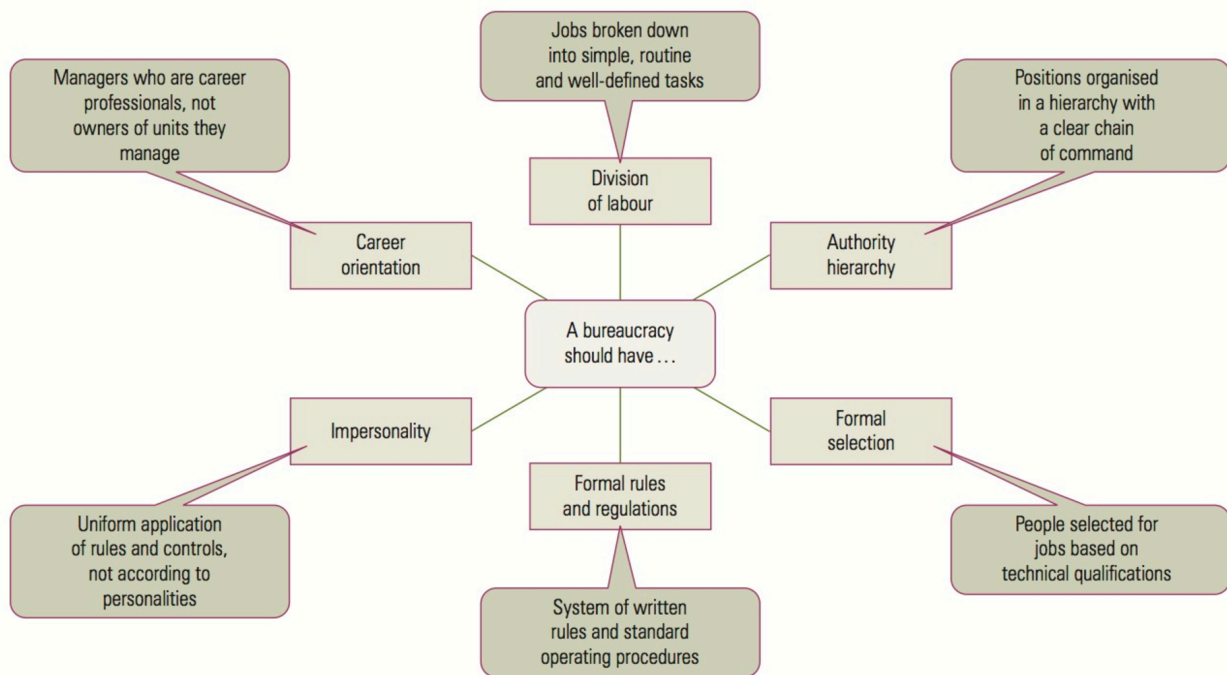


MGF1010 Exam Revision

1. Weber's view of bureaucracy (pg50)

- **Bureaucracy:** A form of organisation characterised by division of labour, a clearly defined hierarchy, formal selection, detailed rules and regulations, impersonal relationships and proper managers



2. Taylor's components of Scientific Management (pg46)

- **Scientific management:** Involves using scientific method to define the 'one best way' for a job to be done
- E.g. McDonalds still adopts the 4 principles – recruits the best qualified workers and design incentive systems based on output to achieve high efficiency levels in its operation

1. Develop a science for each element of an individual's work with standardised work implements and efficient methods for all to follow.
2. Scientifically select workers with skills and abilities that match each job and train them in the most efficient ways to accomplish tasks.
3. Ensure cooperation through incentives, and provide the work environment that reinforces optimal work results in a scientific manner.
4. Divide responsibility for managing and for working, while supporting individuals in work groups doing what they do best. Some people are more capable of managing, whereas others are better at performing tasks laid out for them.

3. The four components that make up an organisation's specific environment (pg84)

- **The specific environment:** External forces that have a direct impact on managers' decisions and actions and are directly relevant to the achievement of the organisation's goals
 - Unique to the organisation and changes with conditions
 - **Customers:** The reason that organisations exist as they absorb the outputs
 - Represent potential uncertainty, particularly if their tastes and desires change
 - **Suppliers:** Firms that provide materials and equipment, as well as provide financial and labour inputs
 - Managers seek to ensure a steady flow of the needed materials, equipment, financial and labour inputs at the lowest possible prices

- **Competitors:** Important force to monitor and respond to
 - More organisations have one or more competitors
- **Pressure groups:** Special interest groups that attempt to influence the actions of organisations
 - Changes in social and political movements influence the power that pressure groups have on organisations
 - E.g. RSPCA for animal welfare

4. Planning (pg14)

- **Planning:** Management function that involves setting goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
- Primary management function as it establishes the basis for all other functions
- Because organisations exist to achieve some particular purpose, managers must clearly define that purpose and the means for its achievement.
- 4 significant purposes:
 - **Provides direction** for managers and non-managers of an organisation
 - **Reduces uncertainty** by forcing managers to look ahead
 - **Minimises waste** and redundancy
 - **Establishes goals or standards** that are used in controlling

5. Organising (pg14)

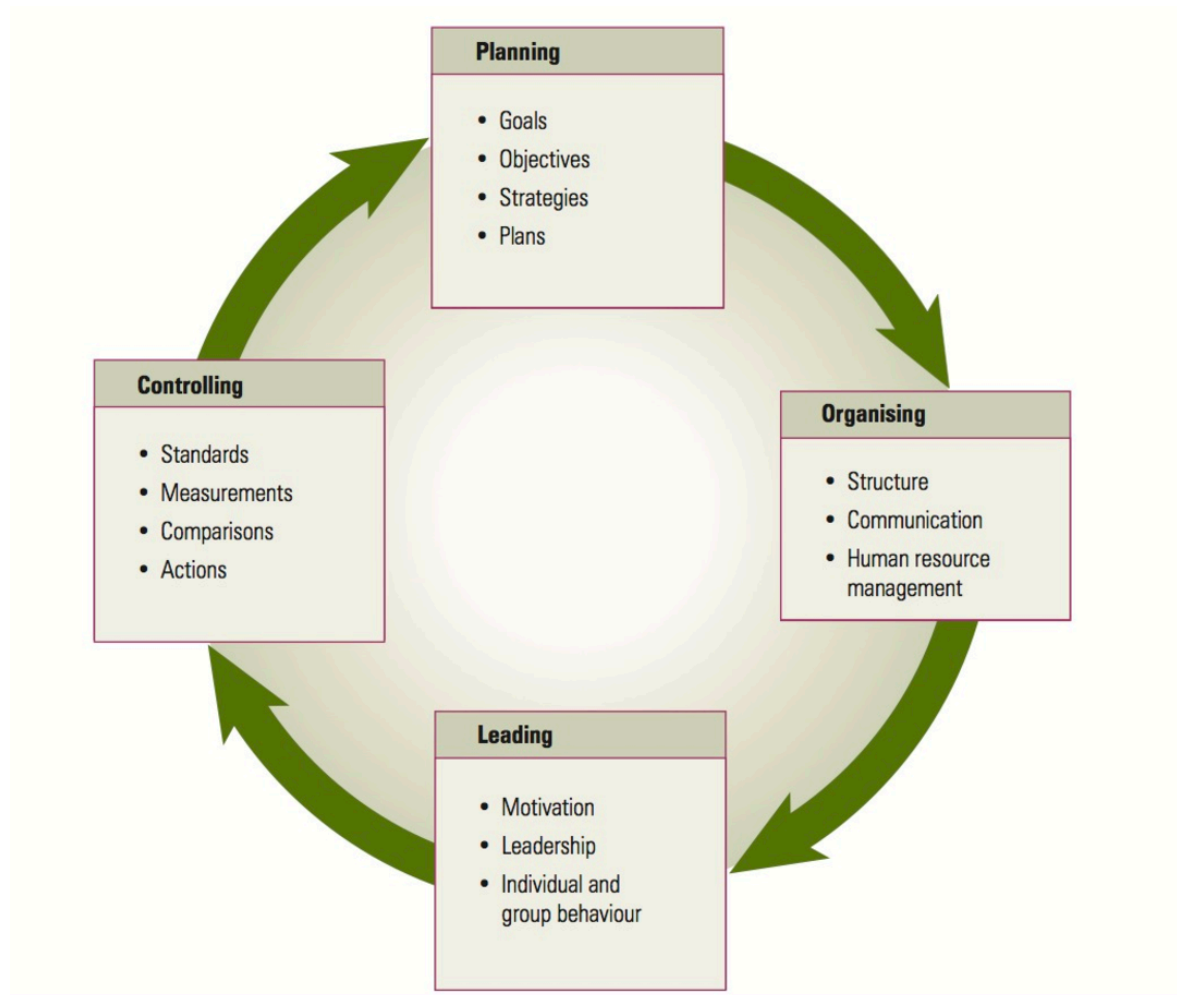
- **Organising:** Management function that involves arranging and structuring work that employees do to accomplish the organisation's goals.
- Purposes of organising:
 - Dividing work to be done into specific jobs and departments
 - Assign tasks and responsibilities associated with individual jobs
 - Coordinates diverse organisational tasks
 - Clusters job into units
 - Establishes relationships between individuals, groups and departments
 - Establishes formal lines of authority
 - Allocates and deploys organisational resources

6. Leading (pg14, pg652)

- **Leading:** Management function that involves working with and through people to accomplish organisational goals.
- Leaders: Someone who can influence others and who has managerial authority to make things happen
 - All managers should aspire to be leaders
- When managers motivate subordinates, help to resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channels, or deal in any way with employee behaviour issues, they are leading.

7. Controlling (pg14)

- **Controlling:** Management function that involves monitoring, comparing and correcting work performance.
- To ensure that goals are being met, work is being completed as planned and what future actions to take, managers must monitor and evaluate performance.
 - o After goals are set and the plans formulated (planning function), tasks and structural arrangements put in place (organising function) and people hired, trained and motivated (leading function), there has to be some evaluation of whether things are going as planned
 - o Actual performance must be compared with the previously set goals
 - If those goals are not being achieved, the manager has to get work back on track



Planning	Organising	Leading	Controlling	Lead to
Defining goals, establishing strategy, and developing plans to coordinate activities	Determining what needs to be done, how it will be done, and who is to do it	Motivating, leading, and any other actions involved in dealing with people	Monitoring activities to ensure that they are accomplished as planned	Achieving the organisation's stated purposes