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Facility Operations in Exercise and Health Fitness

Rachel Clancy MSc
Section: Management
Lesson: 1

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Topic

Functions of management

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Functions

5 functions of management

- Planning
- Organising
- Staffing
- Leading
- Controlling

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Function 1

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Planning

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Definition

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- “Systematic development of action programmes aimed at reaching agreed business objectives by the process of analysing, evaluating, and selecting among the opportunities which are foreseen.”

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Definition

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- Process of determining how organisation can get to where it wants to go.
- Seeks to reduce degree of uncertainty faced by organisation.





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Plan

- Statement of action undertaken by organisation aimed at helping it achieve objectives.
- Function of all managers at all levels within companies.
- Requirement before other management functions.

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Types of planning

1. *Purpose/mission*: enduring statement of purpose that distinguishes one organisation from another.



“To give people the power to share and make the world more open and connected.”



“To bring inspiration and innovation to every athlete in the world.”





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Types of planning

2. *Planning objectives*: specific aims within the broader framework of goals.
 - Involve specific time frame.
 - Outline more precisely how the organisation seeks to achieve its mission.

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Types of planning

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3. **Strategic:** programme of activities formulated in response to objectives.

- Main purpose is to build on objectives.
- Long term orientation of over 5 years.

4. **Tactical:** interpreting strategic plans to achieve strategic objectives.

- Medium term of 1-5 years.
- Takes place at middle management levels.

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Types of planning

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5. **Policy:** deliberate plan of action to guide decisions and achieve rational outcomes.



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Types of planning

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6. **Procedures:** outline methods for handling situations.

- Give detail of what each staff member does when a particular situation arises.




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Types of planning

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7. *Budgets*: numerical expression of plan, which deals with future allocation of resources.



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Function 2

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Organising

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Definition

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- Process of dividing and coordinating tasks to be achieved.
- Steps:
 1. Identify major tasks required to meet goals.
 2. Sub-divide tasks and resources required.
 3. Evaluate outcomes.
 4. Make corrections as required.


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Structure

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- Organisational structure: way in which tasks are broken down and coordinated.
 - System of task, reporting, and authority relationships.
- Past: bureaucratic structure with well-defined layers.
- Present: more flexible, greater spans of control.



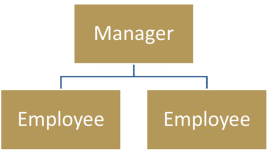
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Spans of control

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- Narrow:
 - Employees complete small number of tasks.
 - Few employees under supervisor.
 - Employees have little control.



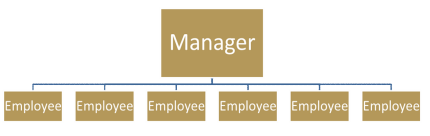
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Spans of control

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- Wide:
 - Greater variety and number of tasks.
 - Many employees under supervisor.
 - Employees have more freedom.



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Structure

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- Contingency approach: no one best way of structuring organisation.
- Considerations:
 - Size → number of employees, turnover, sales, profit.
 - Life cycle → birth/creation, youth/growth, mid-life, maturity.
 - Technology → (non)routine services.
 - Environment → dynamic versus stable.

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Function 3

Staffing

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Staffing

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- To be discussed in Section: Human Resource Management.

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Function 4

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Leading



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Definition

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- Ability to influence people towards attainment of organisational goals.
- Can form part of formal organisational managerial position, or can arise spontaneously in group.




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Leaders/managers

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- **Manager:** responsible for planning/directing group, monitoring work, and taking corrective action when necessary.
 - Focus → organisation's physical resources.
- **Leader:** part of management concerned with "getting results through people".
 - Focus → organisation's emotional resources.



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Leaders/managers

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- **Manager:**
 - Appointed → ability to influence based on formal authority.
- **Leader:**
 - Emerges → extends beyond formal authority.
- Both plan, organise, direct, and control.

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Leaders/managers

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Roles in Planning

Manager	Leader
<ul style="list-style-type: none"> • Planning • Budgeting • Sets targets • Establishes detailed steps • Allocates resources 	<ul style="list-style-type: none"> • Devises strategy • Sets direction • Creates vision

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Leaders/managers

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Roles in Organising

Manager	Leader
<ul style="list-style-type: none"> • Creates the structure of the organisation • Defines each persons job description • Staffing, hiring, maintaining, discipline • Decides hierarchy and chain of command • Delegates roles and tasks • Responsible for training 	<ul style="list-style-type: none"> • Gets people on board for the strategy • Communication within and outside the company • Networks, creates contacts which may be of benefit to the company now or in the future

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Leaders/managers

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Roles in Directing

Manager	Leader
<ul style="list-style-type: none">• Solves problems• Negotiates solutions and deals• Brings to consensus	<ul style="list-style-type: none">• Empowers people• Acts as cheerleader to some extent

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Leaders/managers

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Roles in Controlling

Manager	Leader
<ul style="list-style-type: none">• Implements control systems• Responsible for devising, implementing and evaluating performance measures• Identifies variances in quality and performance• Fixes variances	<ul style="list-style-type: none">• Motivates• Inspires• Gives sense of accomplishment

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Good leader

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- Born versus made → debatable.
- Characteristics may be naturally present in personality of leader, or can be developed.
 - Good leader will consistently develop them.



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Styles

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Democratic
Autocratic
Laissez-faire

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Characteristics

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1. *Character*: trustworthy, honesty, integrity, “walks the talk”, earns right to have responsibility for others.
2. *Enthusiasm*: for work and leadership position, passionate, dedicated, inspirational, team-player, goal-directed.

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Characteristics

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3. *Confident*: as person and leader, draws out best effort and trust from others.
4. *Positive demeanour*: orderly and purposeful in uncertain situations, good attitude.

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Characteristics

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5. *Calm*: composed and steadfast to main purpose, accepts obstacles as part of journey.
6. *Analytical*: keeps main goal in mind, views situation as whole and in parts.
7. *Committed*: pursues excellence in all areas.

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Function 5

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Controlling

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Definition

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- Process of monitoring progress and taking action to ensure goals match targets.
- Evaluates organisational performance.
- Steps:
 1. Implementing *control systems*.
 2. Evaluating performance/production.
 3. Identifying and correcting variances.

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Control systems

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- E.g., scanning systems → membership card with bar code → instant identification of customer, frequency/duration of attendance.
- Types:
 - Feedforward: aims to prevent problems before they occur.
 - Concurrent: allow adjustments to be made while work is being done.
 - Feedback: monitor output and ensure standards met.

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Effective control

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- Appropriate
- Cost effective
- Acceptable
- Emphasises exceptions
- Flexible
- Reliable
- Based on valid performance standards
- Based on adequate information



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Next

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Lesson 2

Levels of management

Effective management

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