

What is management

Peter Drucker	Set goals, organise activities, motivate and communicate, measure performance, develop people
Henri Fayol	"to manage is to forecast and to plan, to organise, to command, to co-ordinate, to control" ; Functions of management (planning, organise, command, lead, coordinate, control); 14 principles of effective management; administrative management
14 principles of effective manage- ment:	division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interest to general interest, remuneration of employees, centralisation and decentralisation, scalar chain, order, equity, stability of personnel, initiative, esprit de corps

What is management (cont)

Admini- strative manage ment:	technical activities, commercial activities, financial activities, security activities, accounting activities, managerial activities
Cole + Kelly	"Management is a process enabling organisations to set and achieve their objectives by planning, organising, controlling their resources, including gaining the commitment of their employees (motivation)"

Scientific champions

Frederick Taylor	Principles of Scientific Management (1911); sought to reduce the time taken to complete a task by undertaking a "time and motion study" to find the "one best way" to complete a task
Henry Ford	Used specialisation to develop the production line and mass production; based on the organisation of slaughter-houses

Scientific champions (cont)

Frank and Lillian Gilbreth	Refined Taylor's methods and improved time and motion studies; stressed the need for workers to have the correct tools and resources to complete the job; Lillian Gilbreth advocated for workers welfare
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Innovation

Transformation processes must add value
To survive, businesses must innovate
the innovation of management is just as important as product innovations (Joan Magretta)

Management concerns and global challenges

UN global compact and Accenture 2023: Global educational challenge, Climate change, Poverty, Gender diversity, Access to water and sanitation, Food security and hunger

Traditional approach to new competencies

Overseeing work	from controller to enabler
accomplishing tasks	from supervising individuals to leading teams
managing relationships	from conflict and competition to collaboration
leading	from autocratic to empowering
designing	from maintaining stability to mobilising for change



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Mintzberg's managerial roles

Interpersonal roles	figurehead, leader, liaison
informational roles	monitor, disseminator, spokesperson
decisional roles	entrepreneur, disturbance handler, resource allocator, negotiator

New public management

Modern public sector is more about value for money and reducing cost through improving inefficiencies than a service for all no matter the cost

Popularity rose in the 1980s when management reform came into focus in the public sector, to make them "more business like"

Market-orientated public sector as the 'core philosophy to increase efficiency'

Service provisions were decentralised with public services and private services pitching against each other for public sector contracts e.g. NHS

Why? To give the public sector the 'more choice' over which service contractors to use

Contingency models

'One best way' to achieve a task cannot work

contingent upon situation

Performance depends upon having a structure that is appropriate to the environment

Complex and unpredictable environment
Flexibility in fast-changing environment

Flexibility in fast-changing environments

Contingency models (cont)

Flexibility in the interdependence between subsystems

Subsystems are moving parts that depend on one another; difficult to change a subsystem without affecting the whole organisation/system

becoming "agile"

how a business is managed depends upon the dynamics of the situation

Woodward, Burns, Stalker, Lawrence, Lorsch

Robert Katz management skills

technical skills day to day operations

human or interpersonal management skills

conceptual skills critical thinking

different layers of management

supervisory technical = human > conceptual

middle technical = human = conceptual

top technical < human = conceptual

key management models

open systems model towards expansion/adaptation; Katz, Khan + Thompson; organisation is part of a system that can deliver objectives

key management models (cont)

rational goal model towards maximisation of output; authoritarian focus; assumes employees are only motivated by money; treats workers like machines; seen in developing economies

internal process model towards consolidation/control; bureaucracy concept (Weber); tall structures; stability and control within organisation

human relations model towards human commitment; Follett; Hawthorne studies (Mayo); worker participation leads to increased productivity

Bureaucracy

Benefits Useful for employees that prefer more stability and control; clear rules and regulations; reporting relationships are clear; clear lines of promotion; staff understand where they fit into the organisation; large organisations can streamline processes; way to manage large organisations to reduce chaos

Drawbacks Red tape (long processes) and the slow, clunky decision making; poor communication; lack of innovation; inability to react quickly; inefficiency and waste of money; impersonal working relationships with emphasis on control



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High-performance organisations

Knowledge management “involves everyone in an organisation in sharing knowledge and applying it to continuously improve products and processes” (Lussier)

Learning
organi-
sations
share three
character-
istics:

Team-based structure;
Participative management;
Sharing of information
through knowledge
management

High-perf-
ormance
organi-
sations

managed in a way that
drives performance

HPOs create links between high-perf-
ormance work systems and organisational
performance

Committed to success, staff development,
and empowerment

Servant leadership is key



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