

MGTS1301 Introduction to Management

Lecture 1 – Introduction to Management and Organisations

Organisation – entity goal directed, deliberately structured

Management – achieve organisational goals effective, efficient manner through 4 functions POLC

- Planning – define goals future performance, decide tasks and resources needed
- Organising – assign tasks, group tasks and resources
- Leading – motivate employees
- Controlling – monitor activities, keep track, make corrections

Roles

- Interpersonal – figurehead, leader, liaison
- Informational – monitor, disseminator, spokesperson
- Decisional – entrepreneur, disturbance handler, resource allocator, negotiator

Types

- Vertical difference – hierarchical level
- Horizontal difference – departmental level; functional – specific department, general – several departments

Skills

- Conceptual – critical/strategic thinking; see organisation as whole
- Human – emotional intelligence; effective group member
- Technical – expertise specific tasks

Challenges

- Small business/NFP – different emphasis; require more entrepreneurship/information receive resources
- New workplace – innovation from empowered employees enables opportunities, more knowledge sharing
- Managing crises – 5 steps: stay calm, be visible, put people first, tell truth, know when get back to business
- Sustainable development – triple bottom line; balance short term profit & long term opportunities invest stakeholder relationships

Lecture 2 – Historical Perspectives of Management

Evolution of theories

- 1. Observation new phenomenon, report exploratory case studies
- 2. Definitions capture operational characteristics/context
- 3. Conceptualisation provide understanding relationships underpinning phenomenon
- 4. Testing theoretical relationships
- 5. Consistent body knowledge

Classical perspective – clear rules; assume worker wants productivity for company profitability

- Scientific (Taylor) – individual focus: standard rules every job, carefully select/train workers, monetary reward
 - Examined positive effects clear instructions/rewards, close monitoring
 - Positive – clear compensation good performance; Negative – dehumanises workers, no social context
- Scientific (Gilbreth) – complete task efficiently – reduce physical motions; tailor jobs certain people
- Bureaucracy (Weber) – impersonal, rational basis
 - Characteristics – clear definition authority/responsibility, positions hierarchically organised, promotion based technical qualifications, management separate from ownership, rules uniformly applied
 - Positive – no redundant employees; Negative – excessive red tape, rigidity when changing needs
- Administrative principles (Fayol) – total organisation focus:
 - 14 principles: labour specialisation, authority, discipline, unity of command (single superior), unity of direction (single strategy), only focus work interests, remuneration, centralisation (top makes decisions), scalar chain, order, equity, personnel tenure, initiative, work spirit
- Administrative principles (Follett) – colleagues must freedom create social network; employees empowered

Humanistic perspective – human focus; better employee treatment – need confidence not only wages

- Hawthorne studies (Human relations school) – increased output when managers positively treat workers
 - Illumination – control/experiment group increased productivity when more light
 - Relay Assembly Room – higher productivity when given rest periods/finish work early
 - Last experiment – no incentive; highest productivity – social setting, felt belonging team
- Human resources – jobs designed meet higher level needs, allow workers use full potential
 - Maslow – needs hierarchy (physical, safety, belonging, self-esteem (respect), self-actualisation (creativity))
 - McGregor – take advantage employee imagination; workers contribute goals when given opportunity

Management science – apply quantitative techniques managerial problem

Recent historical trends

- Systems theory – acquire inputs from external environment, transform, discharge output back to environment
 - Inputs – material, human, financial, information resources
 - Transform – production technology
 - Outputs – products, services
 - Feedback – knowledge results influence selection inputs during next cycle
 - Environment – social, political, economic factors
- Contingency view – solving unique problems depends managers identifying key variables
- Continuing themes
 - Quality – Total Quality Management – manage organisation deliver quality through employee involvement, customer focus, benchmarking, continuous improvement)

- Global awareness – utilise foreign techniques
- Learning organisations – emphasise information, teamwork, empowerment, participation, leadership
- Sustainable development – balanced decisions allow financial, environmental social outcomes achieved short/long term

Lecture 3 – Planning and Controlling

Planning process

Mission → Goals → Plans → Organisational efficiency and effectiveness

- Goal – desired future state organisation attempt realise
- Plan – blueprint specify resource allocations, schedule, action necessary attain goal
- Goal/Plan important – motivation/commitment, sets performance standard

Levels in process –

alignment important; effective goals hierarchy – cover KPI, challenging/realistic, time defined

- Mission statement – reason business, scope/operations, distinguish similar business; values, aspirations, strategies
- Strategic goal – 3 yr +; long term where organisation wants be; Plan – action steps attain strategic goal
- Tactical goal – 1 – 2 yr, outcome departments must achieve; Plan – achieve specific part organisations strategy
- Operational goal – 0 – 1 yr, specific result group/person; Plan – action achieve operational goal & support tactical

Types and models

- Management by Objectives – integrated planning/control framework
 - Mutual agreement staff/boss create commitment achieve goal
- Single use plan – cope particular situation; program, project
- Standing plan – ongoing; policy, rule, procedure
- Contingency – response specific situation; emergency, setback, unexpected condition
- Scenario – plan anticipate various situation; how react?
- Crisis – unexpected disaster; 3 stage – prevention, preparation, containment

Organisational control

- Planning sets direction – decide strategy achieve goal
- Control ensure result – systematic process regulate activities make consistent expectations plans, target, standard

Control focus

- Work input (feedforward control) – solve problem before occur; ensure right direction/resource inputs available
- Work throughput (concurrent control) – solve problem while occur; ensure right activities done for operations
- Work output (feedback control) – solve problem after occur; ensure final result match desired standard

Feedback control model – focus organisation's outputs

- Establish performance standards, measure performance, compare standard/actual, take corrective action where inadequate, do nothing/provide reinforcement where adequate
- Characteristics effective control – linked strategy, understandable measure, acceptable staff, objective and subjective data, accurate, timely, flexible, cost-effective

Changing control philosophy

- Hierarchical control – stable environment
 - Rules, regulations, standardisation, bureaucratic
 - Top down, formal authority, measurable standard, extrinsic reward, close supervision, rigid structure
- Decentralised control – unstable environment
 - Limited rules, flexible authority – flat structure
 - Emphasis goals rather rules – teams, employee participation, adaptive culture
 - Total Quality Management – decentralised method

Lecture 4 – Leading in Organisations

Leadership, management and power

- Leadership – ability influence people attain organisational goals
- Management – provide stability, order, problem solving within existing structure/system of organisation
- Power – ability get achieve want; Positive face of power requires effective leadership; desire control for good

Source of power – leader should empower other; enable staff achieve influence, also increases own reference

- Position – objects manager can offer to others; developed through centrality, support, visibility
 - Legitimate – derived inherently from position hierarchy
 - Reward – capacity provide valued reward
 - Coercive – ability punish threaten others; fear
- Personal characteristic – staff perception of managers; developed through expertise, likable personality
 - Expert – special knowledge manager has
 - Referent – staff respect/admiration; wish emulate leader
- Impact of power – personal insufficient sustain, require personality
 - Reward/legitimate – temporary compliance
 - Coercive – temporary compliance and resistance
 - Expert/referent – long term commitment

Leadership approaches – trait → behavioural → contingency

- **Trait** – distinguishing characteristic; appropriate trait vary different situation
 - Great man theory involve trait; physical, social, work-related factors
- **Behavioural** – 2 basic actions; Task-oriented; People-oriented
 - Ohio State – structure & consideration
 - Michigan – job v employee-centred
- **Contingency** – leadership model describe relationship style & specific situations
 - Fiedler – effectiveness depend matching style with situation most favourable for success
 - Style – task v relationship oriented