

## **MGNT110 Finals Notes**

**Sense making** → The ongoing, retrospective development of plausible images that rationalize what people are doing

**Organisations classified into** sector, industry, structure

**Origin** – modern management ideas derived from the management of slaves

### **Engineering Design of Jobs: F. W. Taylor**

- Engineering's key concept was efficiency → getting the most output for the least input
- Making peoples work more visible
- Observed and timed work then recreated it so the tasks were done more efficiently
- Taylors four principles:
  1. Developing a science of work
  2. Scientifically selecting and training the employee
  3. Combining the sciences of work and selecting and training of employees
  4. Managers and workers must specialise and collaborate closely

### **Engineering Design of Authority: Henri Fayol**

- Argued that better management also concerns the training of the people at the top
- Focuses on positions rather than people (Taylorism)

### **Bureaucracy: Max Weber**

- Techniques are most rational when they are designed for fitness for purpose
- Bureaucracy is a form of organizational design, where action is as result of rule based procedures

### **Henry Ford and Fordism**

- 1913 → introduced the assembly line in the production of automobiles
- Simplified production through running at a constant speed by which the workers must measure their pace so that products are delivered at a constant rate

### **Elton Mayo: Human Relations**

- Hawthorne studies
  - When a group realizes that it is valued and forms social relations among its members, productivity rises as a result of the group formation
- Focus on what motivates people to try and maximize motivation and satisfaction

### **Designing Architecture for Management: Jeremy Bentham**

- Architectural innovation
- Panoptical principle → establishing the possibility of inclusive surveillance
- Panopticism → capacity to be all seeing
- Panopticon → complex architectural design consisting of central observation tower for which a supervisor could observe employees

## Case Study – EasiYo

Paul O'Brien in 2009 became the CEO of EasiYo, a manufacturer of powder-based yogurts. With O'Brien's arrival at EasiYo, the company has overseen a 30 percent growth in the annual sales. With the increase of sale and exports a number of challenges have become evident...

### Challenge 1: Absence of a formal management arrangement

Concept/Strategy 1:

- Management need to be more measurement based → loyal workforce but little priority to collecting data to monitor production efficiency
- Total Quality Management, would impact on the business in its entirety, on the way that the workforce conducts its activities and on the production processes of the company

### Challenge 2: Improper recruitment and selection practices of the HR department

## Short Answer Questions

### Outline a situational/contingency view of leadership and discuss an example in practice

- Assumes leadership emerges out of the situation
- Notion that leadership is all about being able to adapt and be flexible to changing situations and contexts
- Dependent on the context of leading, such as the nature of work, the internal working environment, and the external economic and social environment (Fiedler, 1964)
- Robert House's *Path goal theory of leadership*, is the most studied

## Long Response

### Explain Kurt Lewin's (1947) concept of organisational change using examples

- We set up within ourselves this thing where we have a force field that has energy to want to change however often there are counterforces against this change
- In order to change we have to reduce the resistors, not necessarily increasing the drivers (force field analysis)
- Interested in the notion of social influence of change, in groups change is much more likely to be permanent if people collaborate and do it together
  
- E.g. If you have a large cube of ice but realize that what you want is a cone of ice, what do you do?
- First you must melt the ice to make it amenable to change (unfreeze)
- Then you must mold the iced water into the shape you want (change)
- Finally, you must solidify the new shape (refreeze)