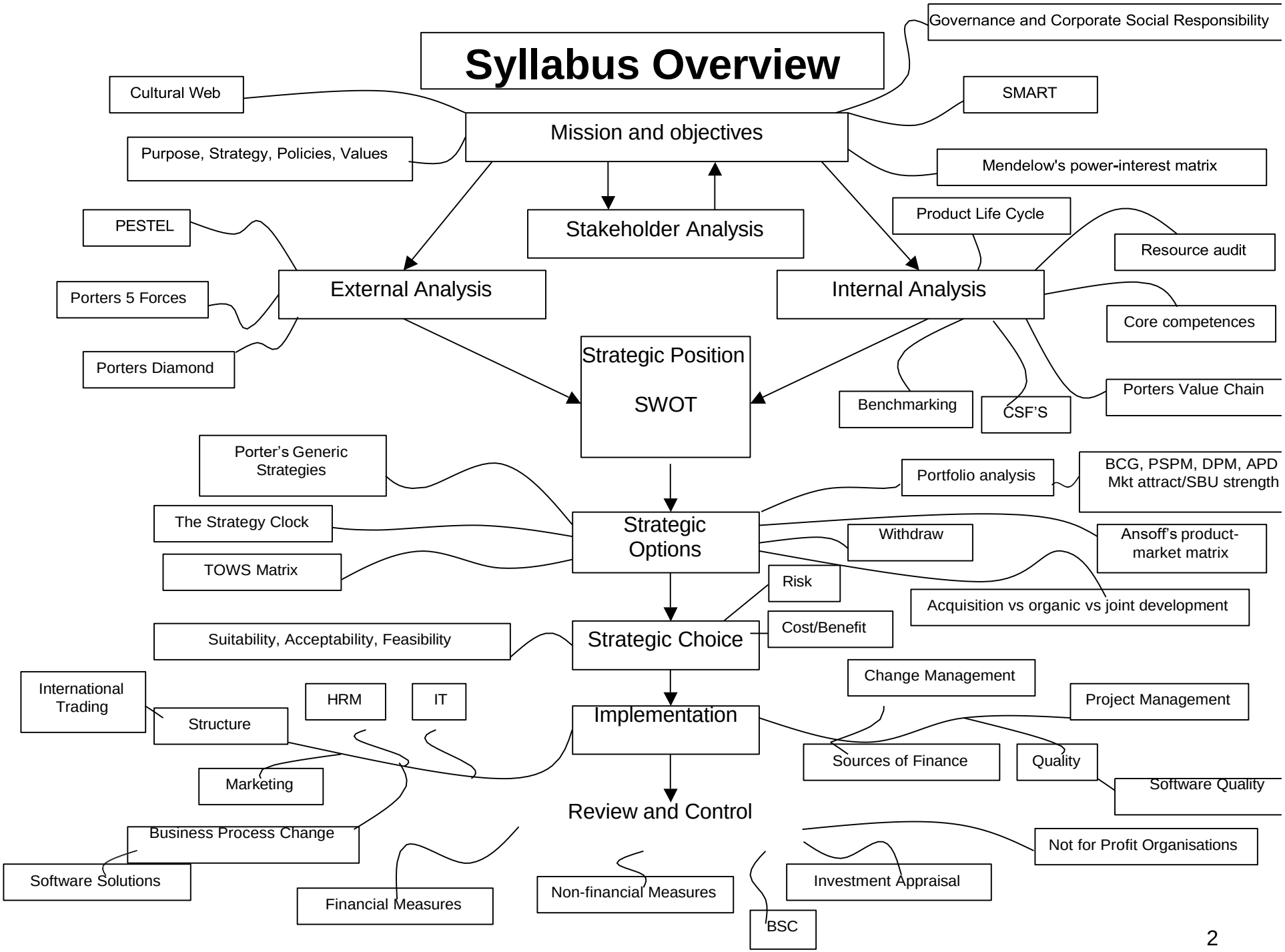
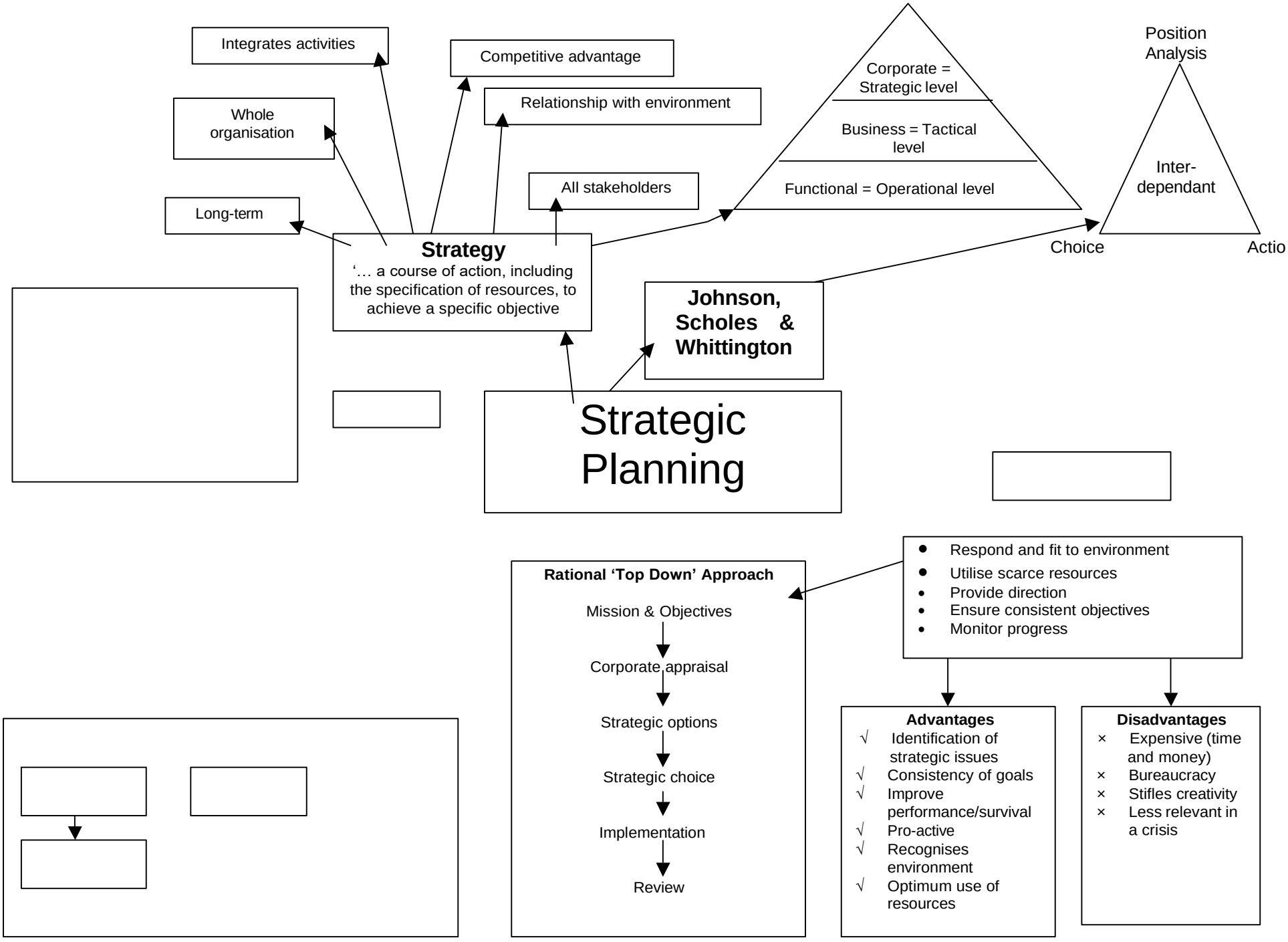
ACCA SBL – PROFESSIONAL LEVEL

Strategic Business Leader

MIND MAPS

SBL


Syllabus Overview
Governance and Corporate Social Responsibility
Cultural Web
SMART
Mission and objectives
Purpose, Strategy, Policies, Values
Mendelow's power-interest matrix
Stakeholder Analysis
Product Life Cycle
PESTEL
Resource audit
External Analysis
Internal Analysis
Porters 5 Forces
Core competences
Porters Diamond
Strategic Position
SWOT
Benchmarking
CSF'S
Porters Value Chain
Porter's Generic Strategies
Portfolio analysis
BCG, PSPM, DPM, APD
Mkt attract/SBU strength
The Strategy Clock
Strategic Options
Withdraw
Ansoff's product-market matrix
TOWS Matrix
Risk
Acquisition vs organic vs joint development
Suitability, Acceptability, Feasibility
Strategic Choice
Cost/Benefit
Change Management
International Trading
HRM
IT
Project Management
Structure
Implementation
Sources of Finance
Quality
Marketing
Software Quality
Review and Control
Business Process Change
Not for Profit Organisations
Software Solutions
Investment Appraisal
Non-financial Measures
Financial Measures
BSC


Integrates activities
Competitive advantage
Whole organisation
Relationship with environment
All stakeholders
Long-term
Strategy
'… a course of action, including the specification of resources, to achieve a specific objective
Corporate = Strategic level
Business = Tactical level
Functional = Operational level
Position Analysis
Inter-dependant
Choice
Actio
Johnson, Scholes & Whittington
Strategic Planning
Rational 'Top Down' Approach
Mission & Objectives
Corporate appraisal
Strategic options
Strategic choice
Implementation
Review
Respond and fit to environment
Utilise scarce resources
Provide direction
Ensure consistent objectives
Monitor progress
Advantages
√ Identification of strategic issues
√ Consistency of goals
√ Improve performance/survival
√ Pro-active
√ Recognises environment
√ Optimum use of resources
Disadvantages
× Expensive (time and money)
× Bureaucracy
× Stifles creativity
× Less relevant in a crisis

Mission and Objectives

Mission
'…Organisation's overriding purpose of existence. Why do we exist?

- Purpose
- Strategy
- Policies and standards
- Values

Advantages
- Resolve stakeholder conflict
- Set direction
- Help formulate strategy
- Communicates values to employees
- Marketing to customers

Criticisms
- Meaningless terms used
- Written retrospectively?
- Not communicated to employees
- Ignored by managers

Mission Statement
Published version of the Mission

Objectives

S Specific
M Measurable
A Attainable
R Relevant
T Timebound

Culture
'The way we do things around here'

Cultural Web
– cultural paradigm
- Routines & Rituals
- Stories & Myths
- Symbols
- Power structure
- Organisation structure
- Control systems

Stakeholders

Mendelow's Power – Interest Matrix

Power \ Interest	Low	High
Low	**A** Minimal Effort; Give Direction	**B** Keep Informed; Education / Communication
High	**C** Keep Satisfied; Intervention	**D** Key Players; Participation – Keep Close

Critical Success Factors

"The limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization.

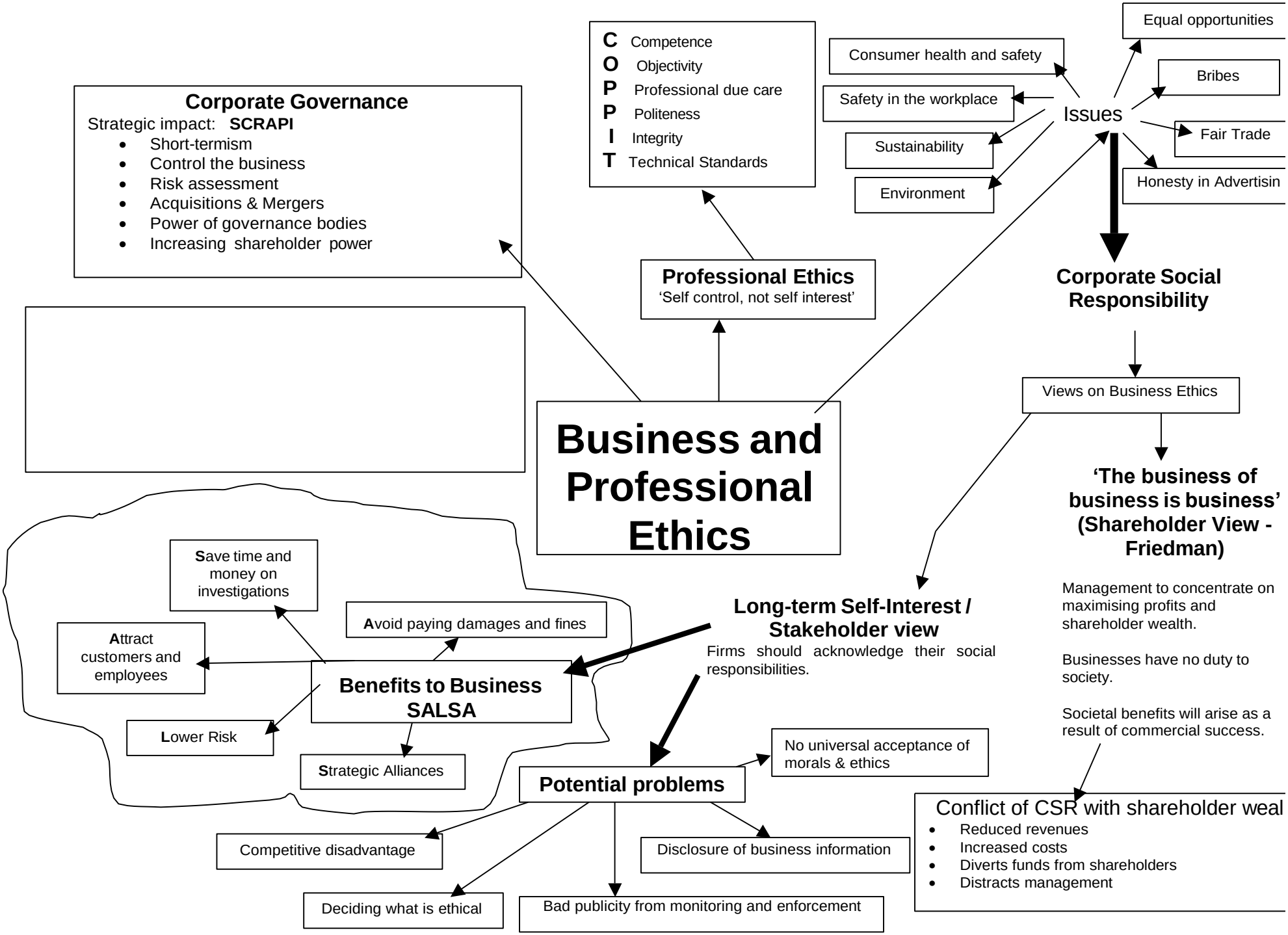
They are the few key areas where things must go right for the business to flourish.

If results in these areas are not adequate, the organization's efforts for the period will be less than desired."

Not for Profit Organisations

Features of objective setting
- Multiple and contradictory objectives
- Participation in objective setting
- Providers of funding different to beneficiaries of service
- Priorities may change frequently
- Value for money a requirement not an objective
- Increased role of personal objectives

- Efficiency
- Economy
- Effectiveness


Business and Professional Ethics
Corporate Governance
Strategic impact: SCRAPI
Short-termism
Control the business
Risk assessment
Acquisitions & Mergers
Power of governance bodies
Increasing shareholder power
C Competence
O Objectivity
P Professional due care
P Politeness
I Integrity
T Technical Standards
Professional Ethics
'Self control, not self interest'
Issues
Consumer health and safety
Safety in the workplace
Sustainability
Environment
Equal opportunities
Bribes
Fair Trade
Honesty in Advertisin
Corporate Social Responsibility
Views on Business Ethics
'The business of business is business' (Shareholder View - Friedman)
Management to concentrate on maximising profits and shareholder wealth.
Businesses have no duty to society.
Societal benefits will arise as a result of commercial success.
Long-term Self-Interest / Stakeholder view
Firms should acknowledge their social responsibilities.
Benefits to Business SALSA
Save time and money on investigations
Avoid paying damages and fines
Attract customers and employees
Lower Risk
Strategic Alliances
Potential problems
No universal acceptance of morals & ethics
Competitive disadvantage
Disclosure of business information
Deciding what is ethical
Bad publicity from monitoring and enforcement
Conflict of CSR with shareholder weal
Reduced revenues
Increased costs
Diverts funds from shareholders
Distracts management

Internal Analysis (Strengths & Weaknesses)

Strategic Capability – Resource audit

	Same as competitor / easy to copy	Different to competitor / difficult to copy
Resources	Basic	Unique
Competences	Threshold	Core

M's

- Manpower
- Management
- Money
- Make-up
- Manufacturing
- Material
- Markets

Core Competences
'…the activities or processes that critically underpin competitive advantage.'

- Valuable
- Rare
- Can't be copied
- Not substitutable
- Give access to wide range of markets

S – **S**trategic Assets
A – **A**rchitecture
R – **R**eputation
I – **I**nnovative Ability

Knowledge Management

Tacit

- Uncover Knowledge
- Discover Knowledge
- Capture Knowledge
- Share Knowledge
- Distribute Knowledge
- Lever Knowledge
- Maintain Knowledge

Explicit

Knowledge Workers

- Roving role
- Temporary roles
- Selection based on skill & competences
- Input into own development
- Separate & relevant incentive schemes
- Remote locations
- Flexible working

Benchmarking

1. Select processes to be benchmark
2. Assign responsibilities
3. Choose type of benchmarking
4. Choose partner
5. Interaction
6. Collect data
7. Implement changes

Competitive | Internal | Functional/Activity

BEST IN PRACTICE

Product Life-cycle

- **Introduction**: high risk, little competition, low volume, high advertising = losses + negative cash
- **Growth**: increased competition, growing volumes, EOS, high advertising = losses to profits + negative to positive cash
- **Maturity**: steady repeat sales, high volumes, EOS, low level advertising = profits + positive cash
- **Decline**: falling volumes, falling prices = profits to losses + positive to negative cash, divest

Balance the portfolio

Problems:

- No common shape
- Unpredictable
- Self-fulfilling prophecy
- Product orientated

Porter's Value Chain

…identify activities within the firm which add value to customers and those that do not

Primary Activities

- Inbound Logistics
- Operations
- Outbound logistics
- Marketing and sales
- Service

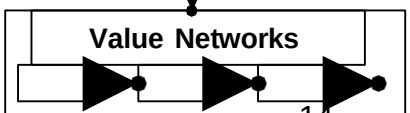
Support/secondary activities

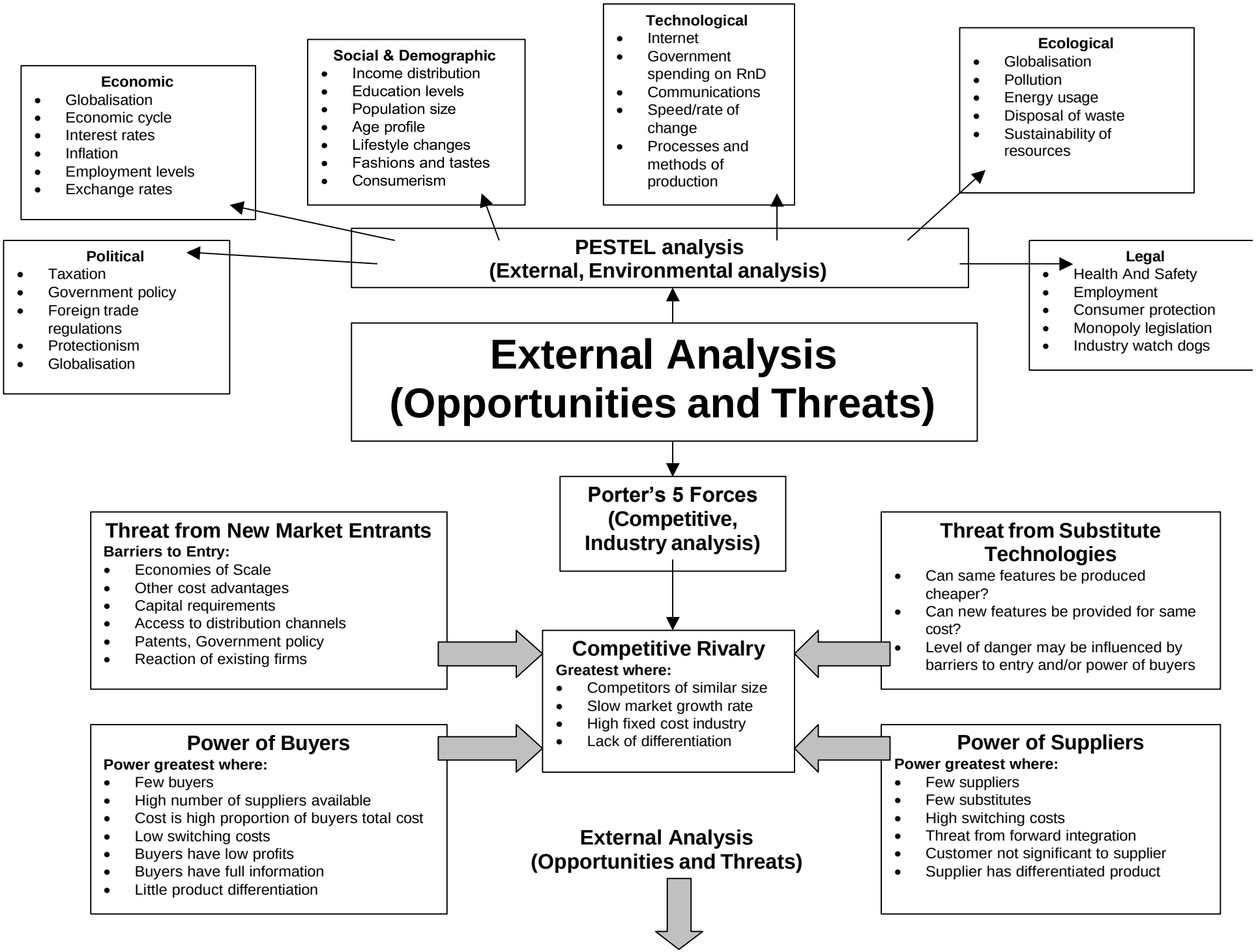
- Procurement
- HRM
- Technology development
- Firm infrastructure

Uses

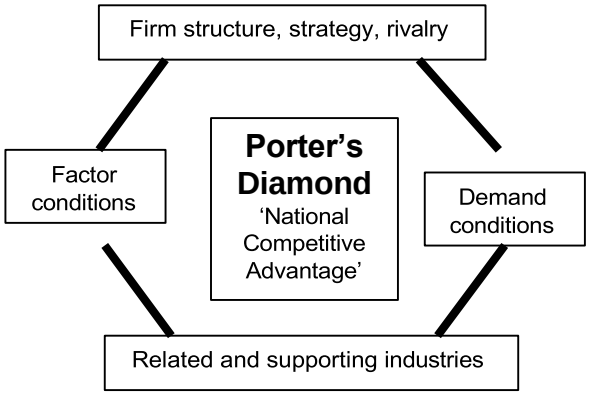
- Streamline linkages
- Eliminate non-value added activities
- Business Process Re-engineering
- Benchmark key processes

Value Networks




Economic
Globalisation
Economic cycle
Interest rates
Inflation
Employment levels
Exchange rates
Social & Demographic
Income distribution
Education levels
Population size
Age profile
Lifestyle changes
Fashions and tastes
Consumerism
Technological
Internet
Government spending on RnD
Communications
Speed/rate of change
Processes and methods of production
Ecological
Globalisation
Pollution
Energy usage
Disposal of waste
Sustainability of resources
Political
Taxation
Government policy
Foreign trade regulations
Protectionism
Globalisation
PESTEL analysis
(External, Environmental analysis)
Legal
Health And Safety
Employment
Consumer protection
Monopoly legislation
Industry watch dogs
External Analysis
(Opportunities and Threats)
Porter's 5 Forces
(Competitive,
Industry analysis)
Threat from New Market Entrants
Barriers to Entry:
Economies of Scale
Other cost advantages
Capital requirements
Access to distribution channels
Patents, Government policy
Reaction of existing firms
Threat from Substitute Technologies
Can same features be produced cheaper?
Can new features be provided for same cost?
Level of danger may be influenced by barriers to entry and/or power of buyers
Competitive Rivalry
Greatest where:
Competitors of similar size
Slow market growth rate
High fixed cost industry
Lack of differentiation
Power of Buyers
Power greatest where:
Few buyers
High number of suppliers available
Cost is high proportion of buyers total cost
Low switching costs
Buyers have low profits
Buyers have full information
Little product differentiation
Power of Suppliers
Power greatest where:
Few suppliers
Few substitutes
High switching costs
Threat from forward integration
Customer not significant to supplier
Supplier has differentiated product
External Analysis
(Opportunities and Threats)

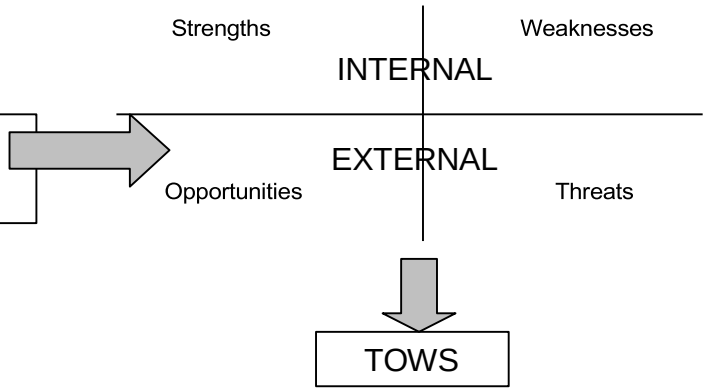
External Analysis (Opportunities and Threats)



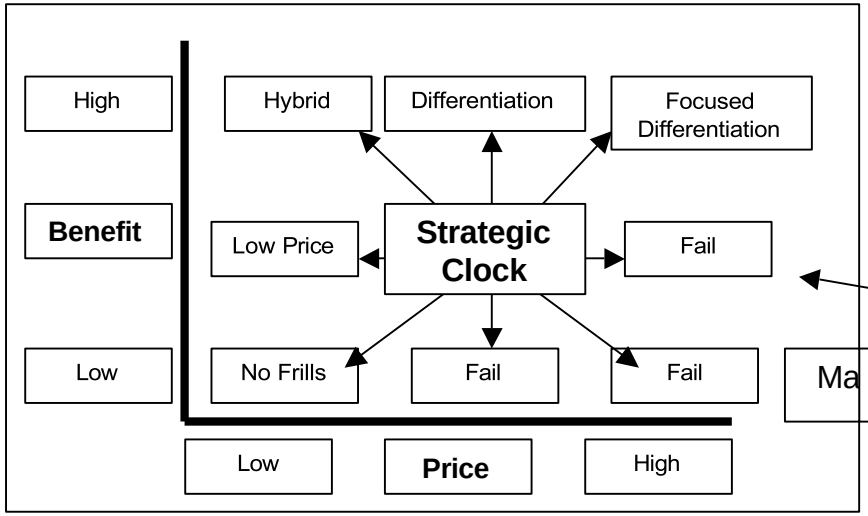
Corporate Appraisal

Internal + External Analysis = Corporate Appraisal = Position Appraisal= SWOT Analysis

External Analysis
Factors open to all in the industry



Internal Analysis
Factors specific to the organisation



Ma ket Facing

PESTEL

Porters Five Forces

To beat the five forces

Strategically develop organisation in line with environment

Positioning view

Porter's Generic Strategies

- **Overall Cost Leadership** (better margin, potential price cuts, entry barrier, reduce supplier power)
- **Differentiation** (Premium price, better margin, barrier, reduce buyer power)
- **Focus (Niche)** (Cost or Differentiation, focus on market needs, develop core competencies)

Beware of 'Stuck in the Middle'

Uses

- Analyse rivals
- Suggest own strategy
- SBU level strategy

Limitations

- Unclear definition of industry
- Defines advantage in terms of position not resources
- Lack of empirical evidence
- Ignores middle ground
- Restricts firm to position in present industry
- Requires perfect information

Method (see next page)

Resource Based View

Advantage

Limitations

- Definition of market
- Ignores factors such as competitors
- Suggests strategies in isolation

Strategic Options

Direction

Horizontal diversification – competitive products, complementary products, by-products

Do nothing / Withdraw

Vertical Integration

Advantages

- Economies of combined ops
- Economies of control and coordination
- Avoiding the market
- Tap into technology

Disadvantages

- Increased operational gearing
- Reduced flexibility to change partners
- Capital investment needs

Conglomerates

Advantages

- Flexibility
- Quick growth
- Access to capital
- Portfolio effect
- Avoidance of anti-monopoly legislation

Disadvantages

- No additional benefit to shareholders through synergies
- No operating advantages

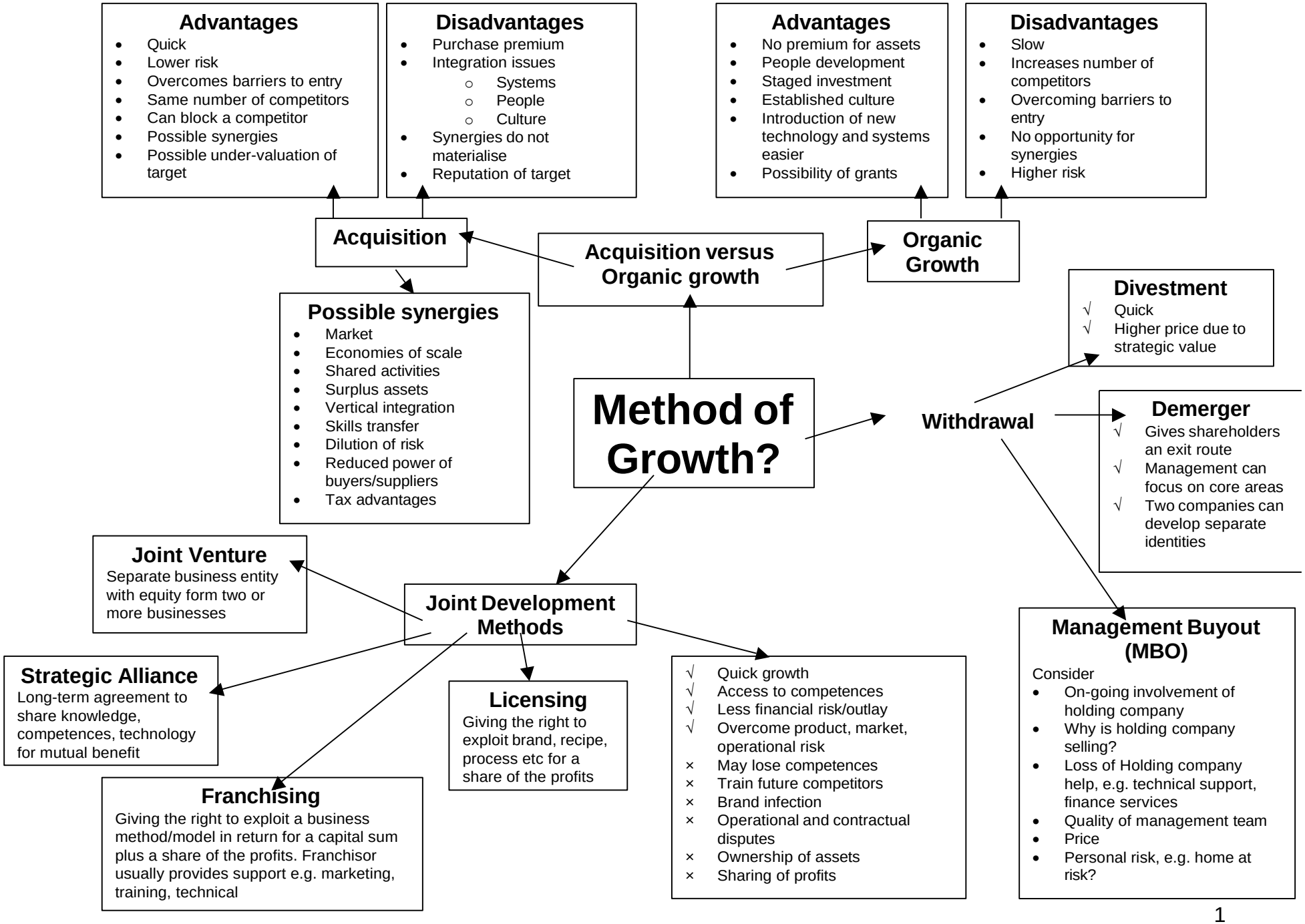
Ansoff's Matrix

Products, existing and new (PEN)
Markets, existing and new (MEN)

- **Market Penetration** (cost reductions, price reductions, advertising, minor product modifications)
- **Product Development** (exploit existing customers, RnD, buy-in and badge, JV's, Licensing)
- **Market Development** (new markets such as foreign markets, new segments such as adult to child or industrial to consumer)
- **Diversification** (related = vertical integration or unrelated = conglomerate

Risks

- Product
- Market
- Operations and management
- Financial


Advantages
Quick
Lower risk
Overcomes barriers to entry
Same number of competitors
Can block a competitor
Possible synergies
Possible under-valuation of target
Disadvantages
Purchase premium
Integration issues
Systems
People
Culture
Synergies do not materialise
Reputation of target
Advantages
No premium for assets
People development
Staged investment
Established culture
Introduction of new technology and systems easier
Possibility of grants
Disadvantages
Slow
Increases number of competitors
Overcoming barriers to entry
No opportunity for synergies
Higher risk
Acquisition
Acquisition versus Organic growth
Organic Growth
Possible synergies
Market
Economies of scale
Shared activities
Surplus assets
Vertical integration
Skills transfer
Dilution of risk
Reduced power of buyers/suppliers
Tax advantages
Divestment
√ Quick
√ Higher price due to strategic value
Method of Growth?
Withdrawal
Demerger
√ Gives shareholders an exit route
√ Management can focus on core areas
√ Two companies can develop separate identities
Joint Venture
Separate business entity with equity form two or more businesses
Joint Development Methods
Strategic Alliance
Long-term agreement to share knowledge, competences, technology for mutual benefit
Licensing
Giving the right to exploit brand, recipe, process etc for a share of the profits
Franchising
Giving the right to exploit a business method/model in return for a capital sum plus a share of the profits. Franchisor usually provides support e.g. marketing, training, technical
√ Quick growth
√ Access to competences
√ Less financial risk/outlay
√ Overcome product, market, operational risk
× May lose competences
× Train future competitors
× Brand infection
× Operational and contractual disputes
× Ownership of assets
× Sharing of profits
Management Buyout (MBO)
Consider
On-going involvement of holding company
Why is holding company selling?
Loss of Holding company help, e.g. technical support, finance services
Quality of management team
Price
Personal risk, e.g. home at risk?

Problems:
- Definition of axes
- Definition of market
- No account of complimentary goods
- Assumes high market share = advantage

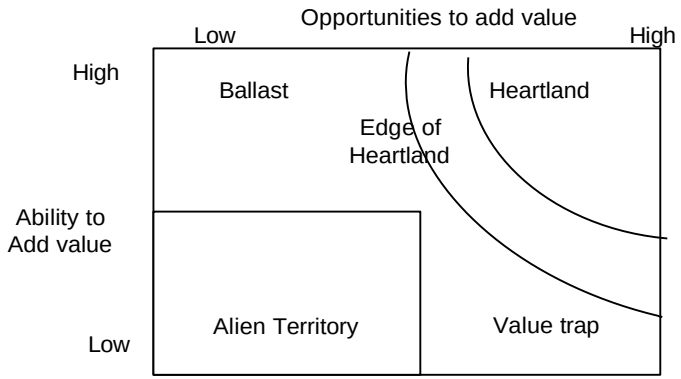
BCG Matrix

Market growth \ Relative market share	High	Low
High	**STAR** Build then Hold Losses to profits, negative to positive cash	**PROBLEM CHILD** Build or Divest Losses, negative cash
Low	**CASH COW** Hold then Harvest Profits and positive cash	Harvest then Divest Profits to losses, positive to negative cash

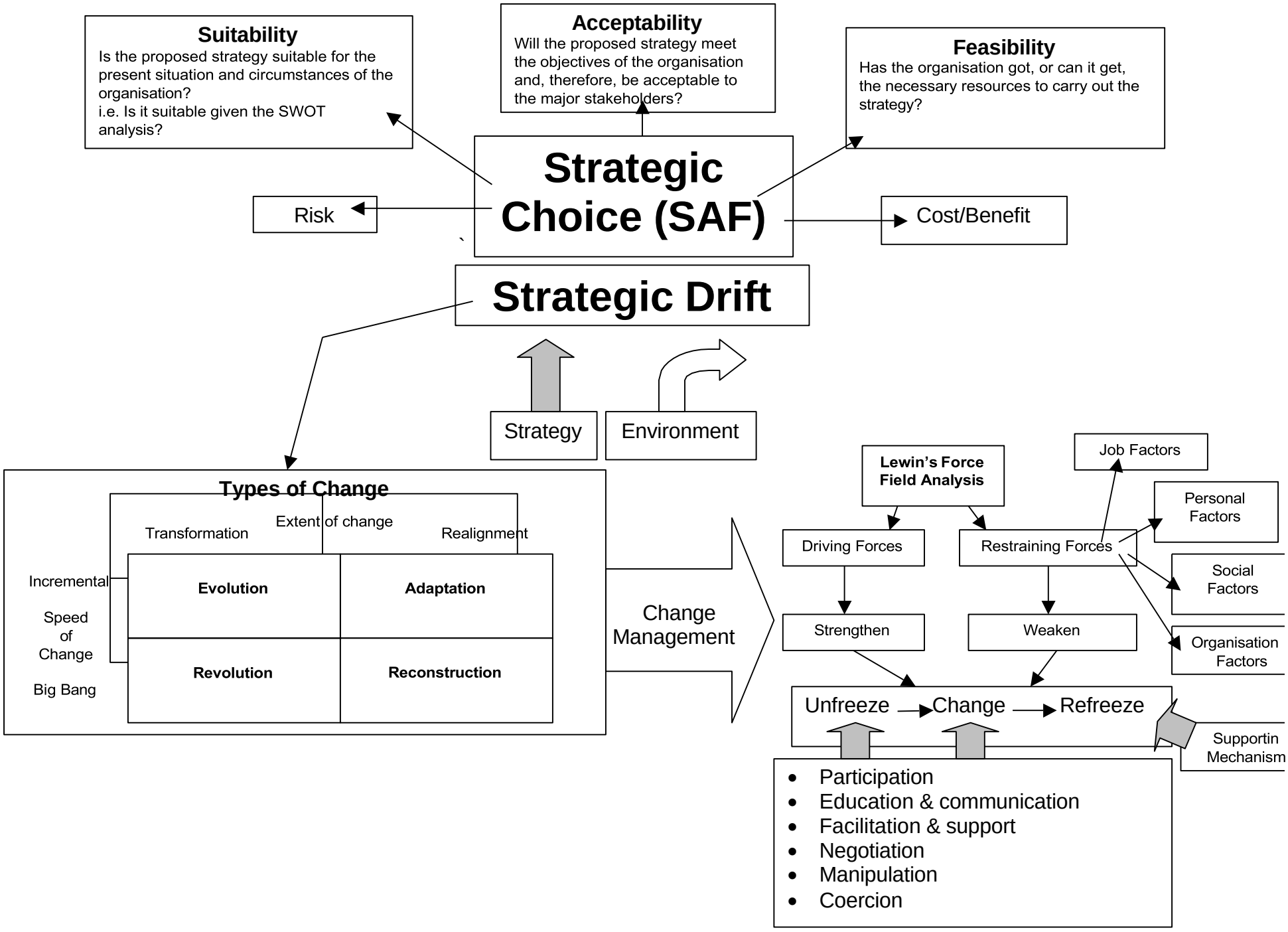
Public Sector Portfolio Matrix

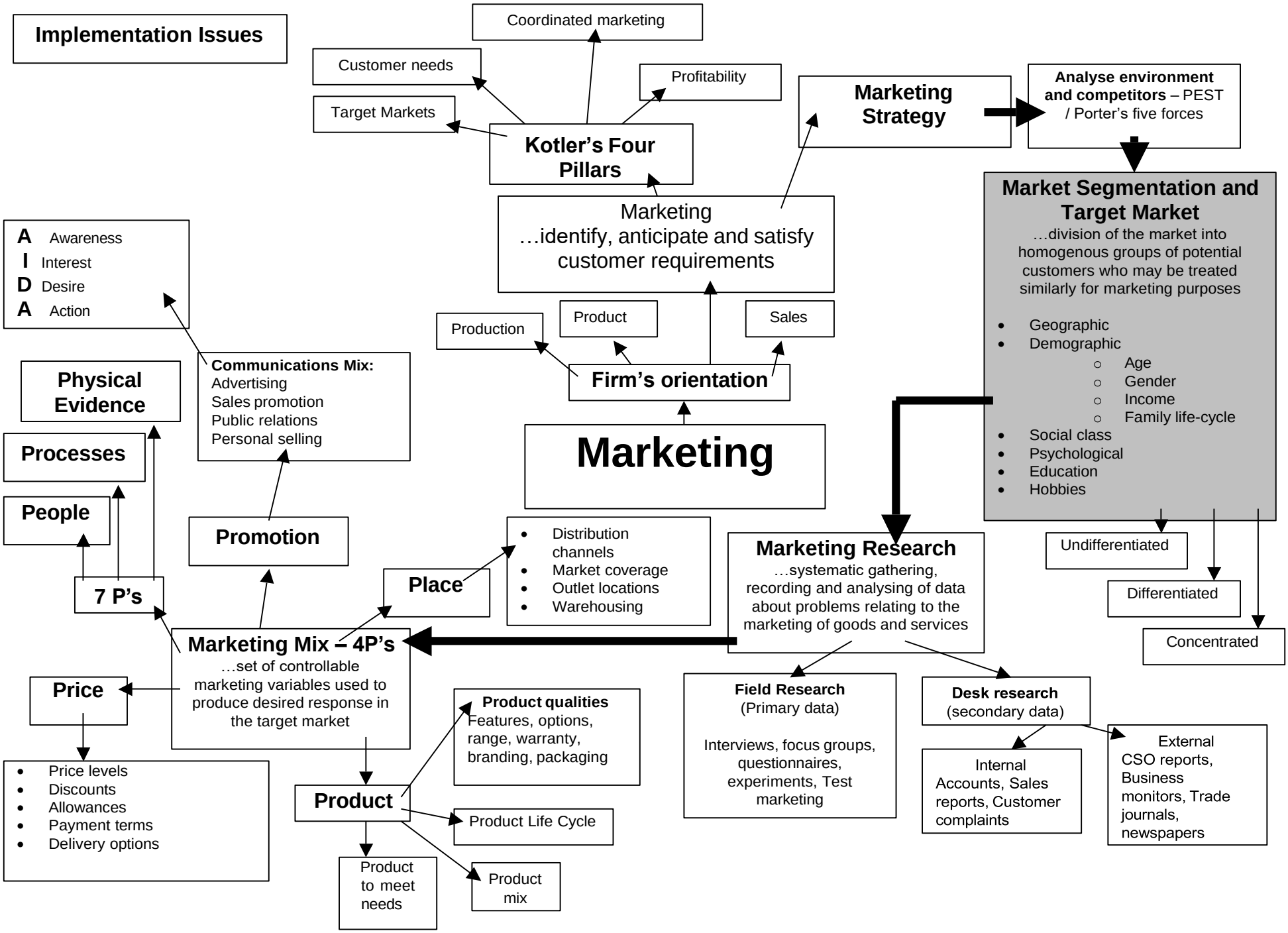
Public need & Funding effectiveness \ Value for money	High	Low
High	**Public sector Star**	**Political hot box**
Low	**Golden Fleece**	**Back drawer issues – discontinue**

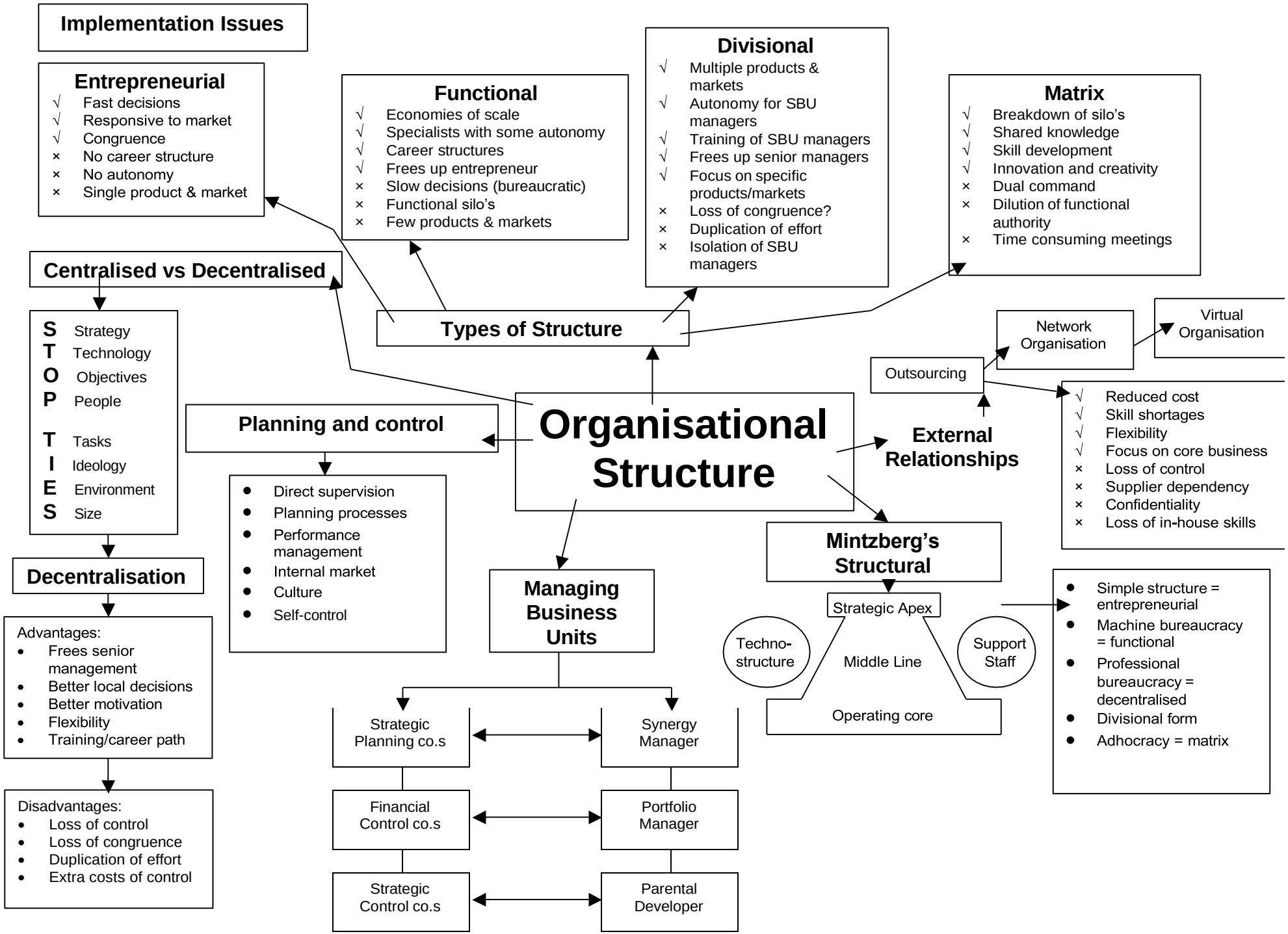
Portfolio Analysis

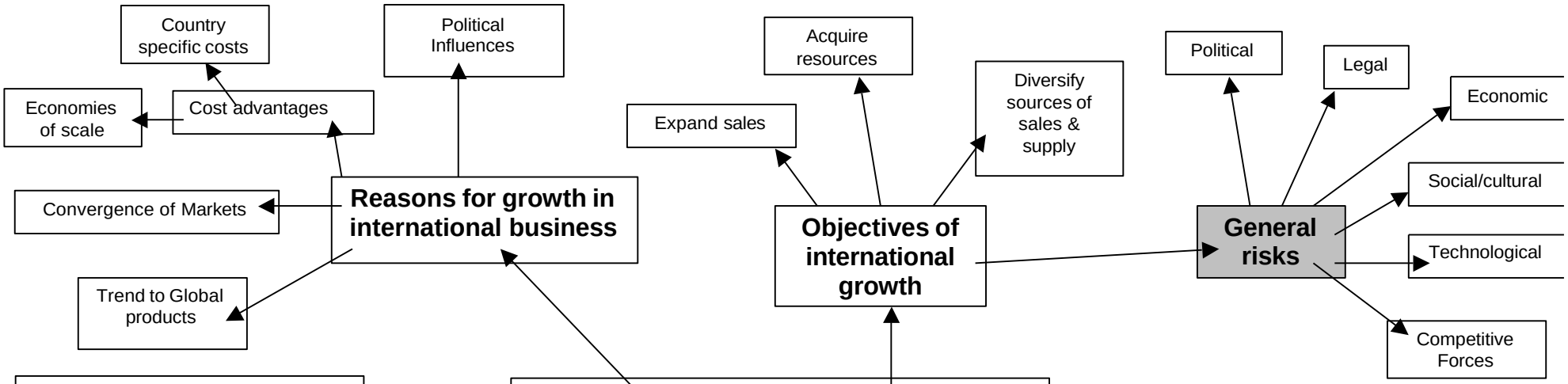


Ashridge Portfolio Display


Suitability
Is the proposed strategy suitable for the present situation and circumstances of the organisation?
i.e. Is it suitable given the SWOT analysis?
Acceptability
Will the proposed strategy meet the objectives of the organisation and, therefore, be acceptable to the major stakeholders?
Feasibility
Has the organisation got, or can it get, the necessary resources to carry out the strategy?
Strategic Choice (SAF)
Risk
Cost/Benefit
Strategic Drift
Strategy
Environment
Types of Change
Extent of change
Transformation
Realignment
Incremental
Speed of Change
Big Bang
Evolution
Adaptation
Revolution
Reconstruction
Change Management
Lewin's Force Field Analysis
Driving Forces
Restraining Forces
Job Factors
Personal Factors
Social Factors
Organisation Factors
Strengthen
Weaken
Unfreeze
Change
Refreeze
Supportin Mechanism
Participation
Education & communication
Facilitation & support
Negotiation
Manipulation
Coercion


Implementation Issues
Coordinated marketing
Customer needs
Profitability
Target Markets
Kotler's Four Pillars
Marketing Strategy
Analyse environment and competitors – PEST / Porter's five forces
Market Segmentation and Target Market
…division of the market into homogenous groups of potential customers who may be treated similarly for marketing purposes
Geographic
Demographic
Age
Gender
Income
Family life-cycle
Social class
Psychological
Education
Hobbies
Marketing
…identify, anticipate and satisfy customer requirements
A Awareness
I Interest
D Desire
A Action
Production
Product
Sales
Firm's orientation
Marketing
Physical Evidence
Processes
People
Communications Mix:
Advertising
Sales promotion
Public relations
Personal selling
Promotion
7 P's
Place
Distribution channels
Market coverage
Outlet locations
Warehousing
Marketing Research
…systematic gathering, recording and analysing of data about problems relating to the marketing of goods and services
Undifferentiated
Differentiated
Concentrated
Marketing Mix – 4P's
…set of controllable marketing variables used to produce desired response in the target market
Price
Price levels
Discounts
Allowances
Payment terms
Delivery options
Product
Product qualities
Features, options, range, warranty, branding, packaging
Product Life Cycle
Product to meet needs
Product mix
Field Research
(Primary data)
Interviews, focus groups, questionnaires, experiments, Test marketing
Desk research
(secondary data)
Internal
Accounts, Sales reports, Customer complaints
External
CSO reports, Business monitors, Trade journals, newspapers


Implementation Issues
Entrepreneurial
√ Fast decisions
√ Responsive to market
√ Congruence
× No career structure
× No autonomy
× Single product & market
Functional
√ Economies of scale
√ Specialists with some autonomy
√ Career structures
√ Frees up entrepreneur
× Slow decisions (bureaucratic)
× Functional silo's
× Few products & markets
Divisional
√ Multiple products & markets
√ Autonomy for SBU managers
√ Training of SBU managers
√ Frees up senior managers
√ Focus on specific products/markets
× Loss of congruence?
× Duplication of effort
× Isolation of SBU managers
Matrix
√ Breakdown of silo's
√ Shared knowledge
√ Skill development
√ Innovation and creativity
× Dual command
× Dilution of functional authority
× Time consuming meetings
Centralised vs Decentralised
S Strategy
T Technology
O Objectives
P People
T Tasks
I Ideology
E Environment
S Size
Types of Structure
Network Organisation
Virtual Organisation
Outsourcing
√ Reduced cost
√ Skill shortages
√ Flexibility
√ Focus on core business
× Loss of control
× Supplier dependency
× Confidentiality
× Loss of in-house skills
Planning and control
Organisational Structure
External Relationships
Direct supervision
Planning processes
Performance management
Internal market
Culture
Self-control
Decentralisation
Advantages:
Frees senior management
Better local decisions
Better motivation
Flexibility
Training/career path
Disadvantages:
Loss of control
Loss of congruence
Duplication of effort
Extra costs of control
Managing Business Units
Strategic Planning co.s
Synergy Manager
Financial Control co.s
Portfolio Manager
Strategic Control co.s
Parental Developer
Mintzberg's Structural
Strategic Apex
Techno-structure
Middle Line
Support Staff
Operating core
Simple structure = entrepreneurial
Machine bureaucracy = functional
Professional bureaucracy = decentralised
Divisional form
Adhocracy = matrix



The International Market Place

Exporting

- √ Low capital outlay
- √ Low risk
- √ Can learn about market
- × May not meet customer needs
- × Perceived lack of commitment
- × High distribution costs

Joint Venture & Franchising

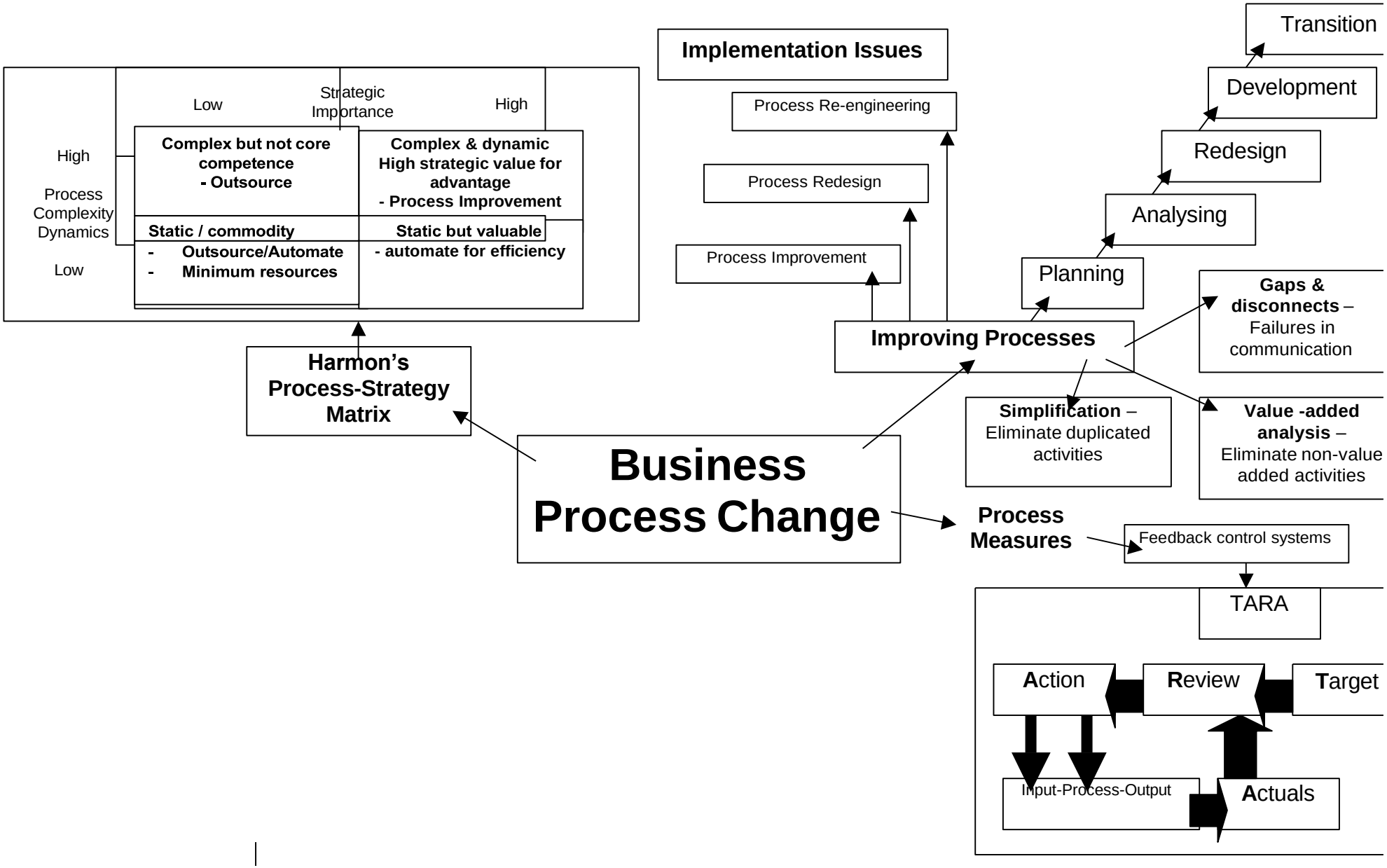
- √ Access to local resources
- √ Reduced national sentiment
- √ Shared capital input
- √ Access to competences and knowledge
- × Shared profits
- × Lose competences
- × Train competitor
- × Operational disputes

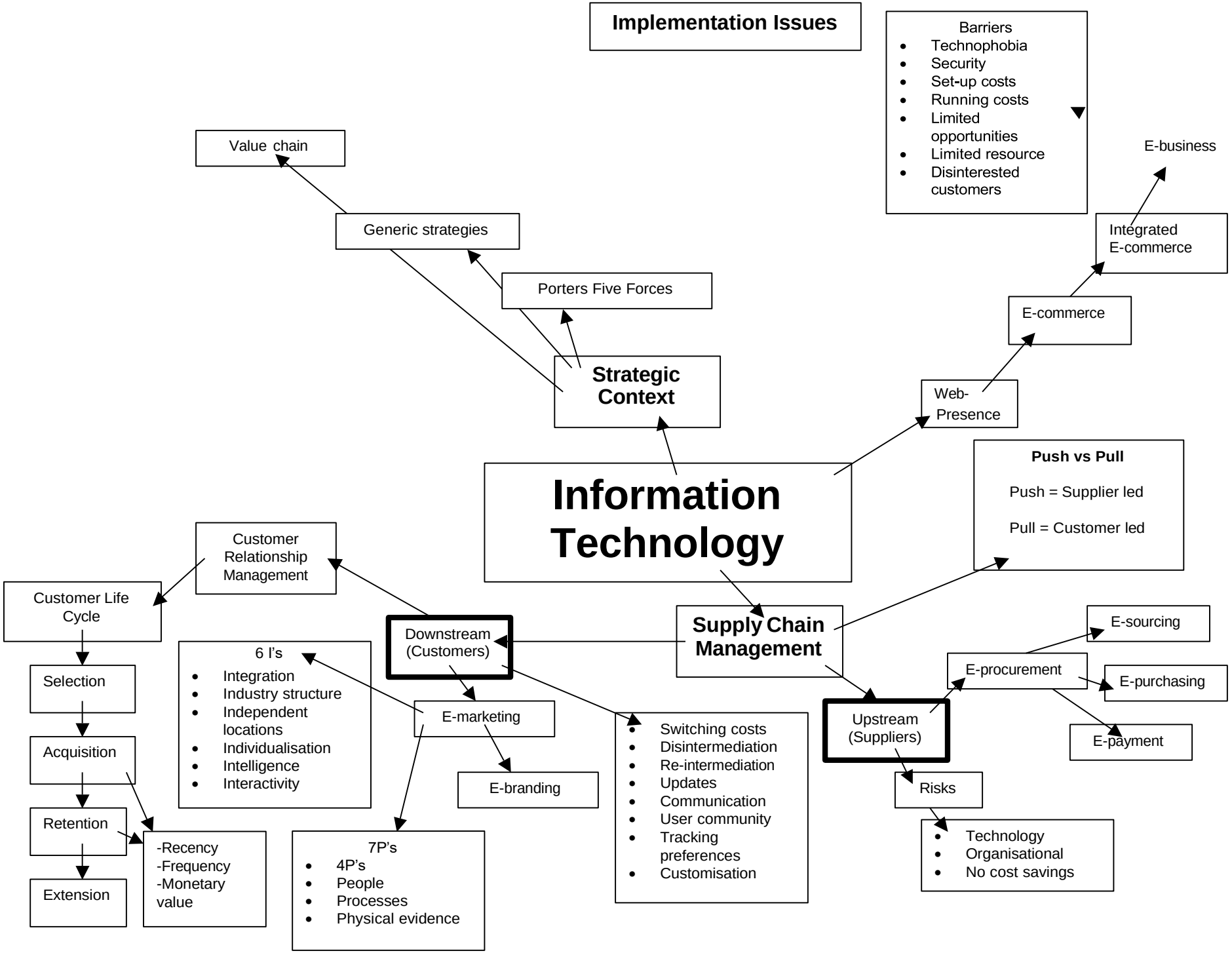
Foreign Direct Investment

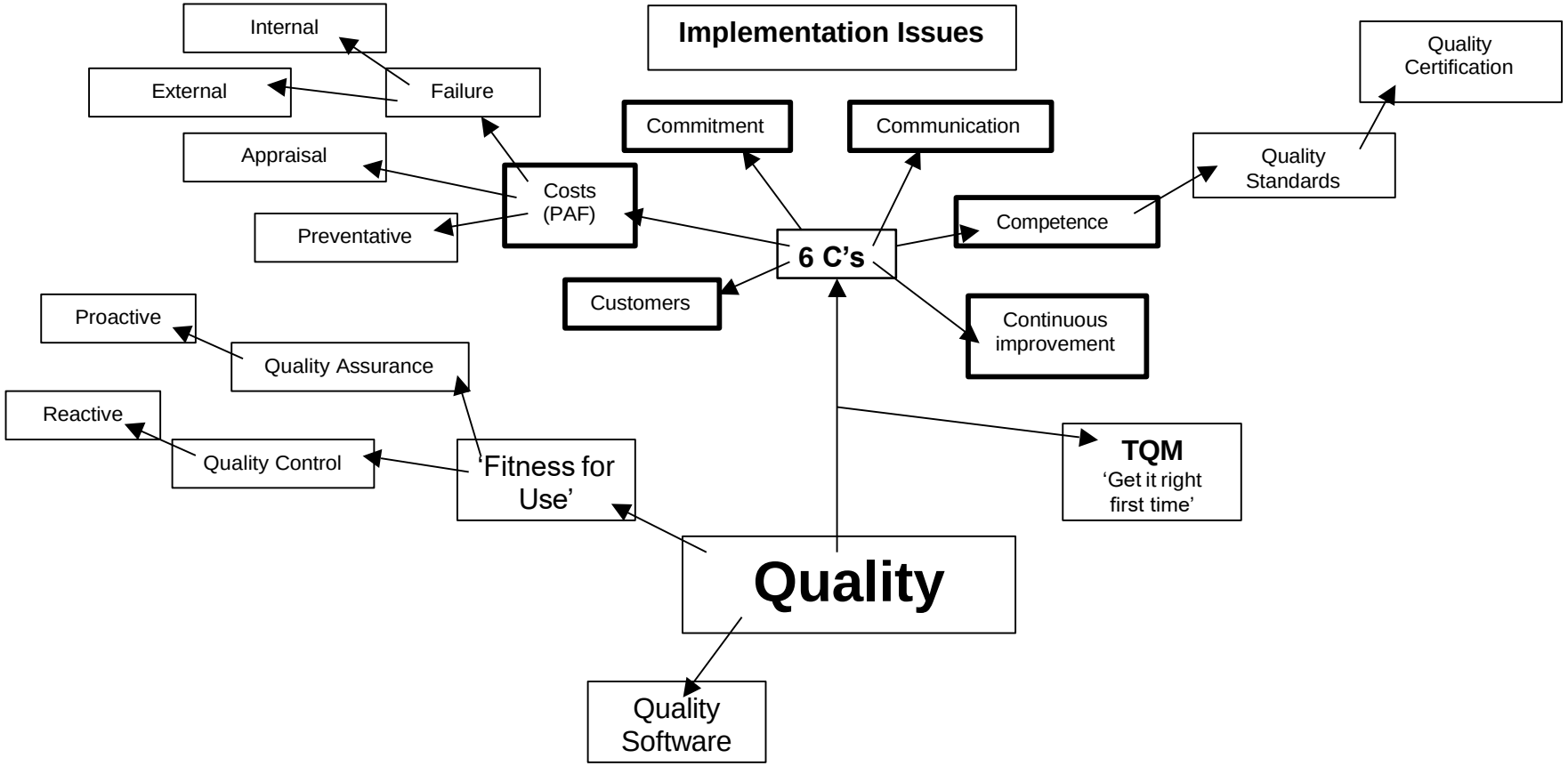
- √ Closer to market
- √ Retain profits
- √ More control
- √ Reduced operational conflicts
- × High financial risk
- × Staffing decision
- × Integration difficulties

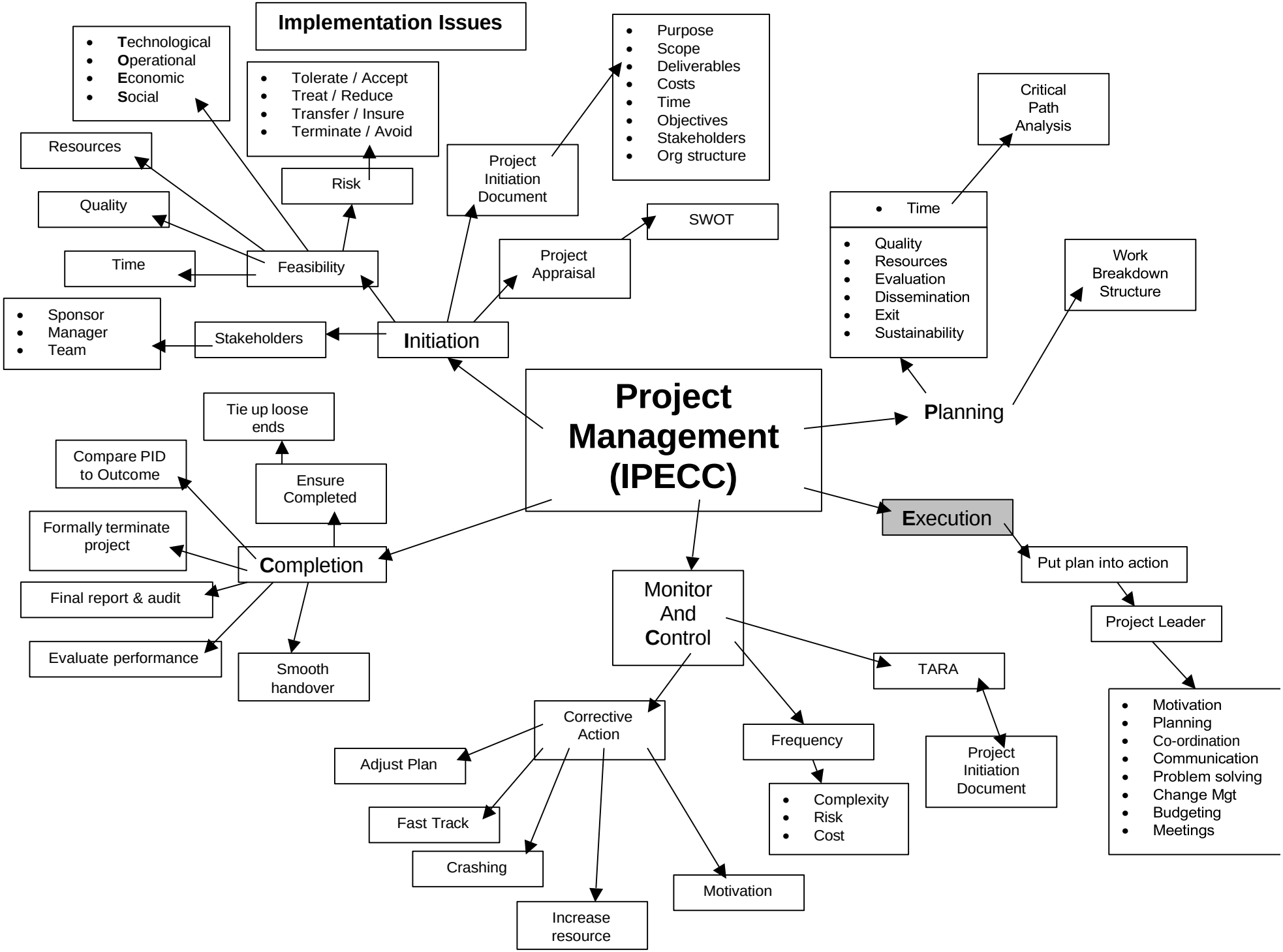
Methods of International Expansion

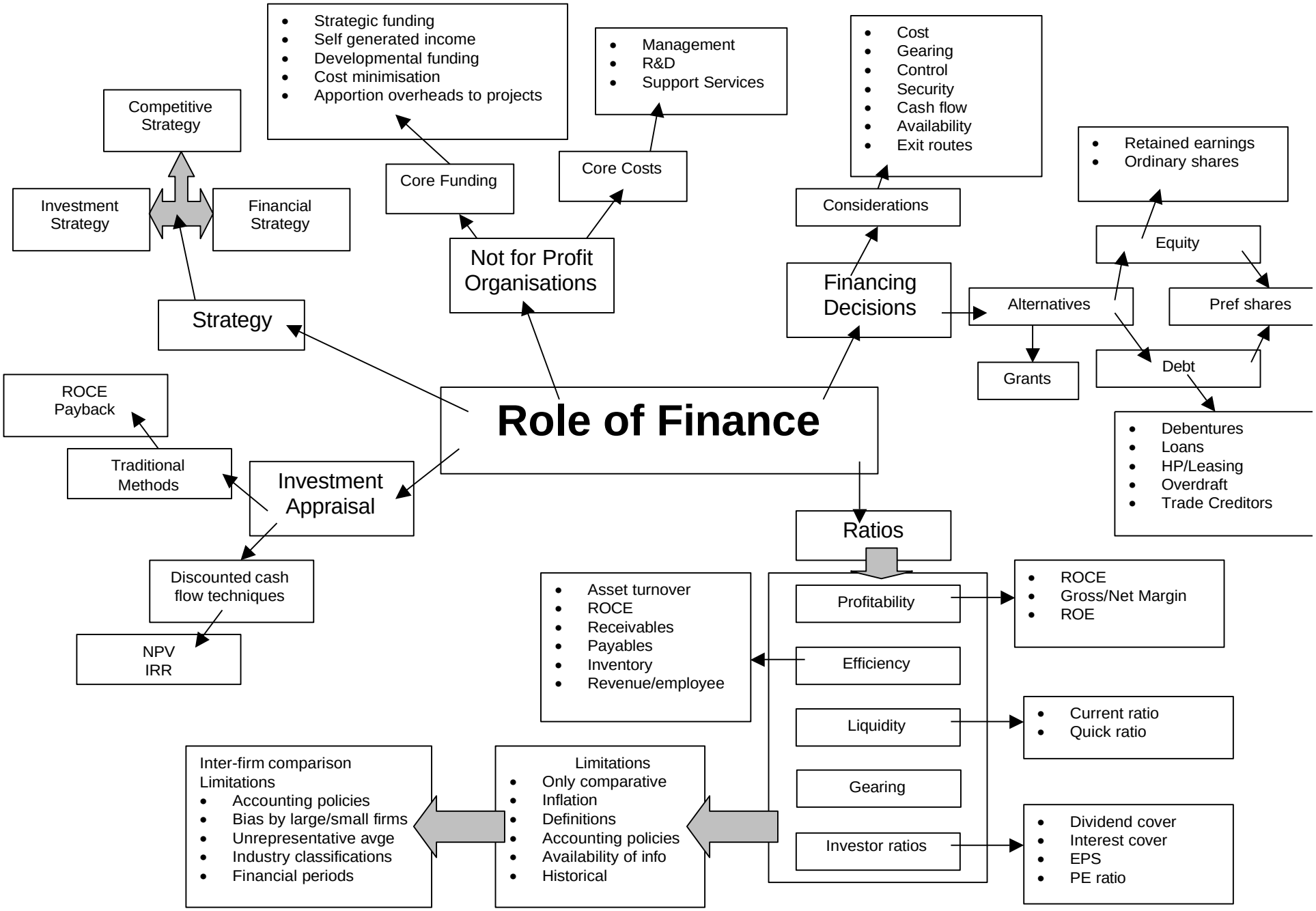
Global	Multi-Domestic	Hybrid
• Perceives foreign markets as similar to domestic market • Products & marketing mix constant • Standardisation to save time and money • **Supply-driven policy**	• See overseas market as distinctive • Customised products and marketing mix • Increased overseas sales volumes **BUT** • Fewer EOS giving higher costs, so volumes not turned into profits	• Standardise wherever possible, e.g. RnD, Branding • Market convergence may allow standardised product • **BUT** • **Demand-driven** • Customised marketing mix where necessary = GLOCAL
STAFFING		
√ Overcomes lack of host skills, unified culture, Transfers competencies × Resentment by host, single cultural view	√ Multi-cultural view, inexpensive × Limits career mobility, isolates HQ from subsidiaries	√ Efficient use of HR, builds strong culture and management network × Subject to National immigration policies, expensive

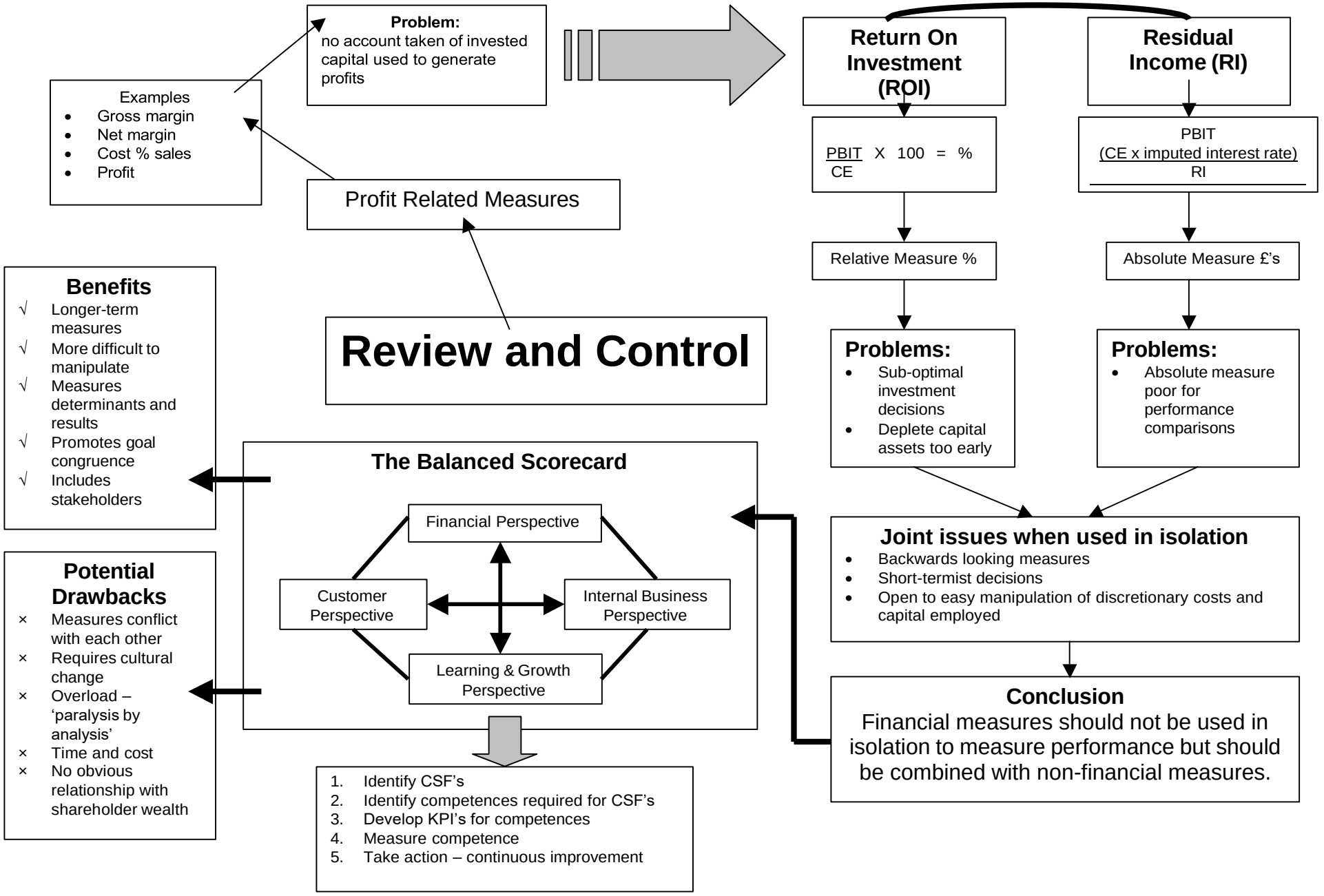

Low
Strategic Importance
High
High
Process Complexity Dynamics
Low
Complex but not core competence
- Outsource
Complex & dynamic
High strategic value for advantage
- Process Improvement
Static / commodity
- Outsource/Automate
- Minimum resources
Static but valuable
- automate for efficiency
Harmon's Process-Strategy Matrix
Implementation Issues
Process Re-engineering
Process Redesign
Process Improvement
Transition
Development
Redesign
Analysing
Planning
Improving Processes
Gaps & disconnects – Failures in communication
Simplification – Eliminate duplicated activities
Value -added analysis – Eliminate non-value added activities
Business Process Change
Process Measures
Feedback control systems
TARA
Action
Review
Target
Input-Process-Output
Actuals

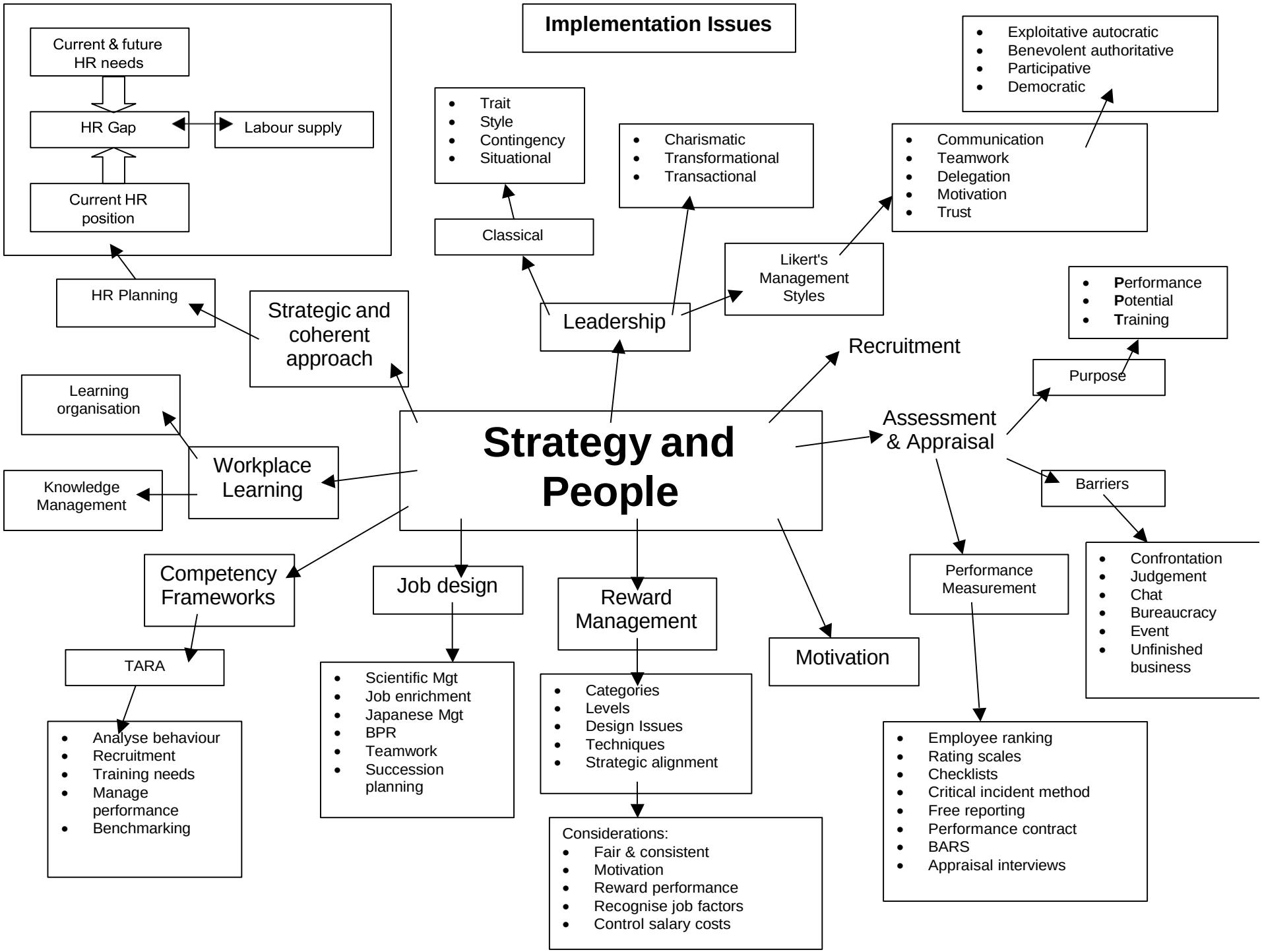

Implementation Issues
Barriers
Technophobia
Security
Set-up costs
Running costs
Limited opportunities
Limited resource
Disinterested customers
Value chain
Generic strategies
Porters Five Forces
Strategic Context
E-business
Integrated E-commerce
E-commerce
Web-Presence
Information Technology
Push vs Pull
Push = Supplier led
Pull = Customer led
Customer Relationship Management
Customer Life Cycle
Selection
Acquisition
Retention
Extension
-Recency
-Frequency
-Monetary value
Downstream (Customers)
6 I's
Integration
Industry structure
Independent locations
Individualisation
Intelligence
Interactivity
E-marketing
E-branding
7P's
4P's
People
Processes
Physical evidence
Supply Chain Management
E-sourcing
E-procurement
E-purchasing
E-payment
Upstream (Suppliers)
Switching costs
Disintermediation
Re-intermediation
Updates
Communication
User community
Tracking preferences
Customisation
Risks
Technology
Organisational
No cost savings


Internal
External
Failure
Implementation Issues
Quality Certification
Commitment
Communication
Appraisal
Costs (PAF)
Quality Standards
Preventative
Competence
6 C's
Customers
Proactive
Continuous improvement
Quality Assurance
Reactive
Quality Control
Fitness for Use'
TQM
'Get it right first time'
Quality
Quality Software


Project Management (IPECC)
Initiation
Implementation Issues
Technological
Operational
Economic
Social
Tolerate / Accept
Treat / Reduce
Transfer / Insure
Terminate / Avoid
Resources
Quality
Time
Feasibility
Risk
Project Initiation Document
Purpose
Scope
Deliverables
Costs
Time
Objectives
Stakeholders
Org structure
Project Appraisal
SWOT
Sponsor
Manager
Team
Stakeholders
Planning
Critical Path Analysis
Time
Quality
Resources
Evaluation
Dissemination
Exit
Sustainability
Work Breakdown Structure
Execution
Put plan into action
Project Leader
Motivation
Planning
Co-ordination
Communication
Problem solving
Change Mgt
Budgeting
Meetings
Monitor And Control
TARA
Project Initiation Document
Frequency
Complexity
Risk
Cost
Corrective Action
Adjust Plan
Fast Track
Crashing
Increase resource
Motivation
Completion
Tie up loose ends
Ensure Completed
Compare PID to Outcome
Formally terminate project
Final report & audit
Evaluate performance
Smooth handover


Role of Finance
Strategy
Competitive Strategy
Investment Strategy
Financial Strategy
Not for Profit Organisations
Core Funding
Strategic funding
Self generated income
Developmental funding
Cost minimisation
Apportion overheads to projects
Core Costs
Management
R&D
Support Services
Financing Decisions
Considerations
Cost
Gearing
Control
Security
Cash flow
Availability
Exit routes
Alternatives
Equity
Retained earnings
Ordinary shares
Pref shares
Debt
Grants
Debentures
Loans
HP/Leasing
Overdraft
Trade Creditors
Investment Appraisal
ROCE
Payback
Traditional Methods
Discounted cash flow techniques
NPV
IRR
Ratios
Profitability
Efficiency
Liquidity
Gearing
Investor ratios
ROCE
Gross/Net Margin
ROE
Asset turnover
ROCE
Receivables
Payables
Inventory
Revenue/employee
Current ratio
Quick ratio
Dividend cover
Interest cover
EPS
PE ratio
Limitations
Only comparative
Inflation
Definitions
Accounting policies
Availability of info
Historical
Inter-firm comparison
Limitations
Accounting policies
Bias by large/small firms
Unrepresentative avge
Industry classifications
Financial periods


Problem:
no account taken of invested capital used to generate profits
Examples
Gross margin
Net margin
Cost % sales
Profit
Profit Related Measures
Return On Investment (ROI)
Residual Income (RI)
PBIT X 100 = %
CE
PBIT
(CE x imputed interest rate)
RI
Relative Measure %
Absolute Measure £'s
Problems:
Sub-optimal investment decisions
Deplete capital assets too early
Problems:
Absolute measure poor for performance comparisons
Review and Control
Benefits
√ Longer-term measures
√ More difficult to manipulate
√ Measures determinants and results
√ Promotes goal congruence
√ Includes stakeholders
The Balanced Scorecard
Financial Perspective
Customer Perspective
Internal Business Perspective
Learning & Growth Perspective
Joint issues when used in isolation
Backwards looking measures
Short-termist decisions
Open to easy manipulation of discretionary costs and capital employed
Potential Drawbacks
× Measures conflict with each other
× Requires cultural change
× Overload – 'paralysis by analysis'
× Time and cost
× No obvious relationship with shareholder wealth
1. Identify CSF's
2. Identify competences required for CSF's
3. Develop KPI's for competences
4. Measure competence
5. Take action – continuous improvement
Conclusion
Financial measures should not be used in isolation to measure performance but should be combined with non-financial measures.


Strategy and People
Implementation Issues
Current & future HR needs
HR Gap
Labour supply
Current HR position
HR Planning
Strategic and coherent approach
Learning organisation
Workplace Learning
Knowledge Management
Competency Frameworks
TARA
Analyse behaviour
Recruitment
Training needs
Manage performance
Benchmarking
Job design
Scientific Mgt
Job enrichment
Japanese Mgt
BPR
Teamwork
Succession planning
Reward Management
Categories
Levels
Design Issues
Techniques
Strategic alignment
Considerations:
Fair & consistent
Motivation
Reward performance
Recognise job factors
Control salary costs
Motivation
Leadership
Trait
Style
Contingency
Situational
Classical
Charismatic
Transformational
Transactional
Likert's Management Styles
Exploitative autocratic
Benevolent authoritative
Participative
Democratic
Communication
Teamwork
Delegation
Motivation
Trust
Recruitment
Assessment & Appraisal
Purpose
Performance
Potential
Training
Barriers
Confrontation
Judgement
Chat
Bureaucracy
Event
Unfinished business
Performance Measurement
Employee ranking
Rating scales
Checklists
Critical incident method
Free reporting
Performance contract
BARS
Appraisal interviews