Grade 12 Business Studies: Management & Leadership Study Guide

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Free Study Resources for South African Matric Learners

1. Management Functions (POLC)

- Planning: setting objectives and determining how to achieve them; strategic, tactical, operational
- Organising: arranging resources (human, financial, physical) to achieve goals; org structures
- Leading: directing and motivating employees; leadership styles
- Controlling: monitoring performance against objectives; taking corrective action

2. Leadership Styles

- Autocratic: leader makes all decisions; no input from subordinates; strict control; good in crisis
- Democratic/Participative: involves employees in decision-making; builds morale; slower decisions
- Laissez-faire: minimal guidance; employees have freedom; effective with skilled/motivated teams
- Situational: adapts style to situation and maturity of employees
- Transformational: inspires change; motivates through vision; long-term focus
- Transactional: rewards for performance; punishment for failure; short-term focused

3. Motivation Theories

Maslow's Hierarchy of Needs

- 1. Physiological: food, water, shelter
- 2. Safety/Security: job security, safe environment
- 3. Social/Love: belonging, teamwork, friendships at work
- 4. Esteem: recognition, status, achievement
- 5. Self-actualisation: fulfilling potential, creative work

Herzberg's Two-Factor Theory

- Hygiene factors (prevent dissatisfaction): salary, working conditions, company policy
- Motivators (create satisfaction): achievement, recognition, responsibility, growth

McGregor's Theory X and Y

- Theory X: employees are lazy, avoid work, need close supervision and control
- Theory Y: employees are self-motivated, creative, seek responsibility

4. Business Environments

- Micro environment: internal factors business can control (mission, structure, resources)
- Market environment: semi-controllable; customers, competitors, suppliers, intermediaries
- Macro environment: external factors business CANNOT control - PESTLE:
- Political, Economic, Social/Cultural, Technological, Legal/Legislative, Environmental

TIP SWOT analysis: Strengths and Weaknesses = INTERNAL (micro). Opportunities and Threats = EXTERNAL (macro/market). Know which environment each factor belongs to.