help inculcate purposeful and rewarding fundamental beliefs to avoid conflicts with employees and extend the managerial function's outcomes within and beyond an organisation.

Ethics and Ethical Conduct

While values encompass the ideas that influence judgement, ethics entail the frameworks and guidelines that shape cooperate and individual conduct and the approach to things from a moral perspective. As ethics are guidelines, they are constraining in nature and uniformly applied across an organisation, determining both activities management and staff should avoid. While management is necessary for enforcement, leadership is advised to oversee the ownership of the employees' ethics. As a profession mostly influences ethics, the case for management and leadership collaborating to deduce best practices for an entire organisation is elevated.

Sustainability

The quest for sustainability requires a close interrelationship between the leadership and management functions. Sustainability is anchored on the desire for businesses to be conscious of their effect on the environment. The management function's reasons include enforcing principles guiding amongst others, addressing pollution concerns through operations, adopting sustainable sourcing, and adherence to international to voluntary and external regulations. Besides, accountability is relevant. Leadership is also required as a long-term vision is a critical determinant and indicator of how committed a firm is. Besides, sustainability requires creativity and innovation that could be achieved through an empowering, inspirational and idea-welcoming leadership.

The relationship with stakeholders and meeting their expectations in the context of encouraging, developing, sustaining entrepreneurship & intrapreneurship

Leaders, especially the CEOs, are the most famous individuals in representing companies, but managers are also influential in how other stakeholders perceive a company. The diversity and uniqueness of the specific employee desires increase the need for a close relationship with stakeholders, as oversight on a critical issue could undermine an organisation's reputation and financial outcomes. The relationship has impacts on both entrepreneurship and intrapreneurship.

Entrepreneurship is a significant undertaking. This is because it involves the demanding processes of planning, launching and operating a business, sometimes without having adequate market information. Many entrepreneurship ventures, especially those in the startup/incubation period, fail because of uninformed and counterproductive business decisions, insufficient demand in the market, marketing problems, lack of financing, and government policies, amongst others (Nair and Blomquist, 2019). Management is necessary to ensure that entrepreneurs' actions are compliant with government policies that govern accounting and taxation, operational practices, hiring, and occupational safety. Management is also essential as business management practices have guidelines, frameworks, and models for handling cash flow. Leadership is also paramount, especially for startups that need to develop relevant products in the market. This is because entrepreneurs have to locate creative and innovative minds in the community, acquire and develop them for better entrepreneurial outcomes.

Intrapreneurship is the adoption of an entrepreneurial disposition in already large and established corporations. It is an approach to running organisations characterised by minimum emphasis on status quo, while prioritising designing and introducing new and potentially disruptive technologies for products and processes. An organisation with an intrapreneurial foundation has its employees participate in self-driven projects without instructions and elevate its position. Therefore, both the leaders and managers have a pivotal role in nurturing and facilitating intrapreneurial tendencies amongst employees. This is because leadership is necessary to align the creativity and innovation efforts with its vision, as the introduction of unrelated offerings might be unsupported by the company.

Furthermore, intrapreneurial behaviours need to be induced and sustained, a requirement that elevates leadership's role. Management is necessary to ensure compliance with professional, firm-specific expectations and government regulations governing the products and services that should be designed. Furthermore, managers are needed to provide support, including financial. Besides, managers have insights owing to experience in understanding markets that could help employees organisations.

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