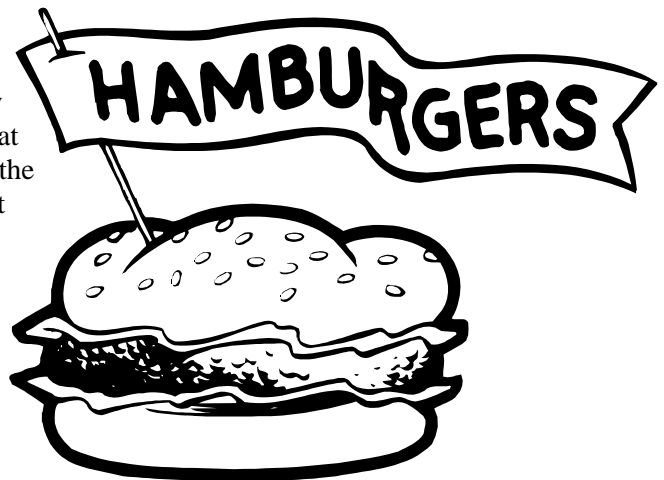


Management in McDonald's must plan for conflicts

According to scientists at the University of Princeton in the USA, fast food is highly addictive. In their research, they have found evidence to suggest that consumers can become too dependent on the sugar and fat in fast food. They found that rats fed a diet that contained 25% sugar were thrown into a state of anxiety when sugar was removed. Their symptoms, including chattering teeth and the shakes, are similar to people withdrawing from drug addictions.

Further studies at the University of Wisconsin Medical School into the behaviour of rats after being fed a diet of sweet, salty and fatty foods backs up this theory. The research suggests that rats become addicted to this type of food and can eat up to six times their normal intake of fat. The scientists also discovered long-lasting changes in the rats' brain chemistry that is similar to changes caused by the long-term use of heroin.

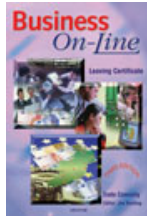
In response to these and other claims, McDonalds' plans to open a restaurant in Ennis, County Clare provoked opposition from nutritionists and local people. They argued that the local council should not grant planning permission for the restaurant to open on the grounds of the potential damage to stakeholders, such as the health of local people, caused by the products being sold. Such developments, and the success of smokers suing tobacco companies for selling products that they knew were a direct cause of cancer, means that the management of fast food companies must begin planning for a changing future.



Local people in Ennis argued that Clare County Council should not grant planning permission for the McDonalds restaurant because of the potential negative effect on stakeholders, such as the health of local people.

Recall & Review

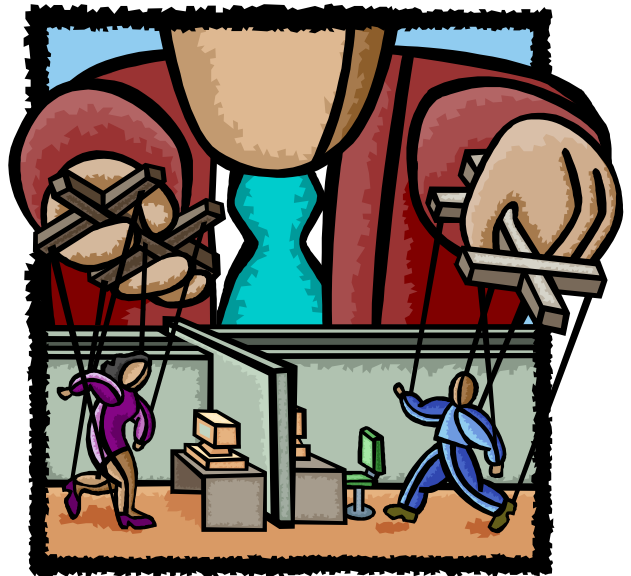
1. Identify the effects on the different stakeholders in McDonalds of the scientific research reported above.
2. How must a business like McDonalds conduct its affairs to avoid breaking consumer protection laws in the Republic of Ireland?
3. Conduct a SWOT analysis for the McDonalds fast food chain.
4. If McDonalds opened a restaurant beside your school, what steps could the manager take to ensure effective control of the business?



Summary - Fill in the gaps

Planning, organising and control are the key management activities. _____ means clearly setting out long and short-term objectives and the strategy by which these goals are to be achieved. It means deciding what to do, who will do it, when and how.

A SWOT analysis is a management technique used to help a business plan by helping it assess its current strengths, weaknesses, opportunities and threats. _____ plans refer to the long-term plan for the whole business. They normally covers 5 or more years. _____ plans break the general strategic plan down into shorter, more specific and manageable steps, usually of one-year periods.



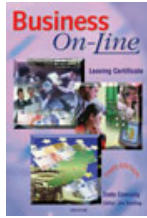
Organising means bringing people and resources together to achieve a common objective. An organisational _____ identifies the different departments and management posts in an organisation. It sets out who answers to whom within an organisation. This is also known as the organisational _____ of command. Span of _____ refers to the number of people reporting directly to a manager.

A _____ organisational structure divides a business into different departments according to the basic management functions of marketing, operations, human resources and finance. A _____ structure divides the organisation along product lines, such as trucks, cars and aircraft. A _____ structure divides the organisation according to the geographical markets it serves.

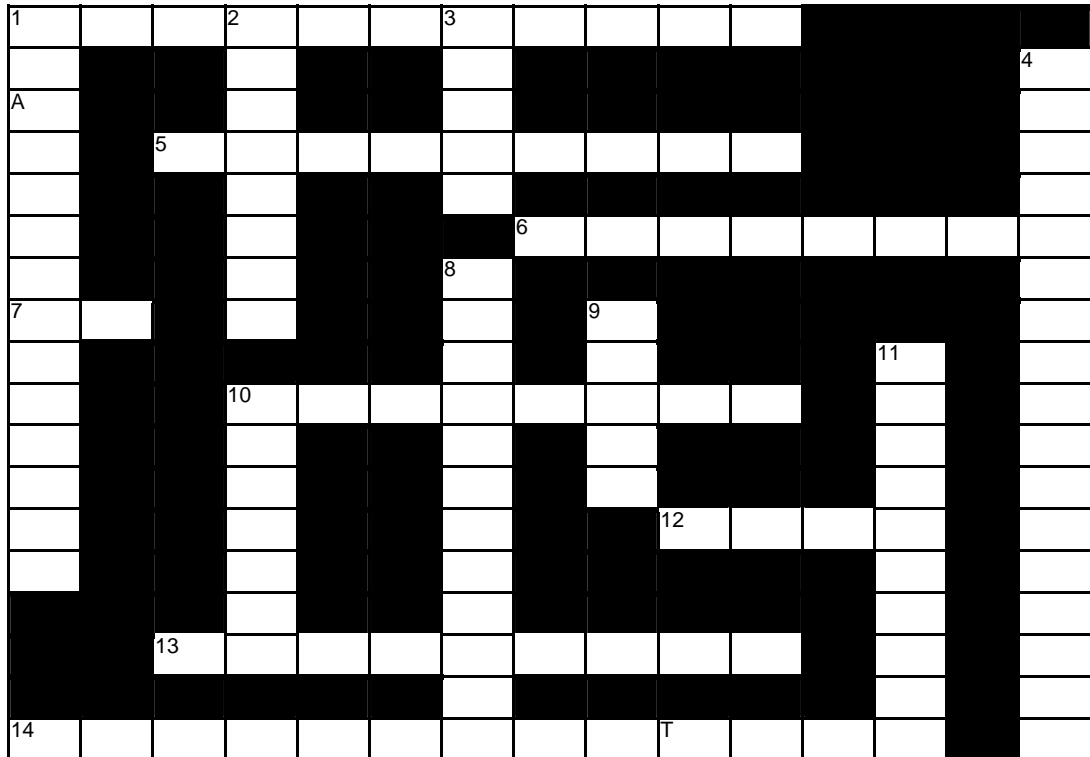
Effective organisation requires delegating work to other people. Once work is delegated, staff efforts must be _____ to ensuring that all the staff of the organisation are working together to achieve the goals of the business.

Once plans are drawn up and organisational structures put in place, managers must control the work being done. Management control refers to the monitoring and checking of results to see if they are in line with the goals and targets set out in the plans. If things are not going well, managers must investigate the cause and take corrective action.

Score: _____ out of 10



**Crossword 8 - Management Activities:
Plan, Organise and Control**



CLUES

Across

1. Special plans for emergencies or unexpected circumstances (11)
5. A long-term plan for the whole business (9)
6. Clearly setting out long and short-term objectives and how they will be achieved (8)
7. Abbreviation for a type of business organisation (2)
10. Passing responsibility for specific tasks to people further down the chain of command (10)
12. A management technique used to assess a business or someone who studies a lot (4)
13. The shop assistants at The Drop Zone are this type of staff (5, 4)
14. The number of people reporting directly to a manager (4, 2, 7)

Down

1. How decisions flow from the top of an organisation down through layers to the bottom (5, 2, 7)
2. These kind of plans break the plans in 5 across down into shorter, more manageable steps (8)
3. These charts show the amount of time planned and actually taken for particular projects and tasks (5)
4. This refers to the monitoring of results to see if they are in line with targets set out in plans (10, 7)
8. The Civil Service uses this type of 4 down (12)
9. This type of workers are specialists that provide advice and assistance to management (5)
10. To reduce the number of layers in the management structure of an organisation (7)
11. This structure divides an organisation into marketing, operations, human resources and finance functions (10)