

Management and Organisational Culture (OC)

- **Internal environment:** Made up on task and general environment
- **Organisational culture:** Shared knowledge, beliefs, values, behaviours and ways of thinking among members of the organisation
 - adaptability,
 - achievement,
 - involvement,
 - consistency
- **Schein:** Most widely discussed model of Organisational Culture
“the pattern of basic assumptions which a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and integration, which have worked long enough to be considered valid, and therefore taught to new members as the correct way. To perceive, think and feel in relation to problem”
- **Diagnosing OC:** Symbols, stories, heroes, slogans, ceremonies, rites, rituals
- **Culture management:** Practices designed to elicit shared values and aspire to bring employees purposes more into line with those of the organisation
- **Culture leadership:** Important values that are tied to a clear and compelling mission

Managerial planning and decision making

- **Goal:** Desired future state
Effective goals: specific and measurable, defined time period, cover key result areas, challenging but realistic, linked to rewards
- **Plan:** Specifying resource allocations, schedules etc. necessary for attaining goals
- **Planning process:** Develop the plan → translate the plan → plan operations → execute the plan → monitor and learn
- **Centralised planning department:** Group of specialists developing plans for organisation, major divisions and departments, report to CEO
- **Decentralised planning staff:** Planning specialists assigned to major divisions to help managers develop strategic plans
- **Scenario planning:** Future focused, considers future discontinuities
- **Contingency planning:** Organisation responses to specific situations e.g. emergencies, setbacks etc.
- **Crisis planning:** Prevention, preparation, containment
- **Peter Drucker: Management by objectives (MBO) 4 activities:**
 - set goals/objectives,
 - develop action plans,
 - review progress,
 - appraise performance
- **Managerial decision-making models:** Classical, administrative, political

- **Decision biases:** Availability, confirmation, representativeness, sunk-cost, anchoring and adjustment, escalation of commitment
- **Decision styles:** Directive, analytical, conceptual, behavioural

Management and Organising

- **Organising:** Deployment of organisational resources to achieve strategic goals
- **Organisational structure:** Set of formal tasks assigned to individuals and departments, formal reporting relationships, design of systems to ensure effective coordination of employees across departments
- **Work specialisation:** The degree to which organisational tasks are subdivided into individual jobs, or division of labour
- **Organisational design:** Centralisation, decentralisation, formalisation
- **Structural types:** Functional, divisional, matrix, team-based, network
- **Authority:** Formal and legitimate right of a manager to make decisions, issue orders, allocate resources to achieve organisationally desired outcomes