Nashaq is a student at a 6th Form College> He recently took part in a work shadowing exercise to find out what it is like to be a manager. Work shadowing means that a student follows a manager for a day or more to experience the work that they do.

Nashaq ‘shadowed’ Seif Hani, who is the manager of the sportswear section in Festival Mall plc, a large department store. Nashaq kept the following diary for 1 day.

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| **Time** | **Task** | **Skill** |
| 08 30 | Attended meeting with other departmental heads and Chief Executive to agree targets for the next two years. Departmental heads told to plan their own strategy to meet these goals |  |
| 09 15 | Two staff members failed to turn up for work. Seif asked other staff to cover these absences by working longer shifts today. |  |
| 10 00 | Meeting with Sales Manager from big sports manufacturer. Seif discussed the range of goods he may purchase next year to meet the store’s targets. |  |
| 11 00 | New member of staff did not cope well with an awkward customer. When customer had gone, Seif reminded the shop assistant of the correct procedure that should be followed. Asked worker always to follow company policy in these matters. |  |
| 14 30 | Computer printouts of individual staff sales figures were studied. One worker in particular had failed to meet sales targets and it was agreed with him that further product training was necessary. |  |
| 16 00 | Email received from Seif’s line manager. There was a problem with another department selling clothing including sports clothes. It was no possible for customers to find the same foods in the store in two departments at different prices! Seif needed to meet with the other departmental manager to agree on a common policy. |  |

For each of these tasks that Seif carried out, identify whether it was concerned with: planning, organizing, coordinating, commanding or controlling and state why you think this is.