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Managing and Organisations

- A **theory** is an account of how things work, which is, at its best, coherent in its terms and applicable to phenomena that it seeks to interpret, understand, and explain.

Managing

- **Management** is the process of communicating, coordinating, and accomplishing actions in the pursuit of organisational objectives while managing relationships with stakeholders, technologies, and other artifacts, both within as well as between organisations.
- **Managing** is an active, relational practice, which involves doing things. The things that managers do are supposed to contribute to the achievement of the organisations formal goals.
- Managing refers to the things we do and say as managers
 - Handling, directing, controlling and exercising skill in executive ability
- The manager
 - Discharges the functions of managing (planning, controlling, coordinating, and directing)
 - Is rational in that he/she systematically applies techniques that seek to achieve goals
- **Rationality**: Action that is produced according to some rule; action that is not random or unpatterned.
 - Being rational means systematic application of various techniques to achieve some given end or goal.

Organisations

- **Organisations** are systematically arranged frameworks relating people, things, knowledge, and technologies, in a design intended to achieve specific goals.
- Characteristics of rational organisations
 - Purpose, objectives, and goals
 - Sites of action, practice, and experience
 - Structural design, formal roles, and responsibilities
 - Change is normal
 - Rules are both explicit and implicit
- Organisation Rules
 - Formal rules e.g. arrive and leave at certain time
 - Professional rules e.g. accountant
 - Legal rules e.g. OHS

- Standards e.g. quality standards or legal
- Informal social rules e.g. clothing
- Organisational hierarchy refers to layers of communication, coordination, and control
 - Centralised power
- The notion of an **organisational identity** usually means that organisations are assumed to have clear boundaries, a large degree of autonomy, and distinctive characteristics that differentiate them from other organisations.
- Classifying Organisations
 - Sector (Government, Not-for-profit, corporate, etc.)
 - Industry (Manufacturing, retail, finance, etc.)
 - Structure (Shareholders, Board, types of managers)

Sensemaking

- Sensemaking: Managers have to be highly skilled and competent in managing to make sense of what they do. In management, the key competency has become known as sensemaking, which has been defined by Weick (2008) as the ongoing retrospective development of plausible images that rationalise what people are doing.

“Sensemaking involves turning circumstances into a situation that is comprehended explicitly in words and that serves as a springboard into action. The seemingly transient nature of sensemaking belies its central role in the determination of human behavior, whether people are acting in formal organisations or elsewhere” (Weick, Sutcliffe & Obstfeld 2005 p.409)

- Sensemaking Characteristics
 - Ongoing
 - Retrospective
 - Plausible
 - Images
 - Rationalise
 - People
 - Doing
- Organisations involve multiple sources of sensemaking (e.g. unionism, managerialism)