

## D2 Management styles – Solutions

1

- a Your friend is coming from a view of man that is based on Theory X, which states that man is basically lazy, likely to shy away from responsibility and can only be motivated by external incentives (extrinsic motivation). Employees are only prepared to work if they are forced to by the threat of sanctions. The management style prescribed under Theory X is characterized by tight management and strict supervision and monitoring (authoritarian management style).
- b In contrast to Theory X, Theory Y states that people are basically hard-working, prepared to work on their own initiative and intrinsically motivated. They derive motivation from the task itself, if they are given enough freedom to develop and take on responsibility. Judging from the assumptions of Theory Y, management that is too tight, supervision/monitoring that is too strict that allows too little responsibility would be counterproductive: Employees would lose their motivation and performance would drop. In other words, according to Theory Y, autonomy creates motivation, which in turn contributes to a greater job performance.

2

Individual solutions. Suggestion:

- a As the coach of an under-13 handball team, I would work to cultivate a management style that would be located, according to Tannenbaum and Schmidt (or Wunderer), between participatory / cooperative and delegative – depending on the situation. I would let the players have a say in the planning and implementation of training sessions: I would usually demonstrate only the type of training, such as "technical training" or "endurance training" and give the team the opportunity to propose concrete exercises to me. Whether these will ultimately be carried out or not, I'll mostly decide by myself (participatory management style). However, there would be many times when I would let the players vote on what exercises they want to do within the scope of my standards for the type of training (delegative management style).
- b As the players on my team are amateurs and also young, the focus should be on the joy of playing handball: The players come to handball training voluntarily to play sports and to have fun. For this reason, an authoritarian management style is not an option. However, as the players are young people around 11 to 12 years old, I don't want to just give them free rein (democratic / autonomous management style) style: To minimize the risk of injury, I make the standards and let the players make their decisions within that scope.

3

Individual solutions.

## 4

## a Individual solutions. Suggestion:

Note: The particular management principles represent only a selection. For Rivella, SUVA and Tamedia, only those principles are presented which suggest a certain management style.

**Rivella**

<b>Principle</b>	<b>Description</b>
<b>Delegating</b>	You are willing to delegate tasks, skills and responsibilities to employees in a way that is fair and promotes <b>individual responsibility</b> . → delegative management style
<b>Improvement process</b>	You motivate the employees to question existing procedures and make recommendations for improvement. Our executives promote an <b>innovation-friendly</b> working environment. → cooperative management style

Source: [www.rivella.ch](http://www.rivella.ch)

**SUVA**

<b>Principle</b>	<b>Description</b>
<b>Planning</b>	We consider the views of all the parties concerned before making a decision. → cooperative management style
<b>Deciding</b>	We decide according to customer benefits and costs. We define goals but leave some room to maneuver in the practical implementation. → delegative / participative management style
<b>Directing</b>	We accept decisions and implement them consistently. We express our expectations to employees clearly and explicitly. → patriarchal management style

Source: [www.suva.ch](http://www.suva.ch)

## Tamedia

<b>Principle</b>	<b>Description</b>
<b>Lead with the goal</b>	My employees know their goals. In order that they can achieve them, I delegate to them responsibility and authority; I trust in their skills and support them. This creates room for action and decisions. → delegative management style
<b>The team delivers the success.</b>	As a supervisor, I am part of a team where I participate in decision-making without giving up my managerial responsibilities. I respect every single team member as an individual who can bring in his or her own personal strengths. Outwardly, I stand by my staff, even if I have to criticize within the team. Mistakes are learning opportunities. → cooperative management style (somewhat ambiguous)
<b>Managing is challenging and fun</b>	I can only manage successfully if I enjoy it, happily take on responsibility and have the courage to make decisions. By delegating, I carve out space and time for my managerial responsibilities. → delegative management style
<b>There is no recipe for successful management.</b>	Successful management does not follow a recipe but depends on my own personality. I am guided by reason, feeling and intuition and adapt my management style to the people and the situation. → situational application of management styles

Source: [www.tamedia.ch](http://www.tamedia.ch)

### b Individual solutions.

#### 5

The more collaborative management styles show that the supervisor trusts his or her employees and grants them a degree of freedom – with the ulterior motive of increasing motivation and improving the working environment. Under this management style, employees not only follow instructions but also think about the management and decision-making processes in the enterprise, participate in them and thereby gain a better understanding of internal relationships. In the literature, it is often argued that this kind of participation and assumption of responsibility leads to a better identifying with the enterprise, resulting in higher efficiency.