

MANAGEMENT DIAGNOSIS REPORT

Academic Year 2025-2026 - Dr. Sea Bez

L3 International Management - Management Course



**A B B C STUDIOS
COMPANY**

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INTRODUCTION

a) Objective of the Report

The word “*management*” has Latin origins, derived from *manus* (meaning hand) and *manegiare* (meaning to maneuver). Multiple definitions can be used to describe this concept. One of them was developed by Harold Koontz and Heinz Weirich, who define management as “*the process of designing and maintaining an environment in which individuals, working together in groups, accomplish efficiently selected aims*” (A Global Perspective. H. Weirich & H. Koontz, 1993).

As this definition remains quite broad, and does not prescribe a strict pattern to follow, it allows companies to implement their own practices to achieve their goals. These various practices can be analyzed to identify potential improvements, which in turn can enhance the company’s overall performance.

Therefore, this report aims to conduct a management diagnosis on UKTV, a BBC studios company, and to provide recommendations for improving its managerial practices.

b) The POLC (or PLOC) Framework

To run an effective diagnosis throughout this report, the *Planning, Organizing, Leading and Controlling (POLC)* model will serve as the analytical foundation for examining the company’s management practices.

Planning	Organizing	Leading	Controlling
1. Vision & Mission	1. Organization Design	1. Leadership	1. Systems/Processes
2. Strategizing	2. Culture	2. Decision Making	2. Strategic Human Resources
3. Goals & Objectives	3. Social Networks	3. Communications	
		4. Groups/Teams	
		5. Motivation	

Figure 1: The POLC Framework

Reference: https://saylordotorg.github.io/text_principles-of-management-v1.1/s05-04-planning-organizing-leading-an.html

These four functions constitute the foundation of management, enclosing the use of human, financial and material resources (S. Bez, 2025). As all organizations should rely on these dimensions, employing this framework enables a structured assessment of the company's existing practices and the identification of potential areas for further development.

c) **Introducing UKTV**

UKTV is a British company founded by BBC Studios in 1992. It specializes in the mass media industry, primarily operating television channels, producing original programs, and offering on-demand streaming services. It holds a prominent position within the British television industry. Marcus Arthur, CEO of the commercial broadcaster, is responsible for the strategic direction of the business as well as the development of UKTV's channels (UKTV, 2025).

Starting with its first channel, UK Gold, UKTV has since developed several free-to-air channels such as U&Dave, U&Drama, U&W, U&Yesterday, U&Eden, and U&Alibi. Each of these channels features different types of content, including comedy, classic and modern drama, factual stories and various entertainment programs. These channels are delivered to the United Kingdom as well as Irish viewers through multiple free streaming services.

In July 2024, the company launched a new master brand called "U" to unify all its TV channels and its streaming service. Regarding this launch, Chief Marketing Officer Penny Brough, stated:

"The launch of U on 16th July is an important step for UKTV, defining our age of transformation. U will present our viewers with an extraordinary range of free quality content, allowing them to connect the dots between the streaming service and our family of TV channels." (UKTV, 2025).

d) **UKTV - A Relevant Case Study**

UKTV stands out as a distinctive brand, demonstrating innovation not only in its content but also in its management approaches. This is why our group chose to conduct a management diagnosis of this British company.

UKTV fosters an inspiring and creative workplace, reflecting the importance of an open and collaborative work environment in the television industry. Its management strategies are particularly interesting to study, as the company combines flexibility with a strong focus on employee engagement, encouraging staff to share ideas and fostering a sense of belonging. In this way, UKTV provides a real example of forward-thinking management in the media sector.

I. PLANNING

a) Understanding the Concept of Planning

Planning, the first function in the POLC framework, involves setting objectives, defining actions, and anticipating challenges to guide an organization toward its goals. However, establishing a plan alone is insufficient. Every organization must also ensure it has a **clear purpose**. A strong purpose helps create differentiation by serving as a barrier against potential imitation by competitors, supports employees in performing their roles effectively, enhances customer recognition, and can even stimulate innovation from suppliers, as they gain a better understanding of the company they are working with (S. Bez, 2025).

Although developing a clear purpose might seem straightforward, many organizations still struggle to articulate one, as doing so requires making deliberate choices (S. Bez, 2025).

To conduct a thorough analysis of UKTV's purpose, it is relevant to use Cynthia Montgomery's, a Harvard Business School professor, 3 key questions, which should be at the foundation of every company's purpose (C. Montgomery, 2012).

The three questions are the following:

Who are we?

What makes us distinctive?

What do we exist for?

By addressing each of these questions, it is possible to identify areas for improvement, formulate relevant recommendations, and propose a revised purpose for UKTV.

b) Official Purpose

Who is UKTV?

UKTV is a British television network made up of several channels designed to reach different audiences. As part of BBC Studios, UKTV collaborates with a variety of creative professionals

to produce original and engaging content. It plays a key role in supporting British talent and promoting cultural identity through entertainment.

What makes the company distinctive?

UKTV stands out for its innovative internal culture and ethical foundation. The company applies an open working environment where employees do not have fixed offices, which encourages interaction, creativity, and innovation. This organizational flexibility helps generate new ideas and collaboration across teams.

Additionally, UKTV demonstrates a firm commitment to corporate integrity through strict anti-corruption and transparency policies. As stated on the company's official website:

“At UKTV, we believe in honesty and openness, and we have a zero-tolerance approach to corruption. We do not endorse any form of fraud or corruption from either our own staff or those acting on our behalf. [...] UKTV is committed to full compliance with all statutory obligations and full disclosure to tax authorities. It aims to comply with both the spirit and letter of the law in all tax matters.” (UKTV, 2025)

While many companies claim to oppose corruption, UKTV distinguishes itself by publicly communicating its ethical commitments, thereby reinforcing a sense of trust and security among its customers.

What does it exist for?

Although UKTV's communications express a commitment to creativity, ethics, and compliance, the deeper understanding of “*what it exists for*” behind their work remains vague. The current purpose focuses on **what it does** and **how it operates**, but it does not clearly express the ultimate impact they want to create.

c) Recommendations to the CEO

UKTV's current purpose highlights its commitment to supporting and promoting British creativity by collaborating with new and established writers, directors, and program-makers, while maintaining strong values around ethics, diversity, inclusion, and sustainability. This statement effectively conveys the company's operational identity and dedication to responsible creative practices. However, it remains primarily descriptive, focusing on what UKTV does

rather than why it exists. By emphasizing its activities, the purpose risks sounding procedural rather than inspirational, missing an opportunity to express the deeper cultural or societal contribution that drives the organization.

To strengthen the sense of meaning and engagement, UKTV should articulate not only how it supports creativity, but also the ultimate impact it seeks to have on audiences and society, such as connecting people through stories that reflect diverse voices and shared experiences.

Furthermore, linking creativity with diversity and innovation would better illustrate how these values reinforce one another and position UKTV as a catalyst for progress within the British media landscape. Using clear, memorable, and emotionally resonant language could also help the statement feel more authentic and motivating for employees and viewers alike.

A more aspirational and integrated formulation could therefore be:

“UKTV exists to celebrate and grow British creativity by giving a voice to diverse storytellers and connecting audiences through original, meaningful entertainment. Guided by integrity and openness, we aim to shape a creative and responsible future for television.”

This revised purpose retains the company’s existing ethical foundation while introducing a stronger sense of inspiration and a long-term vision.

II. LEADING

a) Understanding the Concept of Leading

This part focuses on *Leading*, the second dimension in the company's management. It covers aspects such as command and coordination, decision-making, communication, team dynamics, and employee motivation.

The purpose of analyzing Leading is to understand how UKTV manages and guides its employees. This section identifies potential areas for improvement, highlights what makes UKTV's leaders effective, and examines how they contribute to empowering the company.

According to Peter G. Northouse, leading can be understood as *"a process whereby an individual influences a group of individuals to achieve a common goal"* (Northouse, 2021). More theoretically, the very act of defining leadership as a process suggests that leadership is not a characteristic or trait with which only a few certain people are endowed at birth. So, it is not a gift to know how to lead, it is **a skill** that can be learned and developed.

Leading a company requires managing change by setting direction, aligning, motivating and inspiring people. To illustrate this, Paul Hersey and Ken Blanchard identified four leadership styles (P. Hersey & K. Blanchard, 1969).

- The **achievement-oriented** leader delegates. As mentioned, this one delegates the tasks and expects followers to perform at their highest level.
- The **participating** leader supports. For him, the main role of leader is facilitating and communicating by sharing decision-making with followers.
- The **selling** leader coaches. The coach leader provides both directives and sells the ideas to get people on board.
- The **telling** leader directs. The directing leader defines roles and tells people what, how and when to do tasks.

Figure 2 illustrates these four types:

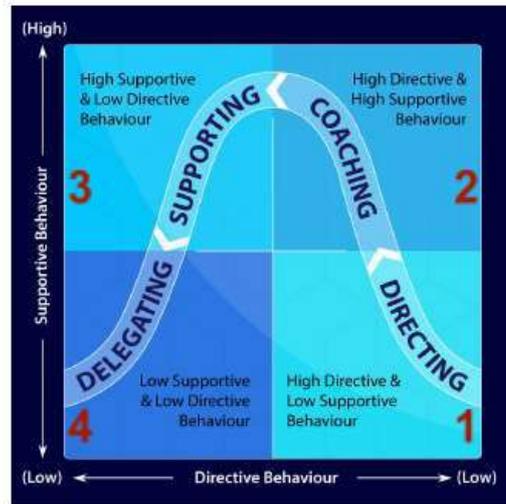


Figure 2: Scheme of the 4 leadership styles (Becky Leighton, 2019)

Reference: S. Bez Management Course 2025

Also, the **empowerment** term is directly linked to leadership and needs to be analyzed. It can be understood as a “*delegating authority, decision making, sharing information, and asking for input*” (Bez, 2025). It is questioning the definition of leading by being another style of leadership, more accurate with certain types of performance and employees.

According to Harvard Business Review, empowerment-oriented leaders are much more effective at fostering employee creativity and are more likely to be trusted by their subordinates. However, this leadership style can sometimes have negative effects, as it may increase stress levels when employees face too many challenges. It is particularly effective with employees who have less experience in the company, who may benefit from the guidance and autonomy it provides (A. Lee, S. Willis & A. Wei Tian, March 2018).

The following section examines how UKTV manages and leads its employees and evaluates how these practices may limit or encourage employee empowerment.

b) The degree of empowerment implemented at UTKV

In the Jobs section at UTKV, it is stated that: “*If you’re looking for a career [...] that truly cares about you then you are in the right place!*”. This sentence shows that UKTV focuses on creating an inspiring and creative workplace for its employees.

In this industry, it is essential to maintain an open vision of the work environment, as creativity is at the foundation of the company. Among established habits and values, UKTV advocates support, good intentions and work team spirit for its community by considering the employee not only as a work person but also as a family member, who has friends, hobbies and a life outside the work. Here are some perks and benefits that UKTV provides for employees:

- **Financial:** life assurance, income protection and pension scheme.
- **Personal:** birthday off, free daily breakfast, “life leave” policy for unexpected and unplanned events.
- **Wellbeing:** private medical insurance, dental cover, running and mental wellbeing sessions.

All these benefits allow UKTV to perform and promote performance hand in hand with wellbeing, as one cannot exist without the other. But also, within the company itself, employees are able to share their ideas, which benefits both the company and the employees by enhancing empowerment and motivation. For instance, UKTV has introduced the *Innovation Pot*, a program that allows employees to submit ideas for creative projects and receive financial backing.

Communication appears to be a key priority at UKTV, which reinforces this by giving employees the opportunity to ask questions anonymously and by encouraging open dialogue. From a management point of view, the company holds weekly meetings where everything is shared, from updates to success and failure. This approach demonstrates the importance placed on transparency, a very important factor in promoting empowerment.

By allowing employees to share their ideas and vote anonymously, UKTV is fostering employee responsibility and autonomy. Autonomy is one the three intrinsic motivators (the

other two are mastery and purpose) according to Daniel Pink's Theory of Empowerment. When these three elements are present, employees are more likely to feel a sense of belonging to the company.

In fact, UKTV demonstrates a relatively high degree of employee empowerment, due to the significant freedom and involvement granted to its staff, which in turn supports the company's long-term success.

c) Recommendations to the CEO

As previously noted, leading and empowerment are closely linked. UKTV actively promotes and supports the wellbeing of its employees, encouraging them to communicate freely and share ideas and opinions. The company's managerial practices are already strong and appear to have a positive overall impact. However, managers could further enhance employee engagement by applying Heather Younger's *Caring Leadership* approach (2021). This theory of nine behaviors demonstrates care, which in turn can increase employee effort, productivity and profitability. Adopting this approach would encourage managers to move beyond simply granting freedom, encouraging active listening and a stronger sense of belonging.

This could be achieved through the implementation of Younger's behaviors:



Figure 3: The Nine Caring Leadership Behaviors by Heather R. Younger

Reference: [Workplace Culture Speaker - Heather R Younger - Official Site - Book Here](#)

Finally, UKTV can improve its authenticity and transparency as they already do by focusing on “*when to empower*” to make good decisions at the right time and show to employees that the empowerment is real and mastered. This reflects authentic commitment rather than a superficial gesture.

In 1943, Abraham Maslow created the *Hierarchy of Needs*, which categorizes human needs into five levels arranged in a pyramid structure. This framework helps companies determine how and when to empower employees based on their needs. For instance, an employee could feel bored and disinterested with the work they do. In such cases, managers should adapt the work assigned to ensure that the employee feels recognized as a skilled individual rather than just as a worker. The overarching goal is to tailor leadership and empowerment strategies to satisfy employees’ needs and stimulate long-term engagement.



Figure 4: The Maslow's Pyramid of Needs

Reference: S. Bez Management Course 2025

III. ORGANIZING

a) Understanding the Concept of Organizing

Before introducing the *Organizing* dimension, it is essential to make the distinction between the organizational design and organizational structure.

On the one hand, organizational design refers to a method that helps find problems in how a company works, such as its workflow, rules or structure, and adjusts them to match current goals. It then creates a plan to put these changes into action, aiming to improve both the technical and human aspects of the organization (Dr. Roger K. Allen, 2012).

On the other hand, **organizational structure**, which is the focus of this report, is the “*company’s administrative framework, comprising everything from individual roles and team layouts to business-wide hierarchies and interdepartmental communications systems.*” (Harvard Business School, 2025).

At the foundation of this organizational structure there are 5 key building blocks that determine how a company operates and achieves its objectives. These are as follows:



Figure 5: The 5 Key Building Blocks

These five elements can be used to carry out an efficient analysis of UKTV’s organizational structure. Through this analysis it is possible to highlight the structures' strengths and weaknesses, which will also be discussed in this report.

b) UKTV's Organizational Structure and its Five Building Blocks

Note: Due to lack of information from UKTV or other sources, this section also includes our own insights into the company's organizational structure.

1. Specialization

“Organizational element that describes the degree to which a task is divided into separate jobs.” (S. Bez, 2025)

In a company, jobs can be divided into different types of departments, for instance, by task, geographical areas, or even by product or service. This process is known as specialization. The degree of specialization a company adopts can vary, with a higher or lower degree depending on factors such as its size or the nature of its industry.

At UKTV, work is divided by function, with departments such as Marketing, Digital, Communication, Operations, Media Services and more. Each department is led by a Director or Chief Officer, allowing the company to develop deep expertise in every field. By maintaining specialized teams, UKTV can adapt quickly to market changes while ensuring high-quality outputs in each domain.

Therefore, it is clear that UKTV adopts a **high level of specialization**, which enhances overall efficiency, improves labor productivity, and enables each department to focus on its specific objectives. A higher level of specialization is particularly effective for companies operating in creative industries, such as television, as it allows them to combine technical expertise with creative output.

However, the company should be aware of potential challenges, including the increase of interdependence between departments as well as higher costs associated with advanced equipment.

2. Hierarchy

“Organizational element that determines the formal, position-based reporting lines”

(S. Bez, 2025)

A company can have either a tall or flat organization. The tall organization is characterized by multiple hierarchical levels that create lines of authority and supervision. And the flat structure has a hierarchy that is streamlined, resulting in broader spans of control.

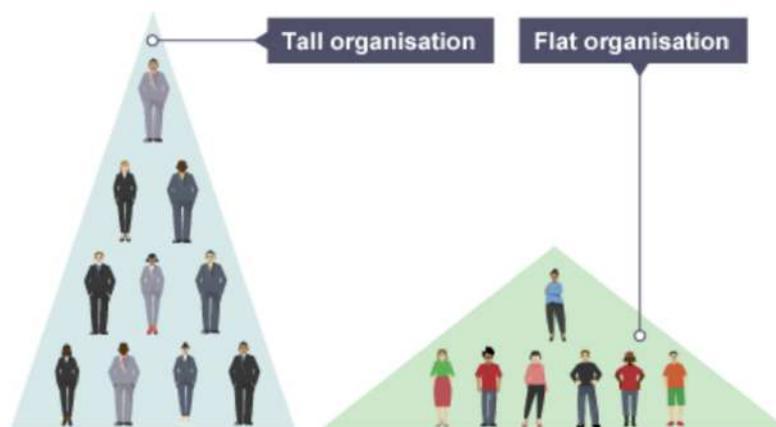


Figure 6 : Tall and Flat Organization Illustration

Reference: <https://www.bbc.co.uk/bitesize/guides/z48y92p/revision/1>

UKTV appears to have a relatively **flat hierarchy**. At the top is the Chief Executive Officer (CEO), Marcus Arthur, followed by the Executive Leadership Team, which includes all chiefs and directors. Beneath them are the operational team, which carries out day-to-day activities across the various departments.

This flatter structure facilitates faster communication and decision-making, while maintaining clear reporting lines and accountability. It also provides employees a greater autonomy, allowing them to take on increased responsibility and contribute more directly to the company’s goals.

One main drawback to this type of structure is the limited possibility for promotion. With fewer hierarchical levels, employees have fewer opportunities to upgrade to higher positions. This can lead to frustration due to the lack of a clear career path.

3. Centralization

“Organizational element that refers to the degree to which decision making is concentrated at the top of the organization” (S. Bez, 2025)

This building block can be divided into centralization and decentralization. In a centralized organization, decision-making authority is concentrated at the head office, and strategies are implemented through a top-down approach. In contrast, a decentralized organization empowers departments to make decisions and promotes communication in all directions (H. Wale).

UKTV tends to lean towards a more **decentralized organization**. While strategic decisions are made by top management, operational teams benefit from a significant degree of autonomy and involvement. In fact, the company actively encourages employees to contribute by sharing their ideas, for example through initiatives such as the *Innovation Pot*, as discussed in the section II b).

This type of approach encourages employee flexibility, fostering a sense of empowerment and belonging among the company's staff. It is also well suited for a company like UKTV who is constantly pursuing innovation, as it promotes both autonomy and collaboration. Operating in a dynamic environment, a decentralized structure offers significant benefits. However, the company must ensure that efficiency is maintained, given that less authority is imposed on employees.

4. Formalization

“Organizational element that captures the extent to which employee behavior is steered by explicitly and codified rules and procedures” (S. Bez, 2025)

Formalization refers to the extent to which processes are guided by written rules, policies and procedures. A higher level of formalization ensures consistency and efficiency as it provides clear guidance for employees. And a lower level allows greater creativity and flexibility.

The British company aims to balance creativity with control. It maintains formal procedures in areas such as content commissioning ensuring reliability and consistency. At the same time, it

allows creative teams with enhanced freedom to innovate, reflecting a trade-off between structure and flexibility.

Their **equilibrium between formal and informal** processes ensures, on the one hand, the efficient handling of larger volumes of work, and on the other hand, the capacity to focus on more innovative tasks.

5. Coordination

“Aspect of management that ensures different parts of an organization work harmoniously toward achieving common goals.” (The Intact One, 2024)

Coordination is linked to the mechanisms used to align and integrate individual and departmental activities. Multiple structures can be presented: the mutual adjustment, direct supervision, standardization of work processes, standardization of outputs, standardization of skills and knowledge, and standardization of norms (S. Bez, 2025).

- **Mutual Adjustment:** direct and collaborative communication between the people involved.
- **Direct Supervision:** the manager guides, makes decisions and ensures coordination among team members.
- **Standardization of Work Processes:** coordination based on how tasks are performed.
- **Standardization of Outputs:** focus on the final results and achievement of the desired outcome.
- **Standardization of Skills and Knowledge:** collaboration relying on shared expertise, training and professional understanding.
- **Standardization of Norms:** coordination through common beliefs and expected behaviors.

For this dimension, it is possible to consider that UKTV employs multiple coordination mechanisms. It relies on **standardization of skills and knowledge**, especially in the digital department where deep expertise is needed, to maintain a consistent brand identity by ensuring operational efficiency.

However, it also encourages **mutual adjustment** through cross-department collaboration, allowing creativity and innovation to flourish while maintaining alignment with strategic objectives.

To explore the structure further, Mintzberg's five organizational structures can be applied: the simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy.

Table 1. *Mintzberg's Five Organizational Structures*

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization
Simple structure	Direct supervision	Strategic apex
Machine bureaucracy	Standardization of work processes	Technostructure
Professional bureaucracy	Standardization of skills	Operating core
Divisionalized form	Standardization of outputs	Middle line
Adhocracy	Mutual adjustment	Support staff

Figure 7: Mintzberg's Five Organizational Structures

Reference: S. Bez Management Course 2025

As shown on Figure 7, each Mintzberg dimension is associated with a specific coordination structure. Based on the answers given at the coordination section, we can identify both **professional bureaucracy** and **adhocracy**. This combination highlights how UKTV balances formal structure with adaptability, while supporting employees, to effectively achieve its strategic objectives.

c) Recommendations to the CEO

As there is always room for improvement, it is useful to highlight both strengths and weaknesses of UKTV's organizational structure, along with a few recommendations for Marcus Arthur, the CEO.

UKTV's structure is already highly functional, particularly due to its strong specialization, which promotes both productivity and efficiency. This design establishes clear functional expertise with a strong focus on brands and channels. Departments are well-defined, ensuring professional depth and operational clarity. Moreover, its relatively flat hierarchy is well-suited to the organization's needs, as a taller structure would be less effective in such a dynamic and creative industry as television. The balance between mutual adjustment and output standardization (or in Mintzberg's terms, between adhocracy and professional bureaucracy) enables UKTV to preserve its core creativity while maintaining overall control and consistency across its operations.

While analyzing UKTV's organizational structure, our group observed that its greatest strength can also represent a potential weakness, or more precisely, a threat. Although high specialization is highly beneficial for the reasons discussed above, the company must remain cautious not to create barriers between departments, which could hinder the communication and collaboration it wants to promote through its other organizational dimensions. Furthermore, while UKTV seeks to combine both formal and informal approaches, this duality may at times create confusion among employees, who might be uncertain about when to adopt a more formal or informal mode of collaboration.

To prevent these potential threats and address the identified weaknesses, we would like to offer several recommendations to the CEO, who could then discuss them with each Chief Executive and consider their implementations.

Regarding specialization, we suggest introducing a system of monthly cross-functional meetings that bring together members from different departments. Although the company is already moving in this direction, the purpose of this initiative would be to further strengthen cross-departmental collaboration. Such meetings would facilitate the exchange of ideas between teams with distinct areas of expertise, potentially generating new concepts and creative solutions. This approach would also enhance communication in a more systematic way. Additionally, employees would likely feel more motivated, as they would engage in more diverse tasks and contribute to side projects in collaboration with colleagues from different parts of the organization. By doing so, UKTV would achieve its goals of innovation and adaptability more rapidly.

As for the formalization factor, Chief Executives should ensure the development of clear communication guidelines for situations where formal processes are required. At the same time, overall collaboration should remain informal, in line with the flat hierarchy and the decentralized organization. While this weakness is not particularly critical, establishing a few guidelines could help prevent possible misunderstanding from the employees' perspective.

IV. CONTROLLING

a) Understanding the Concept of Controlling

Control is a key management dimension that ensures organizational activities meet strategic goals through continuous monitoring, evaluation, and corrective action. It operates as a **feedback loop** that drives action. Control involves two distinct actions: the foreseeing action, where performance standards are set, and the detection of errors, where actual results are compared with expected outcomes to identify and correct potential mistakes (S. Bez, 2025).

The controlling process can be implemented in different periods of time, with each involving different manners of controlling:

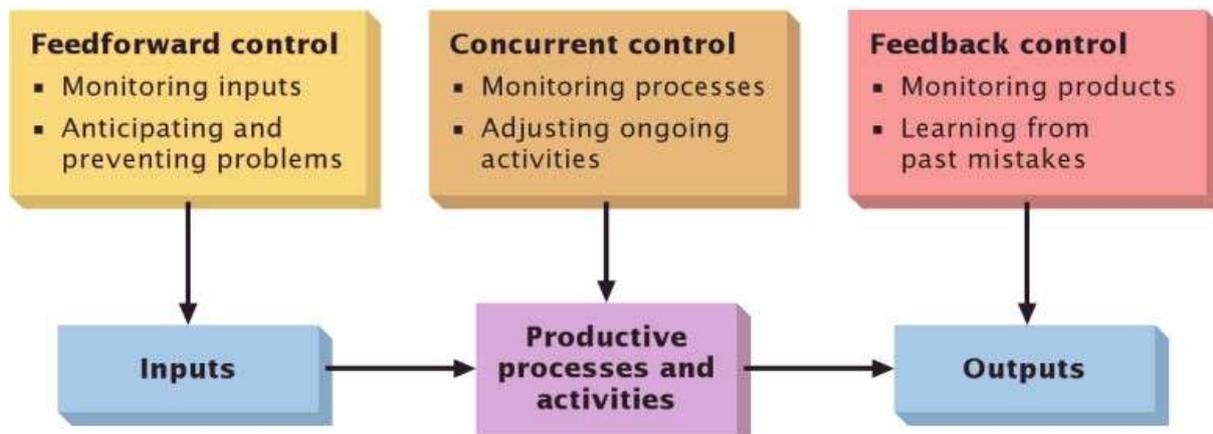


Figure 8: Different Types of Controlling

Reference: <https://www.vskills.in/certification/tutorial/stages-of-control/>

The first type is the **feed-forward control**, which takes place before the actual action begins. This preventive form of control allows the company to anticipate potential issues and take proactive measures to ensure that activities start on the right path.

The real-time control is the **concurrent control**. It encompasses the control of “*ongoing activities*” and is applied while actions are being carried out.

The last type of control is the **feedback control**. It occurs after an action has been completed. It enables the company to evaluate the outcomes by comparing the actual results with the planned objectives. This way, it allows for corrective actions to be implemented as needed.

b) The Controlling Function Within UKTV

A company must control four functions: performance management, quality control, financial control and strategic management.

Performance management: managers establish performance standards and provide feedback to ensure that goals are met (S. Bez, 2025).

Here, UKTV conducts regular appraisals and project evaluations, complemented by flexible working arrangements that encourage collaboration and creativity. Key Performance Indicators (KPIs) are used to track productivity and contribution to channel and content goals, reflecting the control theory feedback loop: standards are set, performance is measured, deviations are identified, and corrective actions can be taken if needed.

Quality control: this function ensures that the products or services meet the expected quality standards (S. Bez, 2025).

UKTV relies on internal review processes, audience feedback, and adherence to broadcasting regulations. This ensures that content consistently meets high standards of creativity, production value, and brand alignment. Feedback loops allow deviations from expected quality to be corrected promptly, consistent with concurrent and feedback control principles discussed in class.

Financial control: monitors budget, costs, and financial outcomes to ensure alignment with organizational objectives (S. Bez, 2025).

The British company applies strict budgeting, auditing, and monitoring of expenditures related to programming, production, and marketing. These mechanisms ensure compliance with corporate and legal standards and act as both preventive and corrective control measures, allowing the organization to detect and address discrepancies proactively.

Strategic management: evaluates whether long-term plans and strategies are producing the intended results and allows for adjustments when needed (S. Bez, 2025).

UKTV bases all its strategic management around sustainability and social responsibility. The company believes that when employees feel good, they perform better. The main idea is that well-being leads to quality work.

By considering these four dimensions, the company can achieve success, as each one is responsible for an important thing that prevents failure. Performance management focuses on accomplishing goals, quality control oversees operations running smoothly, financial control avoids bankruptcy, and strategic management defines the way the company operates.

c) **Recommendations to the CEO**

After conducting an in-depth analysis of UKTV, it appears that the company demonstrates a well-structured performance management system that integrates flexible working arrangements benefiting all employees, while respecting all the principles established since the beginning to ensure a functional organization.

In terms of financial controls, which are responsible for providing transparency in all legal aspects, it can be concluded that this mechanism is accomplishing its objective. It is preventing and controlling potential risks within the company.

Regarding quality control measures, such as the regular internal reviews and the mandatory compliance with quality standards, these have been applied correctly.

However, to further enhance efficiency and improve overall functionality, the company could accelerate certain procedures. By reducing the time required to complete internal processes, UKTV could increase profitability while remaining faithful to its primary purpose, which is celebrating and promoting British creativity by giving a voice to diverse storytellers and connecting audiences through original and meaningful entertainment, guided by integrity and openness.

Consulting on the integration of Artificial Intelligence could help streamline digital processes and improve employee performance. For example, AI chatbots on UKTV's streaming platform could provide instant responses to user queries related to technical issues, subscriptions, or recommendations. By following these recommendations, the organization could achieve a more efficient internal structure and create a more productive and positive working environment for employees.

CONCLUSION

Through this management diagnosis report, it can be observed that a company such as UKTV uses several tools to improve its management and leadership. By using the **PLOC method**, the weaknesses and strengths, which build the long-term success of the company, are highlighted.

The **Planning** function is closely linked to its purpose. UKTV's purpose is expressed through aligning strategy, motivating employees and communicating effectively value to audiences. These strengths stand out for innovative internal culture and ethical foundation. However, concerning the weaknesses, UKTV should articulate not only how it supports creativity, but also the ultimate impact it seeks to have on audiences and society to last over time.

Regarding the **Leading** function, UKTV demonstrates an inspiring and creative workplace to communicate clearly with employees who show positive feedback. On the other hand, UKTV's leadership could be improved by enhancing its authenticity and transparency in decision-making, and by showing to employees that their empowerment is genuine and mastered.

For the **Organizing** function, the company appears to have a relatively flat hierarchy, which facilitates faster communication. However, this type of structure limits potential promotion and fewer opportunities for employees to upgrade to higher positions. Moreover, the company tends to lean towards a more decentralized organization which is beneficial for operational teams' autonomy and involvement.

Finally, the **Controlling** function, the British media company shows strict budgeting, audience feedback, anti-bribery policies and whistleblowing mechanisms. These measures of controlling demonstrate notable strengths that could be enhanced by implementing metrics for innovation.

Analyzing UKTV was a good example of a company who is rather ahead of modern management. They take care of their employees by improving their leadership and empowerment. Today, this company does not show the exact number of employees, nor the rate of resignation, but according to ChatGPT, several websites say between 300 and 500 employees. This suggests that the company is successful in retaining its employees over the long term.

Through this exercise, we gained insights into how a company manages its workforce. We are also grateful for the challenges that UTKV presented to us, and we are satisfied with the outcome of our analysis. In addition, it was interesting to observe how a large company such as UKTV both struggles and succeeds in managing its numerous responsibilities without ever compromising its employees.

As mentioned at the beginning, communication appears to be the key factor at UTKV, and the company demonstrates that management is in constant evolution, there is always a change to implement, a metric to add, an issue to solve, or employees to help and support.

In conclusion, UKTV taught us that fostering a climate of trust, where communication is open and employees are considered as individuals with rights and opportunities to maintain a healthy work-life balance, allows a company to prosper in the long term.

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