Chapter 1

What is a paradigm? What are some changing paradigms for organisations?
A coherent set of assumptions, concepts, values and practices that constitute a way of viewing reality

Organisations and technological changes
- Businesses can now move elements of its organisation offshore and employ people cheaper with a lower standard of living
- Use outsourcing – contracting the provision of certain services to a third party specialist service provider. Used to save costs and increase productivity by focusing on the tasks that are peripheral to the business
- Result of globalisation and increased competition

Managing technological changes
- Employees need to be more skilled → environments subject to rapid and radical change
- Renew staff skills
- Exercising authority
- Negotiating the use and understanding of new technologies
- Employees capable of problem solving rather than reporting problems to manager

Changing relations of service and production
- Material things increasingly being produced in the developing world, whereas, the developed world is increasingly switching to services

Shifting locations; shifting managing
- Employ and manage different kinds of employees
- Working according to instruction and command wont be an effective way of managing or being managed
- "because of the high degree of independence and discretion to use their own judgment, knowledge workers and other professionals often require a leadership based on informal peer interaction rather than hierarchical authority"

Going global
- competition based on advantages arising from innovation and enterprise
- IT means enterprise and innovation can be globally organised

Week 2 – Managing One Best Way?

The 'One-Best-Way'
- Many management ideas reduced management to simple principles or *'one-best-way'* models
- Wherever economic activity has spread across the globe, general management theories have spread with them, often suggesting that there is one best way to manage – what today is often called *best practice*

Origin
- Modern management ideas derived from the management of slaves
- Slaves bought and stolen from Africa and shipped to the Americas laboured long and hard under management of people who shared no cultural similarities
- Involuntary migration bought into focus the necessity of managing to extract value from recalcitrant bodies
- Standardisation developed through slavery
- Central issue → how to produce disciplined labour
- Settled through tight surveillance, use of harsh punishment and routine management
- The modern slave (Craig et al., 2007) → loss of free will, being required to work regardless of preferences, debt bondage, theft of passport and ID, illegal status, fear because of the threat and use of violence
- Later, business models for producing profits were made and later models focused on work and organizational design came about

Founding Fathers and Mother
- Founder of modern management → F. W. Taylor → engineering was the way to discover basic principles. ALSO scientific management → one best way
- Henri Fayol stressed the centrality of authority relations, a central part of the the most complete theory of bureaucracy. He developed 14 principles
- Max Weber (pronounced 'Vaber') → *Protestant work ethic* and the spirit of capitalism
- Elton Mayo → the central principle for organizing management was that of 'human relations'
- Harry Braverman → exploitation is the central concern for management practice
- Jeremy Bentham → *Utilitarianism* - act for the greatest good of the greatest number AND *Panopticism* - the capacity to be all seeing
- Mary Parker-Follett → democracy over bureaucracy

**** 6/7 founding fathers and mothers are expanded upon in detail in the notes