

**Analysis of the “Covel” Article:  
 (“Exploring *Planning, Organizing, Leading, and Controlling*”)  
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**Course:** *MGT 360*  
**Title:** *Management and Organizational Behavior* (3 units)

“There are five managerial roles; they are to set objectives, organize, motivate and communicate, measure, and develop people.”  
 ---Peter Drucker (1909-2005)

**Purpose**

The purpose of this document is to help structure the discussion for the critical management topics of *planning, organizing, leading, and controlling*. In particular, we will use the “Covel” article on Employee Stock Option Programs (ESOPs) and the Schermerhorn textbook Chapter 1 (Management, Managers, and Careers).

**Planning**

In the movie *Buck*, the rider (manager) gives the horse (professional) “something to do”. The rider “warms-up” the horse in the morning. The horse has developed skills in order to accomplish goals. The horse learns what a typical workday “at the office” involves.

“Planning is the process of setting performance objectives and determining what actions should be taken to accomplish them. Through planning, a manager identifies desired results—goals and objectives, and ways to achieve them—action plans.”

Identify at least one issue from the “Covel” article that you believe is best explained or predicted by a management concept related to *planning*.

Covel <i>Page</i>	Covel <i>Line(s)</i>	Covel <i>Evidence</i> (an example drawn from the article)	The Value of <i>Planning</i> (Why is this example a good one?)

## ***Organizing***

In the movie *Buck*, the rider (manager) and the horse (professional) work together to “round-up” some cattle. The horse has learned its existing surroundings, knows its own stable, and how to interact with other horses. The horse has learned how to use space and time effectively.

“Plans must be implemented. Organizing is the process of assigning tasks, allocating resources, and coordinating the activities of individuals and groups to accomplish plans. Organizing is how managers put plans into action by defining jobs and tasks, assigning them to responsible persons, and then providing support such as technology, time, and other resources.”

Identify at least one issue from the “Covel” article that you believe is best explained or predicted by a management concept related to *organizing*.

Covel Page	Covel Line(s)	Covel Evidence (an example drawn from the article)	The Value of <i>Organizing</i> (Why is this example a good one?)

## ***Leading***

In the movie *Buck*, the rider (manager) develops a relationship with the horse (professional) both through task-related skills and emotionally-related skills. Eventually, the rider doesn’t need to train the horse. It’s a “feel”. The rider and the horse are one.

“Leading is the process of arousing people’s enthusiasm and inspiring their efforts to work hard to fulfill plans and accomplish objectives. Managers lead by building commitments to a common vision, encouraging activities that support goals, and influencing others to do their best work on the organization’s behalf.”

Identify at least one issue from the “Covel” article that you believe is best explained or predicted by a management concept related to *leading*.

Covel Page	Covel Line(s)	Covel Evidence (an example drawn from the article)	The Value of <i>Leading</i> (Why is this example a good one?)

## ***Controlling***

In the movie *Buck*, the rider (manager) can get injured, physically and emotionally, when the horse (professional) is “out of control”. The horse developed poor skills, knowledge, and abilities because the horse’s prior rider (the horse owner), prior parent (mother), and prior peers (other horses, “studs”) did not provide timely and relevant feedback when it was most needed.

“The management function of Controlling is the process of measuring work performance, comparing results to objectives, and taking corrective action as needed. Managers exercise control by staying in active contact with people as they work, gathering and interpreting performance measurements, and using this information to make constructive changes.”

Identify at least one issue from the “Covel” article that you believe is best explained or predicted by a management concept related to *controlling*.

Covel <i>Page</i>	Covel <i>Line(s)</i>	Covel <i>Evidence</i> (an example drawn from the article)	The Value of <i>Controlling</i> (Why is this example a good one?)

***Related Ideas***

Can you identify one or more instances of the following key ideas, also from Chapter 1?

How is any individual “switching hats” (i.e., “changing roles”) during the ESOP rollout?

Managerial Role	Covel Page	Covel Line(s)	Covel Evidence (an example drawn from the article)
<i>Interpersonal Role</i>			
<i>Informational Role</i>			
<i>Decisional Role</i>			

How is any individual “growing the organization” (i.e., “initiating activities”) during the rollout?

Managerial Activity	Covel Page	Covel Line(s)	Covel Evidence (an example drawn from the article)
<i>Agenda-setting</i>			
<i>Networking</i>			
<i>Social Capital</i>			

How is any individual “personally developing” (i.e., “learning at work”) during the rollout?

Management Learning (life-long)	Covel Page	Covel Line(s)	Covel Evidence (an example drawn from the article)
<i>Technical Skills</i>			
<i>Human and Interpersonal Skills</i>			
<i>Conceptual and Critical-thinking Skills</i>			