Management Theory

Theory Informs Practice

Practice Informs Theory

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
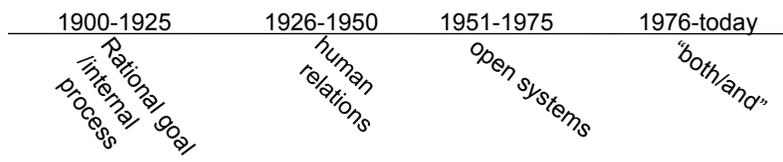
development of management

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

agenda

- Class "Housekeeping" Q&A
- Kiersey – who are we as a group?
- Management theory presentation and discussion
- Guest expert: Gloria Meraz, TLA
- Discussion of organizational culture

evolution of management models

1900-1925	1926-1950	1951-1975	1976-today
Rational goal /internal process	human relations	open systems	"both/and"

modern management thought

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

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

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

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		
					Aug	Sep	Oct
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			

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

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

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*

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

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

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

managing organizations

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

organization defined

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

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

Guest Expert: Gloria Meraz

- Texas Library Association
- Responsibilities include:
  - TLA Archives
  - Intellectual freedom
  - Library Legislation
  - Public relations
  - Publications

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

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

understanding culture

- critical to managing organization-wide change.
- can mean the difference between success and failure in today's fast-paced world
- google management model (Interview with eric schmidt)

consequences of culture

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

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

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

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

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

virtual organization defined

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

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.

what changes in the
virtual organization?

- meetings
- communication
- managing information
- managing organizational knowledge

open vs closed organizations

- define open organization
- define closed organization

open organizations

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

closed organizations

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

closed organizations

- 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.

describe the culture of
your organization?

- 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?