

WEEK 3

ORGANIZATIONAL INDIVIDUALS AS MANAGERS

- Management Concerns
- Management Styles

Management Concerns

Understanding management implies carrying out research about what management is all about. There are three ways to go about it:

- To collect primary data directly from appointed managers; however, it is difficult to administer since not all managers are ready to do surveys.
- To collect primary data from business students assuming that management is a career prospect; however, management is thus a fictional construct.

Management Concerns

To examine key descriptions and arguments made about management and summarise them into key concerns.

A “concern” is understood in its

- Weak form, as the main focus of management activity
- Strong form, as worry

Such concerns form part of the descriptive content of management.

Management Concerns

a/Rational content

- A concern for processes, figures and tasks
- Preference for trait-based leadership approaches

b/Turbulent content

- A concern for the business environment
- Preference for contingency leadership approaches

Management Concerns

c/Cultural

- A concern for unity and uniformity
- Preference for transformational leadership approaches

d/Emotional content

- A concern for people perceptions
- Preference for humanistic leadership approaches – leader-member exchange, managerial grid

Management Concerns

e/Power

- A concern for politics
- Preference for transactional leadership approaches

f/Discursive

- A concern for describing and imaging
- Preference for the discursive leadership approaches –
leadership power & categorization

Management Assumptions

a/Rational

- Assumption: The rational perspective considers humans as essentially lazy – McGregor's theory X
- In practice: Since staff need direction, management is seen to be a rational activity concerned with finding the most effective and efficient ways possible that bring staff to achieve the purposes of the organization.

Management Assumptions

b/Non-rational

- Assumption: The non-rational perspective considers humans as essentially creative – McGregor's theory Y
- In practice: Since staff are to be empowered, management can tap on staff creativity to generate many possibilities to achieve organizational goals in their effort to adapt to the demands and needs of changing environments.

Management Styles

The 2 assumptions are translated in the following styles:

- Autocratic, Custodial/Paternalistic
- Collegial/Democratic, Laissez-faire

Management style	Features	Impact
Autocratic	<ul style="list-style-type: none">• Likes to retain control• Likes to tell those working under them what to do• No consultation• Subordinates are expected to obey instructions	<ul style="list-style-type: none">• Helps complete urgent tasks that need doing quickly or where there is an element of risk about the work• May lead to lack of creativity or resistance if employees have no input
Paternalistic	<ul style="list-style-type: none">• As with Autocratic, likes to take much of the responsibility for decision making but with a caring attitude for employees	<ul style="list-style-type: none">• Employees may feel valued but frustrated because there is little scope for decision making
Democratic	<ul style="list-style-type: none">• Encourages participation by employees• Shares information with team members• Provides opportunities for the team to influence decision making	<ul style="list-style-type: none">• Gains team commitment, particularly when changes need to be made• Makes decision making slower but employees are more likely to buy into/support the decisions
Laissez-faire	<ul style="list-style-type: none">• Little or no direction from the managers• Subordinates are free to make decisions	<ul style="list-style-type: none">• Useful for highly skilled, trained, expert teams• may lead to chaos without centralised control• Regular feedback and communication is required for this approach to work