THE EXAM

Wednesday 18 June 2014 at 6pm 2 hours – 10 minutes reading time 2 compulsory questions

Questions 1: Kent Brewery as a case to illustrate issues of **structure**, **change** and politics

Question 2: Stakeholder theory (and frameworks) applied through **examples**. **Essay Question:**

Grey (2005) argues that orthodox organisational theory presents a view of organisations that firstly emphasises instrumental rationality over substantive rationality, and second, sees formal org. structures and processes being able to effectively manage people and events. Why does Grey criticize this view of organisations?

| THE EXAM | 1 |
|---|----|
| ETHICS AND STAKEHOLDERS | 3 |
| SUBSTANTIVE RATIONALITY | 3 |
| MAX WEBER SUGGESTS TWO KINDS OF RATIONALITIES IN BUREAUCRACIES | 4 |
| BUREAUCRATIC DYSFUNCTIONALISM | 4 |
| ETHICAL FRAMEWORKS | 4 |
| FIVE MAIN OBJECTIONS TO BUSINESS ETHICS | 4 |
| MAIN FRAMEWORKS | 5 |
| ETHICS VS. PROFIT MAXIMIZATION (FREEMAN VS. FRIEDMAN) | 5 |
| STAKEHOLDERS | 6 |
| MANAGING FOR STAKEHOLDERS | 7 |
| CLARKSON'S 7 PRINCIPLES OF STAKEHOLDER MANAGEMENT: | 7 |
| ORGANISATIONAL STRUCTURE | 8 |
| BUREAUCRACY | 8 |
| THE MAJOR ISSUES OF BUREAUCRATIC STRUCTURES: | 9 |
| INTEGRATIVE STRUCTURES | 9 |
| TASK FORCES/PROJECT TEAMS | 9 |
| MATRIX STRUCTURES | 9 |
| WHAT IS ORGANISATIONAL STRUCTURE? | 9 |
| IS THERE ONE BEST WAY TO STRUCTURE ORGANISATIONS? | 10 |
| ARE NON-HIERARCHICAL STRUCTURES VIABLE? | 10 |
| SHOULD BUREAUCRACY BE ABANDONED? | 10 |
| MINTZBERG'S SIX ELEMENTS OF ORGANISATIONAL FORMS & THE SIX COORDINATING | |
| MECHANISMS | 11 |
| MINTZBERG'S CONFIGURATIONS | 11 |
| INTRODUCTION OF TEAMS | 12 |
| TUCKMAN'S FIRST FOUR STAGES OF GROUP DEVELOPMENT | 12 |
| TEAMS ARE ATTRACTIVE FOR ORGANIZATIONS: | 12 |

| MANAGEMENT POWER AND POLITICS | 13 |
|---|----|
| FIVE BASIS OF POWER: | 14 |
| DIMENSIONS OF POWER | 14 |
| DIRECTIONS OF POWER | 14 |
| Sides of Power | 15 |
| 1. FORMAL/FUNCTIONAL | 15 |
| 2. Informal/Dysfunctional | 15 |
| POLITICS IN ORGANISATIONS | 15 |
| POLITICS IN ORGANISATIONS | 16 |
| MANAGING POLITICS | 16 |
| INFLUENCING TACTICS | 16 |
| ORGANISATIONAL CHANGE | 17 |
| REASONS FOR CHANGE: | 17 |
| INTERNAL (LIE) | 17 |
| DIFFERENT APPROACHES TO CHANGE | 17 |
| ORGANISATIONS AS SYSTEMS – ADAPTION TO ETERNAL AND INTERNAL DRIVERS OF CHANGE | 18 |
| STEP PROCESS OF PLANNED CHANGE | 19 |
| PROCESS FRAMEWORK TO PLANNED CHANGE | 19 |
| MANAGEMENT STYLE AND PLANNED CHANGE | 20 |
| RESISTANCE/BARRIERS TO CHANGE | 21 |
| CHANGE DIFFICULTIES/RESISTANCE | 21 |
| COMMON BARRIER OF CHANGE - PECC | 21 |
| RESISTANCE (AS OPPOSED TO OPPOSITION) - PSOP | 21 |
| REDUCING RESISTANCE: | 21 |
| DAWSON'S 10 LESSONS ABOUT CHANGE: | 22 |
| KENT CASE STUDY | 22 |
| STRUCTURE: DELAYERING | 24 |
| NEW STRUCTURE: | 24 |
| CHANGE WAS SUCCESSFUL IN TERMS OF COMPANY'S OBJECTIVES: | 24 |
| WHY WORKFORCE AGREED: | 24 |