

MANAGEMENT IN CONTEXT

Capitalism and Management

- management - done subconsciously
- within organisation, managers = experts
- doesn't prevent financial crisis, natural disaster etc
- modern worker
 - struggle to develop well-being and fulfilment
 - 'rat race'
 - eventually impacts health and organisations

Capitalism

encourages citizens to utilise their own skills and abilities to accumulate resources and accumulate these resources to engage in productive activities

- underpinned by greed, superficiality and hedonism influence contemporary management
- guarantees process
 - science and associates knowledge
- markets are free
 - = freedom and individuality -> affluence -> happiness
- politico-economic system, use of wage labour for profit
- privatisation and public system coexist = greater choice
- required consumerism to survive
 - conspicuous consumption
- encourages innovation
 - however can contain long term consequences

Management and Managers

What is MANAGEMENT?

a universal comprising of a number of functions

- breaking in the horse
- a social practice dependent on values, politics, interest and relations of class, gender and ethnicity etc
- based off capitalism
- private org., not always based off democratic accountability

What are managers?

- engages in management
- an elite group of handlers that break in wage labour
- INTERMEDIARY
- develop and apply technologies - coercive and seductive
- managerial discretion in restricted and enables by wider relations of patriarchy, ethnicity, capital and state

Critical Theory (CT)

challenges oppressive institutions and practices where there is little to no democratic accountability and/or there are significant negative consequences

- individualism (which capitalism is based off) implies that we are self determined beings who achievement are linked to our innate and developed talents
 - CT challenges this by arguing while people differ, their achievement are a product of history and culture, not just one's own talent
- managers distance themselves from those they manage
 - easier to trade subordinates as 'replaceable cogs in a large wheel of production'
- subordinate motivation and behaviour and performance is conditioned by the moral evaluations they undertake of their manager
- management practices promote and reward certain values and behaviour while frustrating and punishing other competing agendas
- Effective management: is evaluated on its contribution to social justice, democracy and sustainability

Democracy and Management

A system of governance where decision makers are elected into power by those that they govern and are held accountable for the decision they make

- to be effective, requires those that elect decision makers -> critical thinking, reasoning and reflection
- managers sometimes victims

Mainstream Thinking

Managers:

- critical success factor that determines how well resources, both human and other, are utilised to meet social needs
- leaders
- management represented as a science and technical practice through formal education and rational decision making

CT theory argues against this;

- management decision making is not rational, constrained by imperfect information, human capabilities, deadlines and biases of decision maker
- SOCIAL NOT TECHNICAL PRACTICE

WEEK 2

THEORIES OF MANAGEMENT

Origins of organisations and reasons for their existence

Organisation:

- *social arrangements for the controlled performance of collective goals*
- general characteristics:
 - consists of people who perform a role without which they will not have membership in the organisation
 - collective goals to which all members 'should' subscribe
 - clearly defined hierarchy
 - limits/borders are clearly defined
- reason for existence
 - facilitate 'synergy', benefits that can be acquired from people working together than apart
 - facilitate 'division of labour'
 - establishment of formal systems of responsibility and authority
- Theories: