

## D1 Functions of management – Solutions

### 1

"Sociotechnical systems" include for-profit organizations, social service organizations, special-purpose associations and public-sector organizations where people and machines interact. They are the objects on which management processes act – that is, they are managed.

"Design" is understood as the structural design of an organization: This includes both the organizing structure (definition of tasks, skills and responsibilities of the members of the organization) and the operating structure (structuring of operations or processes).

"Direction and development" reflect the dynamics of the business environment and thus the management tasks. In order to survive in the long term, the enterprise must employ appropriate measures to adapt to ever-changing conditions.

In an organization, the goal is specified by the strategy, which is why management is understood as "goal-oriented" design, direction and development.

### 2

a Individual solutions. Suggestion:

Ahead of federal elections, various political parties regularly campaign across Switzerland, fighting to promote their interests within the greater competition of the election season. These campaigns represent a task of the operational management of the political parties and can be illustrated by the management cycle. The election campaigns initially require careful planning. In this step, for example, the communications policy must be designed and campaign events coordinated. In a next step follow appropriate implementation and direction, then monitoring. All activities during the individual process steps must be in line with both the human and financial and tangible/intangible resources that the political party has available.

b Individual solutions. Suggestion:

Effectiveness involves the path to the goal – that is, the choice of the method and means to achieve the goal. In this context, for example, a political party must decide on the use of methods and means to design the most favorable campaign it can in order to perform well in the election. One example could be in seeing the increased use of the Internet as a new means of communication.

Efficiency refers to the economical use of these methods and means in the context of the relevant election campaign. In terms of efficiency, a political party must consider the optimal form, extent and timing of the use of its resources.

**3**

The activities of "design, direction and development" can all take place at all three levels of management. So the example of "design" of sociotechnical systems raises following questions:

- Normative level: What rules of conduct should be written down in the code of conduct?
- Strategic level: Should certain goods be produced in-house or should this production be outsourced (make or buy)?
- Operational level: Is the selected organizational form suited to making efficient use of available resources?

The same applies to the "direction" and "development" of organizations.

**4**

Wages can be paid only if the produced goods and services are sold on the market. It is the task of management to ensure the long-term survival of the enterprise. To this end, the normative, strategic and operational levels of management must be appropriately coordinated. Optimal products and services and a trustworthy customer relationship help to secure success.

**5**

Individual solutions.