

Management | MGF1010

2. Managers, management and organisations

I. What constitutes an organisation?

- Purpose, people and structure
- Change from traditional structure to contemporary
- Levels: non-managerial employees → First line managers → Middle managers → Top managers

Traditional	Contemporary
Stable	Dynamic
Inflexible	Flexible
Individual oriented	Team oriented
Command oriented	Involvement oriented
Top-down decision making	Participative decision making
Homogeneous workforce	Diverse workforce
9am-5pm	No time boundaries
Work at one location	Anywhere, anytime

II. Who are managers?

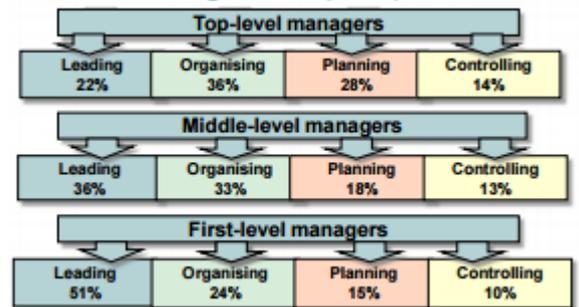
- Someone who **coordinates** and **oversees** the **work of others** to **achieve organisational goals**

III. What is management?

- Management involves **coordinating** and **overseeing** the **work of others** so that their activities are completed **efficiently** and **effectively**
- **Efficiency:** Doing *things right*
- **Effectiveness:** Doing the *right things*

IV. What are the FUNCTIONS of management? (Fayol)

- **Planning:** defining goals, establishing strategy and developing plans to meet organisational goals
- **Organising:** Determining what needs to be done, how to do it, and who will do it
- **Leading:** Motivating and leading individuals, anything to do with interacting with people
- **Controlling:** Monitoring activities to ensure goals are being met



V. What are the ROLES of management? (Mintzberg)

- **Interpersonal:** How a manager interacts with other people – Figurehead, leader, liaison
- **Informational:** How a managers exchanges and processes information – Monitor, disseminator, spokesperson
- **Decisional:** How a manager makes decisions – Entrepreneur, disturbance handler, resource allocator, negotiator

VI. What are the SKILLS of management? (Katz)

- **Technical:** knowledge and proficiency in a certain specialised field
- **Human:** the ability to work well with other people individually and in a group
- **Conceptual:** the ability to think and conceptualise about abstract and complex situations



VII. How is a manager's job changing?

- Changing technology → Virtual workplaces, empowered employees, social media
- Increased threats to security → Work-life balance, discrimination concerns
- Increased emphasis on ethics → Increased accountability, corporate governance
- Increased competitiveness → Customer service, innovation
- Increased environmental concerns → recycling, sustainability, carbon emissions

3. Evolution of management thought – 1

I. Scientific management (Ford)

Characteristics

- Develop a science for each to work
- Select, train and develop workers
- Cooperation between workers and management on proper task completion
- Equal division of responsibility between workers and management

Emphasised	<ul style="list-style-type: none"> - Speed of production - Low cost production - Availability of an unskilled workforce
Encouraged	<ul style="list-style-type: none"> - Standardised quality, product, procedures - Non-decisional workforce

II. General administrative theory (Fayol)

- Developed 14 principles of management

1. Division of work

2. Authority	8. Centralisation
3. Discipline	9. Scalar chain
4. Unity of command	10. Order
5. Unity of direction	11. Equity
6. Subordination of individual interest to the general interest	12. Stability of tenure of personnel
7. remuneration	13. Initiative

14. Spirit de corps

III. Bureaucracy theory (Weber)

Based on:

- division of labour
- authority hierarchy
- formal selection
- formal rules and regulations
- impersonality
- career orientation

IV. Contributions and limitations of General administrative theory

- Laid the foundation for later developments of management theory
- Identified management processes, functions and skills that are still recognised today
- More appropriate for stable and simple rather than dynamic and complex organisations
- Overlooked the needs of workers and the human desire for job satisfaction