

MANAGING PEOPLE AND ORGANIZATIONS
LECTURE 1

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| Foundations | <p>Before management existed = pre industrial management</p> <p>In small workshops there was:</p> <ul style="list-style-type: none">• Direct control by owner named a Master Craftsman• Discipline apprentices through control of resources control and knowledge• Owner full liable if enterprise fails <p>Early management ideas started with</p> <ul style="list-style-type: none">• Organization of the army and gov• Religious organizations• Slavery – common on southern US plantations – harsh punishment, strict surveillance, simple laws for free people <p>The industrial revolution included</p> <ul style="list-style-type: none">• New technologies – steam engine, machinery• Introduction of industries - metallurgy, railways, gas lighting, glass making, paper machines <p>Limited liability legislation</p> <ul style="list-style-type: none">• Britain 1856 – separated the private finance of entrepreneurs from investments• AKA personal liability avoided <p>Management definition</p> <ul style="list-style-type: none">• Seen as a servile occupation originally• Defined as the process of pursuing organization objectives through interpreting, communication, action completion, coordination <p>Organization definition</p> <ul style="list-style-type: none">• Systematically arranged frameworks for people, things, knowledge and technology• Intended to achieve specific goals• Types of design: vertical/horizontal hierarchy, definition of roles/responsibilities, integration of routines/practices <p>Specific or human, the great divide</p> <ol style="list-style-type: none">1. Max Weber = Bureaucracy<ol style="list-style-type: none">a. Observed the Prussian army and industrializationb. Describes ideal organizations as rational – legal bureaucracyc. interruption of legal is to be submissive to rules and proceduresd. Rationality is to be predictable and non-arbitrarye. Fair means to have a right to appealf. Cons of Weber = depersonalization and demystification (rid of mystery/ uses clarity)2. Taylorism = Scientific management<ol style="list-style-type: none">a. F.W. Taylor – an engineer, studies productivity, is a consultant - carsb. Focused on time and motion studiesc. Uses a collaborative approach a manager of planning, designing and supervisingd. On workers he executed manual labor – paid upon what was outputed3. Mayo – human relations movement<ol style="list-style-type: none">a. Manager as social clinicianb. Approach includes listening to the needs of the group and their relationships |
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- c. Views work place as a social system
- d. Informal groups have influence
- e. Uses a therapeutic interview – active listening
- f. *HAWTHORNE EFFECT – when a group realizes that is valued and forms social relations among its members = productivity rises due to group formation*

4. Follett: democratic management

- a. Participatory management
- b. No authority from hierarchy but from function
- c. Collaboration between managers and workers
- d. Social justice

Contemporary approaches

1. Continuation of historical ideas
2. Theory X, Theory Y (McGregor 1960)
3. (New) **Positive organization scholarship** = seeks to understand and foster civic virtues social responsibility, altruism, tolerance, happiness and psychological wellbeing within organizations

The images of the manager + organization currently

1. Authoritarian decision maker – provides rewards, punishments and wants compliance
2. Supportive facilitator and motivator – encouraging creativity + offering intrinsic rewards
3. Virtue, positivity and social contribution

LECTURE 2

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| <p>Power resistance and post-bureaucracy</p> | <p>Power – A title of authority/superior/position is a traditional perspective</p> <ul style="list-style-type: none"> Unconsciously embedded in all attitudes, cultural norms, values, beliefs that form our perspective <p style="text-align: right;">(Clegg Korberger & Pitsis 2016)</p> <p><i>Power can corrupt, it is highly contested but can be difficult to define</i></p> <ul style="list-style-type: none"> Two strains of power <ul style="list-style-type: none"> <i>People</i>: the chance of an individual (or group) to realize their will in a social action, even against resistance <i>Structure</i>: deeply & unconsciously embedded cultural norms & values Soft vs. Hard power <ul style="list-style-type: none"> <i>Soft</i>: You don't have to follow it but if you do you can get rewarded, or shaped a certain way – frames a person to want to do it <i>Hard</i>: Forces others to do things against their will |
| <p>Power Relations</p> | <ol style="list-style-type: none"> Power over - One person (or group) dominates or controls another - often viewed in negative terms with power as a limited resource or zero sum game Power to - Individual ability to act, linked to idea of capability Power with – Collective action, the ability to act together Power within – Individual or collective self-worth & dignity <p style="text-align: right;">(Gaventa 2006)</p> |
| <p>Types of power</p> | <p>Domination and authoritative power</p> <ol style="list-style-type: none"> Max Weber = Domination is imposed coercively and authority is imposed with consent due to charismatic traits and traditional structures <p>Bureaucracy as legal power</p> <ul style="list-style-type: none"> Hierarchy, organization form of power A service to society, not for profit Rules and disciplines are arranged for everyone <p style="text-align: right;">(Clegg Korberger & Pitsis 2016)</p> <p><i>Limitations of Max Weber</i></p> <ul style="list-style-type: none"> Rule tropism = where rules become absolutes, without understanding their purpose we just have to follow them <ul style="list-style-type: none"> Can't respond quickly to changing environments and become inefficient and then we are stuck Managerial Hierarchy = Stops innovation because members are stopped from developing further. Members have to follow the rules to avoid risks and criticism |
| <p>Post Bureaucracy</p> | <p><i>Empowerment and self-direction</i></p> <ul style="list-style-type: none"> Flexibility in rules & process Evaluation by results not process Heterarchy – network structures Transparency – open communication Motivation by intrinsic rewards (i.e. Theory Y) <p>Post Bureaucracy as a soft power</p> <ul style="list-style-type: none"> More efficient than hard power It allows people to shape and frame what others <u>want</u> to do Subtle form of manipulation, domination and control It doesn't seem like power at all sometimes Equality among peers |

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| Foucault's view: Power-knowledge | <ul style="list-style-type: none"> • Power is a relational phenomena • It equates with knowledge – because knowledge shapes relations which shapes behavior • Knowledge and values are more efficient mode of governance than force |
| Bentham's view: Panoptical Power | <ul style="list-style-type: none"> • Knowledge-power is pervasive • No escape from the gaze of authority • Internalization of the gaze – promotes one to have more effective self control |
| Post bureaucratic organization as an informational Panopticon | <ul style="list-style-type: none"> • Internalizing the gaze = self regulation, self-monitoring, compliance |
| Critical theory/thinking | <p><i>Pays attention to the imbalance of power (worker/social exploitation, gender discrimination, environmental neglect)</i></p> <ul style="list-style-type: none"> • Then questions these problems – whose voice is dominant/missing? What are the assumptions? Whose interests are served/neglected? • Highlights both bureaucracy and post bureaucracy serve interests of managerialism <p>Managerialism</p> <ul style="list-style-type: none"> • The manager has the single source of authority, legitimacy and decision making • Their success is measured in a quantitative models (cost/benefit analyses) <p>Obedience to authority: the Milgram 1965 study</p> <ul style="list-style-type: none"> • Volunteers: instructed to administer increasing shock levels to a victim (who is actually an actor) when they get test answers wrong • Predicted less than 0.1% would administer high shock levels and go against authority • A study on obedience and authority, disguised as a “learning experiment” |
| Power and resistance | <p>Managerial perspective: resistance is the illegitimate and defined as troublemakers</p> <ul style="list-style-type: none"> • Where there is power there will be a resistance – conflicting attitudes and beliefs <p>Cost/benefit analysis</p> <ul style="list-style-type: none"> • Using costs and finance to see if changes should be made to decisions in business • Money > ethics |
| Democratic power – Mary Parker Follet | <p>Reciprocal relationships – mutual and simultaneous influence</p> <ul style="list-style-type: none"> • Integrates power with vs. power over • Compliance and cooperation |