MGNT 110/208 Notes

Lecture 1 - Intro
- The process of communicating, coordinating, and accomplishing actions in the pursuit of organizational objectives
- The process of managing relationships with stakeholders, technologies, and other artefacts both within and between organizations
- In order to understand the way an organization is run, one must look at the relationships between people, their jobs and the practices each person uses.
- People inact things in different ways
- <u>Paradigm</u> - a basic set of assumptions, concepts and values that make a way of viewing reality.
- Technology, social values, globalisation, and social structures, will change organizations paradigms
- <u>Sensemaking</u> - "the ongoing retrospective development of plausible images that rationalize what people are doing"

Managing

Managing refers to the things we do and say as managers
- Handling, directing, controlling, exercising skill in executive ability
- The acts done by a person (manager) in charge of controlling and directing the affairs of a business, institution, or agency

The manager
- Discharges the functions of management (planning, controlling, coordinating, and directing)
- Is rational in that he/she systematically applies techniques that seek to achieve goals

What is an organisation?

"A systematically arranged framework relating people things, knowledge, and technologies, in a design intended to achieve specific goals"

Organizational hierarchy
- Refers to layers of communication, coordination, and control
- Is top-down and centralized power
- In many contemporary organizations is weakening due to need for adaptable, flexible organizational forms in an age of increasing uncertainty

Lecture 2 - One best way?
- Many management ideas reduced management to simple principles

Pre-industrial revolution
- People worked as part of a guild put together based on skill which helped maintain standards
- Authority was familial, thus passed down through generations

Industrial revolution
- Saw a divide between owners and managers which started building the managerial hierarchy
- Mass expansion lead to developments in: Internal contracting, Standards highly variable, Origins of trade unionism, Downward pressure from finance and upward pressure from trade unions founded standardisation of workplace routine

Max Weber and Bureaucracy

CAPITALIST

A bureaucracy is an organization made up of many departments and divisions that are administered by lots of people where action is as result of rule based procedures.

- limit arbitrary power and rules as they were based on rational legality
- Positions become more defined and specialized

Frederick W. Taylor

SCIENTIFIC

- The systematic study of the relationships between people and tasks for the purpose of redesigning the work process for higher efficiency → one best way
1. Break tasks down into their simplest components so easy to teach and monitor
2. Job fragmentation enables owner to reduce skill requirements and training
3. Time and motion study for job design and pay
4. Replaces rule of thumb productivity estimates with precise measurements
5. Payment by results (piece rate systems
6. Separate design (planning of work) from execution (direct labour on the shop floor)

<u>5 step model to efficiency</u>

1. Identify 10-15 good workers
2. Study motions and use of implements
3. Time elementary movements and select quickest methods
4. Eliminate unnecessary movements
5. Combine quickest movements with best implements

- Assumptions: Money Motivates (eg, bonuses) Tendency to Idleness and Need to monitor performance and punish deviations with authoritarian discipline

Jeremy Bentham

SURVEILLANCE

- Architecturally designed buildings for increased surveillance and to control behaviour
- Round room with a lower center to allow observation from above on the sides
- Moved form being watched externally to the internalization of control

Elton Mayo

SOCIAL RELATIONS

- Productivity increases when workers form social relations
1. Work should be seen as a group rather than individual activity
2. When workers complain, it may be a manifestation of some more fundamental and psychologically located issue
3. Informal social groups at work have a profound influence on the worker's disposition and well-being which boost productivity
4. Management can foster collaboration within informal groups to create greater cohesion and unity at work, with positive organizational benefits

McDonaldization
An idea developed by George Ritzer to mean the application of goal-oriented rationality to all areas of human life.
1. <u>Efficiency</u>: Least input to gain highest returns - find the quickest simplest way to undertake your process and reduce waste.
2. <u>Calculability</u>: Cheapening the cost of assembly
3. <u>Predictability</u>: The product is always the same no matter where it is produced
4. <u>Control</u>: Minimise variation, this best achieved through the use of non-human technologies as these are more controllable

Lecture 3 - Managing Organisational Systems
What are organisational systems?
- Open system – organisations take resources from the external environment and convert/transform these into outputs such as products or services.
- Within the organizational system there are other systems.
- Synergy occurs when there are larger gains from a combined effect than the sum of their separate parts

Human resource management
The process and practice of managing and advising management on the:
<u>Recruitment</u>
- The process and practices used to attract suitable employees to the organization
<u>Selection</u>
- The tools, methods, and criteria upon which people will be, selected for a given position
<u>Retention</u>
- The practices and process used to retain staff, and often includes
<u>Development</u>
- The processes, procedures, and policies designed and implemented to enhance and update the skills, knowledge, and capabilities of staff in relation to their careers and their jobs

McGregor's Theory X and Theory Y
<u>Hard HR/Theory X</u>
- Michigan school
- Managerial orientation that views employees as resources that are lazy, self-interested, and requiring control and coordination
- Aim is efficiency and performance by matching people to task
- Taylorism
<u>Soft HR/Theory Y</u>
- Harvard school
- People are more than resources, and seek fulfilment and meaning in work
- Managerial orientation that views employees as motivated by feelings of self worth, and seek autonomy, fulfilment, and meaningfulness at work
- Aim is performance and engagement by matching jobs to people
- Mayo