

## inf 387c live from szb

### managing information services and organizations



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## today's agenda

- introductions
- about the course
  - student perspective
  - instructor perspective
- virtual classroom
  - [class web](#)
  - [blackboard](#)
- management style assessment
  - know thyself
  - know others
- history of management
- management competencies and models
- organizational culture

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## about the course

- you online
  - e-communication
  - group work
  - use of web-based tools
- you, the learner
  - reading
  - thinking
  - writing
  - communicating
- mlrl online
  - read everything
  - respond in timely manner
- mlrl, as instructor
  - provide infrastructure to support learning
  - facilitate interaction

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## introductions



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## classroom online

- web site - why?
- blackboard - why?
  - digital drop box
  - tools

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## evaluation

- group and individual
- participation - reflective, substantive
- Specifics
  - sample e-portfolios
  - <http://www.ischool.utexas.edu/~kdelevan/eport.html>
  - <http://www.ischool.utexas.edu/~meurer/eportfolio/>
  - <https://webspace.utexas.edu/romolilk/www/index.html>

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## assessments

- know thyself
  - as a learner
  - as a communicator
  - emotional intelligence
- will you be tomorrow who you are today?



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## teamwork

- Requires trust
- Trust Defined
  - depend upon each other to accomplish a particular goal.
  - accept risk when interacting with others.

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## teamwork & trust

- characteristics of trust
  - openness
  - celebration of possibilities
  - notion of context is essential

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## evaluation criteria: team performance

- reach consensus
  - on communication medium
  - behavior
  - strategies for managing problems
  - establish evaluation criteria for group member participation

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## why some history?

- A person who knows only the skills and techniques, without understanding the fundamentals of management, is not a manager. He/she is at best a technician.
  - Peter F. Drucker. (1974).  
Management: Tasks, Responsibilities, Practices



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## history of management

- pyramid construction (5000 BC)
- Sumerian records of management practices (3000 BC)
- Chinese dynasties had managerial ring: organization, functions, control techniques (2250 BC)



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## modern management thought

- alexander the great (356-323 BC)
- machiavelli (1469 - 1527)
- adam smith (1723-1790)
- charles babbage (1791-1871)

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## the prince Machiavelli

- deliberately provocative
- practical political guide
- character, vitality, or skill of leader determines success of any state
- practical success by any means, even at expense of traditional moral values



1469-1527

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## scientific management Frederick Taylor

- science, not rule of thumb
- harmony, not discord
- cooperation, no individualism
- maximum output, in place of restricted output
- development of all workers to their greatest efficiency and prosperity



1865-1919

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## scientific management Henry L. Gantt

- henry l. gantt (1861-1919)
- developed task-and-bonus system
- little concern for external environment of organization
- focused on production schedules

ID	Task Name	Start	End	Duration	2000
1	Task 1	8/1/2000	8/1/2000	1d	
2	Task 2	8/1/2000	8/1/2000	1d	
3	Task 3	8/1/2000	8/1/2000	1d	
4	Task 4	8/1/2000	8/1/2000	1d	
5	Task 5	8/1/2000	8/1/2000	1d	
6	Task 6	8/1/2000	8/1/2000	1d	
7	Task 7	8/1/2000	8/1/2000	1d	
8	Task 8	8/1/2000	8/1/2000	1d	

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## scientific management Max Weber

- theory of authority structure
- distinction between power and authority and between compelling action and voluntary action.
- hierarchical system for informed decision making.



1864-1920

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## bureaucratic organization

- division of labor = specialization and standardization
- principle of hierarchy
- promotion into management demonstrated by technical competencies
- rules are to be recorded in writing




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## Max Weber

- It is horrible to think that the world could one day be filled with nothing but little cogs, little men clinging to little jobs and striving towards bigger ones. This passion for bureaucracy is enough to drive one to despair.  
– From *Max Weber and German Politics*

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## classical movement Henri Fayol

- looked at administration from top down
- concentrated on roles of managers
  - Planners, organizers, controllers
- division of labor, discipline, unity of command and direction
- remuneration
- scalar chain for communication



1841-1925

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## human relations approach

- 1930's management studies began to focus on people and interpersonal relations.
- increased efforts toward democratization and staff participation
- human behavior movement
  - psychological aspects of management
  - sociological aspects of management

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## self-actualizing movement

- Abraham Maslow (motivation)
- Douglas McGregor (Theory X and Theory Y - participatory)
- Chris Argyris (organizational structure as impediment to self fulfillment)
- Rensis Likert
- Warren G. Bennis
- Robert Blake
- Jane Mouton
- Systems Approach and General Systems Theory

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## 8 managerial competencies

- mentor
- facilitator
- monitor
- coordinator
- director
- producer
- broker
- Innovator

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## managing organizations

- explore concept of organizational culture
- consider why managers should understand organizational culture
- reflect on culture of the virtual organization

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## organization defined

- individuals systematically united for some purpose or work
- state of being organized
- comprised of
  - actors
  - resources
  - activities

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## culture defined

- whatever one must know or believe to operate in an acceptable manner to members of within a social organization
- the personality of an organization
- complex construct
- comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors.
- patterns of behavior
- symbols
- beliefs
- rules

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## why understand organizational culture?

- assists understanding of what goes on in an organization: how different groups work together
- contributes to efforts to implement change
- informs decisions about where and with whom you want to work
- guides managing groups across national, ethnic, and functional boundaries

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## culture

- describes how people see and understand their worlds
- prescribes some behaviors and forbids others
- colors the emotional responses of people to events
- emerges from people's struggles to manage uncertainties and create order

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## understanding culture

- critical to managing organization-wide change.
- can mean the difference between success and failure in today's fast-paced world

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## consequences of culture

- manages collective uncertainties
- creates social order
- creates continuity
- creates collectivity identity and commitment
- encourages ethnocentrism

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### categories of cultural forms

- symbols and objects
- language: jargon, gestures, signals, signs, songs
- humor, jokes, gossip, rumors
- metaphors, proverbs, slogans
- stories, legends, sagas, myths
- rituals, taboos, rites, ceremonies

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### cultural manifestations

- meeting times - punctual or everyone late
- ground rules for communication
- quantity vs. quality
- employee oriented or job oriented
- gender and diversity issues
- response to risktaking and innovation

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### cultural manifestations in the virtual organization

- is Web presence user-centric or organization-centric?
- can you learn anything about the organizational structure through the Web-site?
- how to contact people?
  - one contact point
  - service-specific contact points

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### more...

- can you determine the cultural values of the organization?
- is the organization's mission statement apparent?
- how does accuracy and currency reflect on an organization?
- symbols, logos, colors

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### virtual organization defined

- network between organizations and individuals
- built ad hoc from small, globally dispersed, independent organizational entities

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### characteristics of a virtual organization?

- virtual communities can –theoretically- be described as a solution for meeting ubiquitous information and interaction needs.
- managers and experts cease to be lone custodians of the corporate knowledge base.
- knowledge must be shared across cultural and time-space boundaries to create strategic frontiers in global and virtual enterprises.

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## what changes in the virtual organization?

- meetings
- communication
- managing information
- managing organizational knowledge

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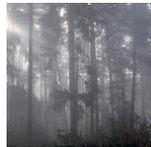
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## open vs closed organizations

- define open organization
- define closed organization



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## open organizations

- manage through supportive use of authority
- communicate up, down, and across chain of command
- promote interactivity

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**closed organizations**

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- manage through intimidating use of authority
- communicate one-way, downward through the chain of command - all other communication viewed as insubordinate

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**closed organizations**

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- top positions possess authority, omniscience, and omnipotence
- avoid external feedback to avoid changes in status quo
- sharp distinction between planning and implementation
- structured by permanent departments and echelons, fixed property, bylaws, etc.

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**describe the culture of your organization?**

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- what 10 words would you use to describe your organization?
- what is really important?
- who gets promoted?
- what behaviors get rewarded?
- who fits in and who doesn't? why?

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