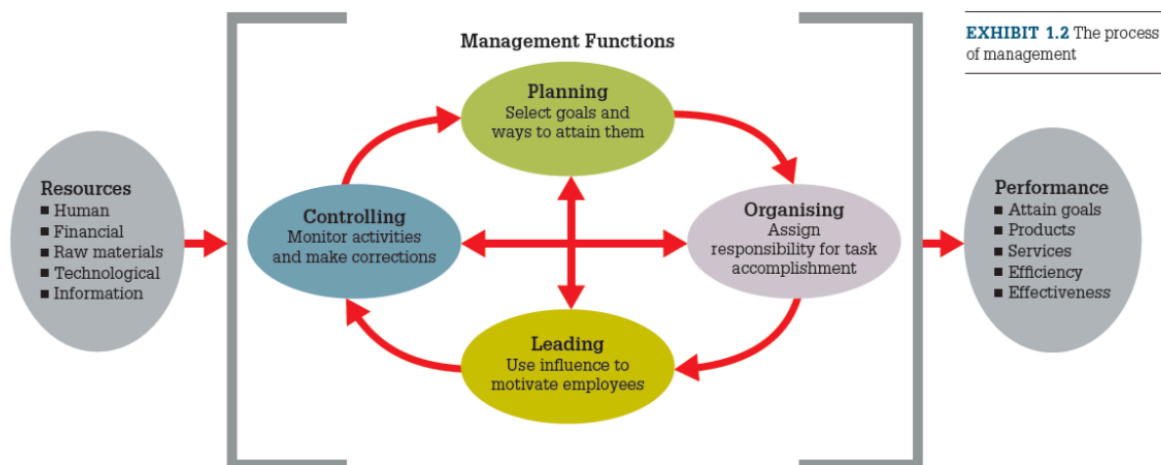


1. Introduction

Defining Management

- **Management:** attainment of organisation goals in an **effective** and **efficient** manner through **four functions:**

1. **Planning** - defining goals for future organisational performance and deciding on the tasks and resource use needed to attain them
2. **Organising** - assigning tasks, grouping of tasks into departments and allocating resources to departments
3. **Controlling** - monitoring employees' activities, keeping the organisation on track towards its goals, and making corrections as needed
4. **Leading** - use of influence to motivate employees to achieve the organisation's goal



Organisational Performance

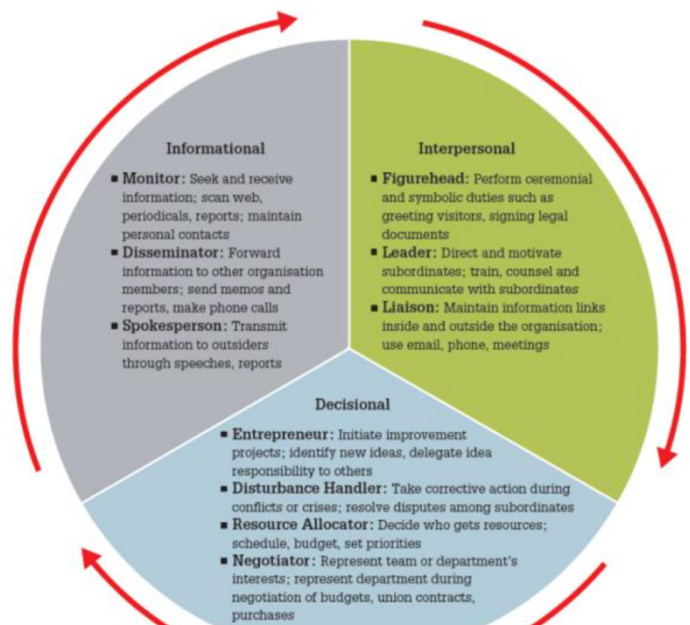
- **Organisation:** social entity that is goal-directed and deliberately structured
- **Effectiveness:** the degree to which the organisation achieves a stated goal
- **Efficiency:** the use of minimal resources, raw materials, money and people, to produce a desired volume of output
- **Performance:** organisations ability to achieve goals in an efficient and effective manner

Manager Roles

- According to Mintzberg

EXHIBIT 1.8 Ten manager roles

Sources: Adapted from Henry Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973), pp. 92-3; and Henry Mintzberg, (1970). *Managerial Work: Analysis from Observation*, *Management Science*, 18, B97-B110.



Management Skills

- **Conceptual skills** - cognitive ability to see the organisation as a whole and the relationship among its parts
 - Includes thinking, information processing and planning abilities
 - Broad, long-term view - how the company fits into the industry
 - Very important for management
- **Human skills** - ability to work with and through other people and to work effectively as a group member
 - Motivate, facilitate, coordinate, lead, communicate and resolve conflicts
 - Building relationships, communication, coaching and teamwork
 - Very important for management
- **Technical skills** - the understanding of and proficiency in the performance of specific tasks
 - Mastery of methods, techniques and equipment (specialised knowledge)
 - Important for low level employees, less important for managers
- Managers often fail due to poor communication and poor interpersonal skills
- Weaknesses become more apparent during stressful times of uncertainty or change

New Managers

- Managers require
 - Broad skillset – tasks are fragmented and often brief
 - Multitasking skills
 - Time management (unrelenting pace of work)
- Rapid changes in the environment means:
 - Less emphasis on control, more focus on **empowering leadership**
 - Organisation designs that enable creativity, adaption and innovation
 - Working in teams/with partner organisations
- Sustainable development:
 - Effective and efficient management = **more than achieving bottom line**
 - Financial
 - Environmental
 - Social outcomes

Personal Challenges for Modern Management

- **Challenges for Government**
 - Providing competitive services and sound policy framework for education, healthcare, etc.
 - Issues allocating limited resources between alternatives
 - Australian policy challenges - same-sex marriage, 'four pillars' policy for banking industry
 - Asia with pollution problems
- **Challenges for Business**
 - Environmental sustainability - pollution affecting tourism/farming etc
 - Globalisation challenges and world economic forces (exchange rates)
 - Return profit for their company while complying with regulations, labour standards
- **Challenges for the Individual**
 - Lower levels of job security - individuals must add value to a company

2. From 'traditional' to 'modern' management

Pre-19th century management

1. Entrepreneurial or simple control (based on personal relationships, learning a trade)
2. Contracting
3. Craft (master-apprentice)

Historical context

- Machines and mechanisation gave rise to larger scale organisations
 - o Implications for how organisational life was organised, in particular the idea of control
 - o Scale → introduction of hierarchy
- Development starts to build idea of organisations as machines
- Organisations seen to have taken-for-granted goals of efficiency – little regard to human element

Classical Perspective: Scientific Management		
Key Figure/s	Focus	Use Today
<ul style="list-style-type: none"> - Frederick Taylor - Henry Gantt (chart) - Frank B. & Lillian M. Gilbreth (time and motion) 	Efficiency and labour productivity	<ul style="list-style-type: none"> - Standardised work methods (use of technology) - Retail industry: re-engineering
Key Principles	Context	Examples
“One best way” <ul style="list-style-type: none"> - Develop standard method for each job - Select and train workers - Support the workers (careful planning) - Provide incentives (wages) 	<ul style="list-style-type: none"> - New productive capabilities in machinery - Finite limit to simple control - ‘Indeterminacy of labour problem’ → rewards or sanctions to motivate workers 	Fordist production <ul style="list-style-type: none"> - Moving production line - Jobs broken down performed by unskilled workers - Workers fit to the machine - Turnover up 380% - Wages doubled (\$5/day)
What do the changes mean?		
<ul style="list-style-type: none"> - Separation of conception and execution, and so a transfer of power from worker to manager - Manager decides how long it takes to make the item - Trade unions were opposed – seen as un-American - Took away worker autonomy, eroded working conditions and threatened employment - Created issues of sabotage, absenteeism and higher turnover 		