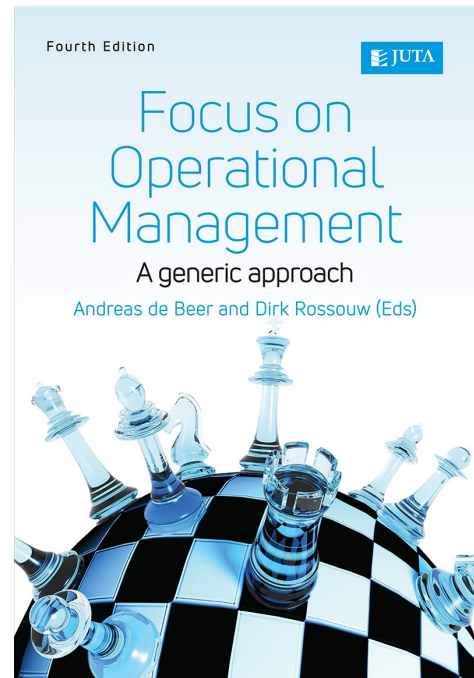


Focus on Operational Management

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About this Publication:

Focus on Operational Management: A generic approach gives a general overview of management principles and the general management activities needed by the operational and first-time managers in the workplace today. These principles are important for the sustainability of an organisation.

The following topics are discussed:

- The new workplace environment
- The changing role of the operational and first-time manager
- Operational planning, operational decision-making and problem-solving, organizing operational resources, operational control and leadership
- Employment relations in the workplace
- Organisational culture, diversity management, business ethics, corporate social responsibility, organisational politics and change management in the workplace.

Key Benefits:

- Learning outcomes to introduce each chapter
- Self-assessment exercises at the end of each chapter
- In-text activities and the latest developments to enhance the reader's understanding of topics covered.
- This book has a hands-on approach, giving readers a practical understanding of the day-to-day activities in the workplace at the operational level. It is aimed at first-time managers, operational managers, supervisors and team leaders who need a holistic overview of general operational management activities.

Contents Include:

Chapter 1: Managing within the new economy

- Introduction
 - An introduction to management
 - A definition of management
 - The new economy
 - New technologies
 - Globalisation
 - Knowledge management
 - Comments on the new economy
 - Managing for competitive advantage
 - Levels of management
 - The role and functions/tasks of management

Chapter 2: The changing role of the operational manager

- Introduction
- Skills of operational managers
- Operational managers in the management hierarchy
- The role of operational managers
- The changing expectations of operational managers
- Programmes to cut costs and increase levels of productivity
- The changing role of operational managers
- The differences between staff and operational managers
- The management tasks of operational managers
- Important points for newly appointed operational managers
- Common mistakes made by operational managers

Chapter 3: Operational planning

- Introduction
- The benefits of planning
- The operational planning process
- Gathering information on strategic goals and strategies
- Gathering information on tactical objectives and strategies
- Developing operational objectives aligned to tactical objectives
- Developing operational strategies to achieve operational objectives
- Implementing and monitoring an operational plan
- Instruments that assist in operational planning

Chapter 4: Organising operational resources

- Introduction
- The organising process
- Principles of organising
- Co-ordination
- Empowerment versus centralisation
- Operational structures
- Other contemporary structures

Chapter 5: Operational control

- Introduction
- Defining operational control
- How does an operational manager exercise control?
- Steps in the control process
- Resistance to control

Chapter 6: Operational decision making and problem solving

- Introduction
- Operational decision making
- Steps in the rational decision-making process
- Assisting operational managers to make enlightened decisions
- Decision-making styles
- Problem solving
- Approaches to problem solving
- Problem-solving techniques

Chapter 7: An introduction to leading

- Introduction
- The nature of leading
- Leadership
- Different leadership styles and what do leaders do?
- Suggestions for effective leading
- Leading: the additional management tasks
- Motivation
- Communication
- Conflict

Chapter 8: Employment relations in the workplace

- Introduction
- What is meant by the concept 'employment relations'?
- The role players in the employment relations system
- The grievance procedure
- Discipline in the workplace
- Dismissal
- The commission for Conciliation, Mediation, Arbitration
- The Labour Court
- The Labour Appeal Court
- Other relevant labour legislation

Chapter 9: Contemporary issues

- Introduction
- Corporate social responsibility and business ethics
- Business ethics
- The two schools of thought regarding social responsibility
- Corporate governance
- Business culture
- Management of cultural diversity
- Management of change
- Organisational politics

Of Interest and Benefit to:

This book has a hands-on approach, giving readers a practical understanding of the day-to-day activities in the workplace at the operational level. It is aimed at first-time managers, operational managers, supervisors and team leaders who need a holistic overview of general operational management activities.