

Introduction to Management Exam Revision

Management and Organisation

Who are managers?

Someone who coordinates and oversees the work of the people to achieve organisational goals.

- Top level managers – responsible for making organisation-wide decisions and establishing goals and plans that affect the whole organisation
- Middle managers – all levels of management between the top and the first-line
- First-line managers – the lowest level of management, manage the work of non-managerial employees

What is management?

Management involves coordinating and overseeing the work activities of others so that their activities are completed.

- Efficiency – doing things right, getting the most output from the least amount of inputs
- Effectiveness – doing the right things, doing those work activities that will help the organisation reach its goals
- Efficiency and effectiveness are related

What do managers do?

Can be analysed by studying the:

- Function of management
- Roles of management
- Skills of management

Applying these to:

- Different levels of management
- Examining the universality of managers
- Exploring how a managers' job changing

Functions (Fayol)

- Planning – defining goals, establishing strategy and developing plans to coordinate activities
- Organising – determining what needs to be done, how it will be done and who is to do it
- Leading – motivating, leading and any other actions involved with dealing with people
- Controlling – monitoring activities to ensure that they are accomplished as planned

Roles (Mintzberg)

- Interpersonal – how a manager interacts with other people – figurehead, leader and liaison

- Informational – how a manager exchanges and processes information – monitor, disseminator and spokesperson
- Decisional – how a manager makes decisions – entrepreneur, disturbance handler, resource allocator and negotiator

Skills (Katz)

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

How is the manager 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

Evolution of Management Thought I

Scientific management

- Fredrick Winslow Taylor
- Advocated the use of scientific methods to define the 'one best way' for a job to be done

Taylor's 4 principles

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

Frank and Lilian Gilbreth – focused on increasing worker productivity through the reduction of wasted motion

Scientific management emphasised:

- Speed of production
- Low cost production
- Availability of an unskilled workforce

Encouraged:

- Standardised – quality, product and procedures
- Non-decisional workforce

McDonaldisation – application of modern Taylorist work organisation and management practices in the service sector

Scientific management in higher education

