

Draft Topic Paper 2

Managing and Leading BUSB 330

James Greene

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Undergraduate Capstone Paper

Instructor Richard Doyle

Managing and Leading Organizations BUSB 330

→ Need to Employ a SWOT Analysis at the beginning of each Topic Paper

~~Leadership and Management~~

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When in leadership and management, specific tools to carry out their roles. These aspects may include communication, problem-solving, and initiating changes in the system, among other

functions. This way the company will become more flexible to changes and satisfy the varying needs of its customers. For instance, **communication** helps managers pass across the policies of the company to the employees (Robbins ~~et al.~~, 2005). These discussions goes a long way to

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improve the morale of the employees because they will be working towards a common goal.

Theories help to enhance the nature of operation in the company. This paper will address some of the aspects that need to be integrated or developed in Under Armour Company to help it compete effectively.

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One form of communication enhancement is **Grapevine** communication, which informal communication channels used by senior AU officials to pass information to juniors (Robbins et al., 2005). This way, the news spreads faster because there is no formal communication and what the employees hear is mere rumors. Under Armour Company uses this kind of connection to build good relations amongst stakeholders. When the management uses grapevines, it passes information faster as compared to when a formal type notification is required. Here, the stakeholders interact without necessarily having to go through proper channels.

Communication plays a vital role in Under Armour (AU) as it helps stakeholders to pass information from management to the workers. Through dialogue, leaders can give information. **Communication** enhances good relationships amongst the members. When you have a clear conversation amongst management and laborers, a better product is manufactured, because every member knows their roles. When there is excellent communication, leaders will have an easy time managing the employees. Communication also helps management in terms of negotiating with distributors and buyers (Dermol et al., 2018). The officer in charge of supply chain management can argue he does not have enough power to negotiate with the suppliers before they can get access to commodities. By communicating with management that he needs more ability to make decisions dealing with the suppliers, the supplier will know they can't go straight to management about supplying goodies or services without going through supply chain managers, thus establishing AU policy on supplies and services. A strength of AU is its mentoring program.

Mentoring is critical to AU as it helps develop employees to become more productive. Leaders can transfer invaluable knowledge to their subordinates. Under Armour (AU) Company prides itself on making its employees better through coaching and training programs that they enable juniors to strive over time. There are many ways that AU accomplishes this goal one is by sharing career paths that will help to set goals and give emotional support. One of the best practices established by AU is through consultation, counseling, and through showing support and enthusiasm. *need to define* Mentors in AU play a vital role when it comes to making the employees better than when they first join the company. *define*

A weakness in AU when carrying out day-to-day activities are **conflicts** that occur. It usually happens when leadership does not put out clear guidance. Another reason, when

employees have disagreements on how the work should be carried out/ and their roles (Dimitrowski et al., 2018). Therefore, it is the roles of the managers to settle the conflicts and ensure that everybody works towards achieving the goals set. There are several ways of handling conflicts. ^{- source} In some instances, AU leaders might use mediation to bring together employees who are not in good terms. This achieved by having a workable plan that will help them to perform tasks where they are good fit. Specialization and division of labor are some of the ways leaders can use to prevent conflicts within under Armour Company. Diagnosing conflicts will help leaders to understand the reason why it started in the first place. This way they will know how to bring the conflicting parties together and guide them through processes that will help them work together in harmony. Mediation is one of the ways, which the management of Under Armour Company can use to handle conflicts in the organization. A great opportunity at UA is its sales Department.

The sales department of the organization is in charge of negotiating and getting into agreements with clients. ^{and Judge} BATNA is the choice the team chooses to use to make sales. BATNA is the best alternative to a negotiated settlement (Robbins et al., 2005). The management of AU should use this strategy to properly manage the time value of money and hold the other party of the negotiation to their end of the bargain. In as much as information becomes difficult to determine the BATNA of the other party, it is essential to have information that will show the best alternative to a negotiated agreement of the other company. BATNA is vital to the company as it shows the negotiating power and provides an option if the negotiations proceed. A great opportunity exists at AU as they try to reshape there organization

The span of control in an organization like AU helps leaders to know the number of junior staff who should directly report to them. (Smeet et al., 2019). The management of under

-define and show source

AU should also use **the span of control** to establish the number of people that management has reporting to managers. This will allow under AU leaders to delegate duties easily because they will know the name of juniors under them and the responsibility they can handle. Knowing the number of junior reporting to a manager will benefit the company in terms of reducing costs and promoting the empowerment programs. The span of control also promotes teamwork, as each employee will know the specific activity to undertake.

A Threat to Under Armour Company's management is centralization. It will become vital to AU to adopt this process as it helps leaders to speed up the process. **Centralization** of power helps a company to jump other procedural hoops that consume a lot of time (Rashed, 2017). The company's decision concerning which products to produce and how to market them should entirely depend on management decisions. Nike has established this concept.

As you can see where, it has gotten them, #1 in the industry. When leaders get accurate information from the marketing and research department. Centralization concept will also help to develop a proper communication channel from top officials in AU and at the same time reduce rumors that may spread around and affect operations.

A functional structure in an organization is used by management to organize and mobilize employees to ensure the smooth running of operations. Under Armour Company can use the operational structure to categorize employees according to their capabilities, which will help to increase productivity in the sense that staff will work where they are the best suited. The company will also be able to reduce its operational costs. Functional structures will put employees according to departments (Robbins et al., 2005). Coordination becomes more natural when people with unique sets of skills are collaborating on the same project. However, experts

argue that when a company uses functional structure they are not likely to be flexible. This implies that Under Armour will take a long time to make changes in their day-to-day activities.

Alternatively, AU can use the matrix structure of management to run operations. **The matrix structure** is where the junior employees can report to more than one supervisor or manager. It allows more room for people to communicate within a short period (Karmani, 2016). Matrix structure helps to maintain the functional structure of the organization. Matrix structure allows organizations to create large-scale projects using all the available workforce without necessarily destroying the functional structure. This kind of construction enables the management to combine more like product/projects and geographical structures. Under Armour Company should use this structure because it improves communication amongst employees who work in different departments. Top management should use this structure because it eases up the pressure of making decisions.

Bureaucracy in business refers to complex, multifaceted systems and procedures. Many large companies have adopted this structure so that the administration process becomes more manageable. Under Armour Company can use this structure because it will allow people in the departments to be administered by many people. Significant decisions are made by elected officials and implemented by employees (Robbins et al., 2005). Under Armour Company will also benefit from Bureaucracy because power is centralized. The company will also become more predictable and solidify the foundation for scalability.

Stories, rituals, and symbols in a company make the employees understand the history since its inception. With this knowledge, it becomes easier for the under Armour employees to know the objectives that were set and the strategies used to work towards realizing them. They will also understand what ways paved the way and made the company more successful

(Murdock, 2017). The strategies that were used before and did not work efficiently will become established. This way the management can come up with a strategic plan that will make the company more profitable. Stories, rituals, and symbols make employees become mentally healthy and prepared for their roles. This strategy helps employees to bond and work together as a team.

Three sixty degree evaluations can be used by the management of Under Armour Company to get feedback from employees. Three sixty degree evaluation is a feedback platform used by organizations to get responses anonymously. Where communication through departments or from the employees to the supervisors. The concept is typically done to evaluate the performance of employees and managers (Robbins et al., 2005). The managers can also give comments about how well each employee performs and how well they can improve and make the organization more profitable. This platform can be used by Under Armour Company to motivate junior employees to be at their best when they carry out their tasks.

Every company needs the forces of change to succeed; UA is no different. The best to summarize **Forces of Change** it's the driving factor that leads companies towards excellence (Varsos et al., 2018). Some of these factors may include technology, regulations, promotions, sourcing capabilities. When Under Armour Company's management review all these factors, the company will be able to improve and compete effectively. The management can integrate all these activities to ensure that customers are satisfied with their goods and services. Forces of change help companies to be more profitable as it focuses on the strategic plans and how they can be flexible to meet the demands of the customers.

When carrying out managerial roles, it becomes exhaustive because of resistance from employees or other top management. Such situations occurred when different stakeholders

implementation stage follows. When Under Armour Company wants to make any changes in the production section, this will be an essential tool, which should be utilized.

In conclusion, the management and leaders of Under Armour Company are expected to use all the available tools to ensure that operations run smoothly and that all objectives are met. The tools that have been highlighted in this paper will help the managers to know how to handle different situations and ensure that there is cohesion in the workplace so that the company can compete effectively and make more sales.

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should be included in the decision-making process. **John Kotter's theory** ^W a tool use by management teams across the nation to deal with resistance within their organization (Kotter et al., 2016). When steps are followed correctly, it will reduce stagnation and make Under Armour Company have reasonable progress. The process brings shareholders together. When materialize, the management will have an easy time executing their managerial and supervisory roles.

A learning organization is a company that has developed programs for the employees (Osman et al., 2019). It occurs when the leaders and managers put plans in place where staffs learn new things about production and marketing. Under Armour Company could greatly benefit from producing quality products and market them efficiently. Learning programs can be done through benchmarking, seminars among other forms of employee training.

Action research is another tool used by management to facilitated changes within the organization through diagnosis and following problem-solving procedures. This helps the management to intervene in case there are conflicts in the workplace (Marshal et al., 2017). When action research is integrated into under Armour Company's system, the management will have an easy time-solving misunderstanding. When using an action research method, the leader or manager will have to follow the steps that will help to identify the root cause of the conflicts so that a plan to resolve it can be drafted. The leaders in Under Armour Company should use this to get employees to work hand in hand to reach the objectives.

The management of under Armour Company can also use Kurt Lewin's theory when it wants to make changes in the company. This tool that administration uses to introduce changes by preparing the employees both mentally and physically (Robbins et al., 2005). The idea is usually introduced and then the management can collect opinions from the employees. The following step is training staff on how they are supposed to carry out their roles. After that, the

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85% = 60/70

While you discuss several concepts from this course, the paper needs to be better organized. It's unclear why you are discussing the concepts you have chosen. You need to use a SWOT to define the strengths, weaknesses, opportunities and threats. Then using this information chose 2-3 ^{or more} major issues or opportunities to expand upon, define & make recommendations (employing concepts from the course.) When discussing them they need to be introduced, defined and applied in your narrative. You have not done that in many cases. lastly you need a transitional sentence at the end to the next topic.