

CHAPTER 1: MANAGEMENT ROLE IN THE ORGANIZATION

Key challenges in the contemporary workplace:

- Today's economy is a networked and global economy
- GFC has made everyone focused on a turbulent environment that challenges everyone to understand and embrace continuous change and development in a new info. Driven and global economy.
- More knowledge based – people provide valuable intellectual capital and are the foundation of organizational performance.
 - Intellectual capital: the collective brainpower or shared knowledge of a workforce
 - Knowledge worker: someone whose knowledge is a valuable asset to employers, transfers knowledge or information into a product or service.
- Globalization means more interdependence = increased business competition.
 - Globalization: the worldwide interdependence of resource flows, product markets and business competition.
- Increased info. Tech and use of the internet is:
 1. Changing the nature of work
 2. Reshaping organizations
 3. Increasing the value of people capable of performing as knowledge workers
- Organizations must value the talents of a diverse workplace (gender/age/race)
- Society expects corps. to behave ethically and engage in CSR.
- Increased competition for work means workers need to develop a 'portfolio of skills' (Charles Handy) that is kept up to date and valuable to employers.

What are organizations?

- Define: "collections of people working together to achieve a common purpose"
- Open systems – they interact with the environment to transform resource inputs to product outputs
- Productivity: the qty. and quality of work performance, with resource use considered
 - Effectiveness: an output measure of task or goal accomplishment
 - Efficiency: a measure of resource cost associated with goal accomplishment
- High performance organizations are effective (goal accomplishment) and efficient (resource use)
- Must engage in TQL in regards to tech. use, teamwork, work-life balance etc.

Who are managers & what do they do?

- They directly support and facilitate the work efforts of other people in organizations
 1. Top managers: scan the environment, create vision, and emphasise long-term goals
 2. Middle managers: coordinate activities in large depts.
 3. Team leaders: support performance at the team or work level
- Upside down pyramid: operating workers at the top responsible for meeting customer needs while being supported from below by various lev 1els of management.
- Changing nature of managerial work: emphasis on being good at coaching and supporting others, rather than simply directing and giving orders. (Maslow's Theory Y).

The Management process:

- Planning: sets the direction
- Organizing: assembles the human and material resources
- Leading: provides the enthusiasm and direction

MGMT 5507 NOTES:

- Controlling: ensures results.

How to learn essential managerial skills/competencies: (in the new economy)

- Continual attention to the process of lifelong learning from all aspects of daily experience and job opportunities
- Essential skills: (Katz's model)
 1. Technical: ability to use knowledge and technology (LOW)
 2. Human: ability to work well with other people (MIDDLE)
 3. Conceptual: ability to analyse and solve complex problems (TOP)

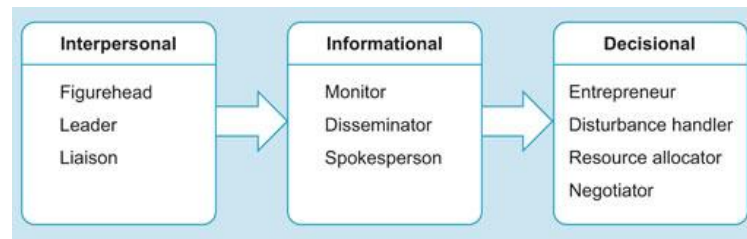
Changing nature of organizations:

- Pre-eminence of technology
- Demine of command and control
- Focus on speed
- Embrace teamwork, networking, empowerment
- Concern for work-life balance
- TQM: managing with commitment to continuous improvement, product quality, and customer satisfaction.

CHAPTER 2: THE HISTORICAL FOUNDATIONS OF MANAGEMENT:

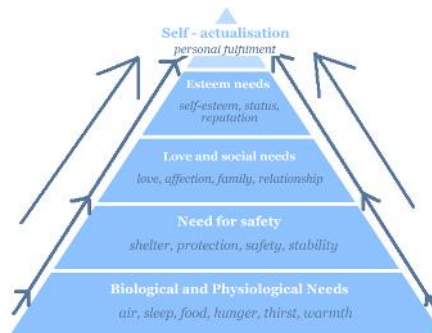
What can be learned from classical management thinking?

- Scientific management: emphasises careful selection and training of workers, and supervisory support.
 - **Frederick Taylor** provided 4 guiding action principles:
 1. Develop for every job a 'science' that includes standardized work processes and proper working conditions
 2. Carefully select workers with the right abilities for the job
 3. Carefully train and incentive workers
 4. Support workers with carefully planned work
- Administrative principles:
 - **Henri Fayol** suggested that managers should learn what we now know as the management functions of planning, organizing, leading and controlling. His 5 rules or duties were:
 1. Foresight
 2. Organization
 3. Command
 4. Coordination
 5. Control *(plus 14 functions/principles: Scalar chain, unity of command, unity of direction)*
 - **Mary Parker Follet**: saw organizations as communities where individuals combine their talents for the greater good (triple bottom line)
- Bureaucracy: a rational and efficient form of organization founded on logic, order and legitimate authority
 - **Max Weber** suggested organizations should be bureaucracies with clear hierarchy, formal rules and well defined jobs.
- **Mintzberg** highlighted 10 important managerial roles:



What ideas were introduced by the Human Resources approach?

- The HR approach shifted attention towards the human factor as a key element in organizational performance
- Hawthorne studies (**Elton Mayo**): work behaviour is influenced by social and psychological forces and that work behaviour may be improved by better human relations. Set the stage for HR movement and organizational behaviour.
- **Maslow's** hierarchy of human needs: introduced the concept of self-actualization and the potential for people to experience self-fulfilment in their work



- **McGregor's Theory X & Y**: urged people to move away from theory X thinking to theory y, people are independent, responsible and capable of self-direction in their work.

The role of Quantitative analysis in mgmt.:

- Management science: mathematic techniques to analyse and solve management problems.
- High powered computing provides new opportunities for mathematical methods to be used for problem solving
- Many organizations employ staff specialists in quantitative management science and operations research to solve problems.
- Quantitative techniques include: forecasting, linear programming and simulation

What is unique about systems view and contingency ~~thinking~~ thinking?

- Systems view: **Chester Barnard**: organizations are cooperative systems.
 1. Organizations are complex open systems that interact with the external environment to transform resource inputs into product outputs
 2. Resource acquisition and customer satisfaction are important requirements in the organization-environment relationship
 3. Organizations are composed of many internal subsystems that must work together in a coordinated way to support the organisations overall success.
- Contingency thinking:
 1. Avoids the 'one best way' argument and recognises the need to understand situational differences and respond appropriately to them.