

LECTURE 1: Foundations of Management & Organisation

Pre-industrial society → No Manager

Small workshops

- Direct control by owner
- Owner fully liable if enterprise fails

Discipline of apprentice through:

- Ownership
- Control of resources
- Knowledge means of production.
- Learn a trade/craft with master craftsman → setup own workshop, no formal organisation/management position.

Preindustrial society → Early Management Ideas

- Organisation of army/government.
- Religious organisations (eg. Jesuits)
- East India Company 17th & 19th Century
- Slavery: Southern US plantations → first global organisation
 - Early factories USA
 - Simple systems and rules
 - Strict surveillance
 - Harsh punishment

Industrial Revolution (1760-1840) → Large scale enterprise

Impact → changed society dramatically → small scale to large scale manager

New industries, large factories, lots of people, requires formal management.

Industrial Revolution → Limited Liability legislation

Britain 1856

- **Separated private finance of entrepreneurs from investments** → promoted manufacturing industry, more resources, less risk.
- Previously → business scale limited.
- If business failed, personal liability. i.e. Finance, prison, is avoided.

Management → Definition

Defined as *the process of pursuing organizational objectives through:*

- Communicating, accomplishing actions, co-ordinating.

Organization → Definition

Defined as *systemically organised frameworks relating to people, things, knowledge and technologies; in a design intended to achieve specific goals.*

Organization → Characteristics

Why organisations?

- Aggregation of resources. i.e. People, objects, knowledge, technology.

- To achieve specific goals/objectives
- To ensure predictability of behaviours.

Organisational design

- Principles of vertical (hierarchy) and horizontal division of labour (bureaucracy).
- Definition of responsibilities and roles
- Integration: routines and practices.

Taylorism → Scientific Management

F.W Taylor 1856-1915

Principles of Scientific Management

- Efficient/effective way to break tasks
- Specialisation and routinisation of work
- Perceived workers as lazy, wants tasks simplified.
- Observed how people work, specific optimum principles
- Assumes one best way to manage → efficiency of his process.

Taylor, Ford & The Assembly Line

Henry Ford implemented/applied Taylor's principles of scientific management.

1908's car production, assembly line → process broken to many steps.

Changed way cars built/how workers worked → unskilled labour doing former skilled tasks.

Issues with Taylorism

- Less skilled craftsman, dissatisfied labour force, quick direction, boredom/repetitive nature, failure to adhere to economic cycle.

Mayo 1880-1949 → Human Relations Movement

Takes into consideration human factor

Manager as a social clinician

- Pay attention to group needs, human relationships
- Workplace viewed as social system
- Informal groups have influence
- Therapeutic interview – active listening

The Hawthorne Effect

- When a group realises that is valued and forms social relations among its members, productivity rises as result of group formation.
- If managers engage in active listening, regular interviews with employees → people inspired to work harder.

Follett 1868-1933 → Democratic Management

Also takes into consideration human factor.

- Mother of early management theory

Participatory management

- Authority derived from function not hierarchy
- Collaboration between managers and workers
- Not just about productivity but social justice, power to employees.

Contemporary Approaches

Continuation of historical ideas

Theory X vs. Theory Y

- Theory X → hard line approach, forceful, reward/punishment basis eg. McDonalds
- Theory Y → softer, inspiring, engaged, intrinsic motivation eg. Google

Positive Organizational Scholarship

Seeks to understand/foster civic virtues, social responsibility, altruism, tolerance, happiness and psychological wellbeing within organisations.

Tools

- Strengths → Values in action, virtue
- Reflected best self.

Conclusion → Foundations of Managing and Organisation

Key Learning Points

- Scientific management → Taylor and Ford
- The human factor → Mayo & Follett

LECTURE 2: Power, resistance, and post-bureaucracy

Power → Definitions

Power is highly contested, difficult to define, multi-faceted.

People or Structures?

- **People** → the chance of an individual/group to realise their will in a social action, even against resistance.
- **Structure** → deeply/unconsciously embedded cultural norms/values.

Negative or Positive?

- Hard power → forcing others to do against their will.
- Soft power → shaping/framing what others want to do, leverage influence.

People & Power

Power over

- One person/group dominates or controls another
- Often viewed in negative terms with power as a limited resource or zero-sum game, dictatorial.

Power to

- Individual ability to act, linked to idea of capability.
- Give power, empowerment, choices of own, provide other with freedom and responsibility.

Power with

- Collective action, ability to act/achieve together

Power within

- Individual/collective self-worth/dignity, personal strength.

Max Weber (1864-1920) → Types of Power

Changing nature of power from domination to authoritative → consent/submit to control and influence of others.

1. Domination

Imposed coercively over others.

2. Authority → with consent, voluntarily abide

- Charismatic**
 - Personality.
 - Eg. Kim Kardashian
- Traditional**
 - Developed culture of honour/respect in society, born into position
 - Eg. Queen Elizabeth II
- Rational/Legal**
 - Associated to bureaucratic structure, title entitles respect, legal authority.
 - Bureaucracy as a mode of rational legal power.
 - Eg. CEO, president, prime minister, manager.

Bureaucracy → Definition

An **organisational form** consisting of a **hierarchy of differentiated knowledge and expertise** in which **rules/disciplines** are **arranged** not only hierarchically in regard to each other but also parallel.

- Characterised by → hierarchy, skills related to knowledge/expertise
- Helps to organise, be efficient eg. Prussian army organised.

Revising Webber → Limitations of Bureaucracy

Rule tropism → following rules for own sake

- Demands strict devotion to regulations/reliable responses.
- Rules become absolutes rather than means to end → black/white thinking.
- Ends up generating inefficiency → not understanding spirit of goal/mission.
- Not adaptive to change.

Reinforces authority of managerial hierarchy

- Arrests development of members
- Stifling innovation
- Members follow rules to avoid rules/criticism
- Individuals irrelevant, cogs in a machine → situations not taken into consideration, can be frustrating.

Post-Bureaucracy

- Empowerment/self-direction
- Flexibility in rules/process
- Evaluation by results not process
- Heterarchy → network structures, flat
- Transparency → open communication, team work
- Motivation by intrinsic reward → theory Y
- Reaction against Taylorism/Bureaucracy
- Understand objectives of rules and bend/break if necessary
- Response to market conditions, changing social norms, technology.
- Employees → valued, recognised, flexible, adaptive.
- Pervasive and coercive controls as soft power.

Post-bureaucracy as Soft Power

Shape /frame what others want to do

- Subtle form of manipulation/domination/control.

Normalise power in a manner that hardly appears like power at all

- Engendering commitment through empowerment
- Appearance of equality amongst peers
- Versus bureaucracy = rational/legal power, CEO command disciplined employees.

Power-Knowledge → Michael Foucault (1977)

- If power is not a thing but relational phenomena

Tutorial Readings Revision

Session 2: Foundations of management and organisations

HAMEL (2009) - MOON SHOTS FOR MANAGEMENT

New Realities Confronting Management

New requirements

- Adaptability & agility
- Innovation & creativity
- Imaginative & innovative employees
- Stakeholder orientation

Management 1.0 replaced by Management 2.0

- Bureaucracy replaced by Post-bureaucracy

Some Moonshots:

- Ensure that the work of management serves a higher purpose
- De-structure and disaggregate the organization
- Expand the scope of employee autonomy
- Develop holistic performance measures

Session 3: Power, resistance & post-bureaucracy

MCKENNA, GARCIA-LORENZO & BRIDGMAN (2010) – MANAGING, MANAGERIAL CONTROL AND MANAGERIAL IDENTITY IN THE POST- BUREAUCRATIC WORLD

Bureaucracy	Post-bureaucracy
<ul style="list-style-type: none">• Discourse of being.• Organisation as stable community, with common history & belonging.• Focus on rule following with standardised operations directed by a hierarchy.• Effective in situations where large numbers of standardised procedures are needed.	<ul style="list-style-type: none">• Discourse of becoming.• Organisation as flexible network with shared data & fleeting meetings & acquaintances.• Focus on consensus & dialogue with responsibilities assigned on the basis of merit.• Effective in situations that are fluid, where innovation & agility are required.

Post-bureaucracy can be stressful for employees

- Weakens job security Intensifies time pressures
- Puts pressure on employees to manage work/life balance
- Relies on culture & identity as modes of control.

Session 4: Managing cultures

IGO & SKITMORE (2006) – DIAGNOSING THE ORGANIZATIONAL CULTURE OF AN AUSTRALIAN ENGINEERING CONSULTANCY USING THE COMPETING VALUES FRAMEWORK

Competing Values Framework