

Introduction to Management Technology

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MANAGEMENT

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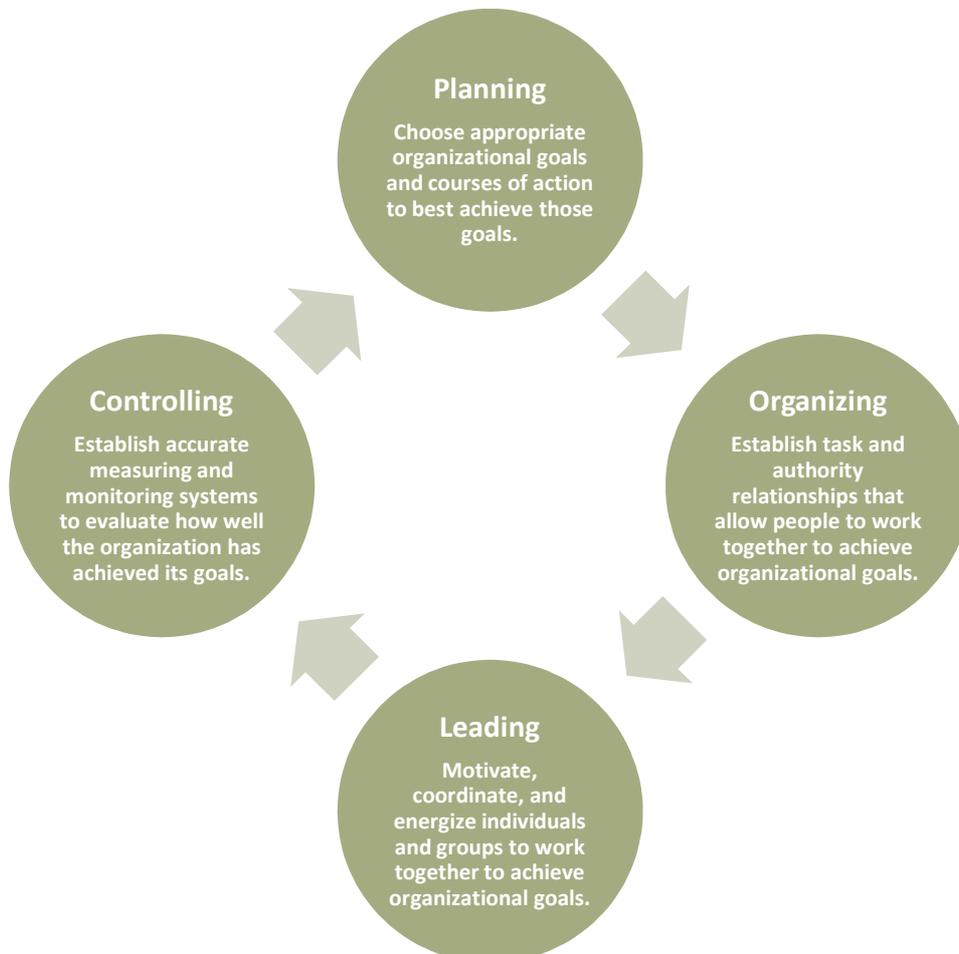
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INTRODUCTION

The purpose of this paper is to give a basic understanding of managers and managing. It is a compilation of resources that explain what management is, the different levels of management, and what tasks are essential for managers. It also includes recent changes in management practices along with an explanation of challenges for management in a global environment. Throughout this paper you will gain a basic understanding of the evolution of management thought and the different theories involving management. Although we all have our own values, attitudes, moods, and emotions, so do managers. The last part of this paper gives a basic view of how these affect the manager.

The Four Tasks of Management



Notice that the last word in every circle is "goals".

MANAGERS AND MANAGING

What is Management?

"Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to *managers* and *supervisors*. Every member of the organization has some management and reporting functions as part of their job." (Knowledge Management Terms, 2009)

Essential Managerial Tasks

A manager's job uniquely describes the functions of management, which are most commonly cited as planning, organizing, leading, and controlling, although some managers' jobs identify additional functions. The process of management is defined by the functions of management, which are distinct from accounting, finance, marketing, and other business functions. " These functions provide a useful way of classifying information about management, and most basic management texts since the 1950s have been organized around a functional framework." (Cengage, 2006)

Levels and Skills of Managers

Most organizations have three levels of management. First-line, middle, and top managers. While first-line managers are responsible for the day-to-day supervision of non-managerial employees, middle managers are responsible for developing and utilizing organizational resources efficiently and effectively, and top managers have cross departmental responsibility.

There are three main kinds of managerial skills which include conceptual, human, and technical. Organizations divide managers into departments according to their job responsibilities because of the need to develop and build technical skills. "Top managers must establish appropriate goals for the entire organization and verify that department managers are utilizing resources to achieve those goals." (George, 2009, p. 31)

Recent Changes in Management Practices

Many organizations have changed the way they operate so that they can increase efficiency and effectiveness. To reduce costs, managers have restructured and downsized operations and outsourced activities. To increase efficiency and effectiveness, organizations are also utilizing self-managed teams and empowering their workforces. "Managers are increasingly utilizing IT to achieve these objectives." (George, 2009, p. 31)

Challenges for Management in a Global Environment

It can take years to build an internationally competent workforce whose members know the business and are flexible and open-minded. Organizations that are multinational can no longer rely on just a few experts of a particular country or a few managers with multicultural experience to succeed. For this reason, all employees must have some minimal level of international expertise and be able to recognize cultural differences that may affect working relationships and daily business communications. Overseas managers share common traits with their domestic counterparts. "Wherever a manager is hired, he or she needs the technical knowledge and skills to do the job, and the intelligence and people skills to be a successful manager. Selecting managers for expatriate assignments means screening them for traits that

predict success in adapting to what may be dramatically new environments." (Personal Challenges for Global Managers, 2009)

THE EVOLUTION OF MANAGEMENT THOUGHT

F. W. Taylor (1890-1940): Scientific Management

At the turn of the century, the most notable organizations were large and industrialized and often included ongoing, routine tasks that manufactured a variety of products. "The United States highly prized scientific and technical matters, including careful measurement and specification of activities and results. Management tended to be the same. Frederick Taylor developed the "scientific management theory" which espoused this careful specification and measurement of all organizational tasks. Tasks were standardized as much as possible. Workers were rewarded and punished. This approach appeared to work well for organizations with assembly lines and other mechanistic, routinized activities." (Carter McNamara, 2009) F. W. Taylor was considered the "father of management thought." He developed four principles to increase efficiency in the workplace based on his own experience and observations as a manufacturing manager. (George, 2009, p. 43)

The Gilbreths: Time-and-Motion Study

Frank and Lillian Gilbreth refined time-and-motion study in the early twentieth century. "The Gilbreths' preferred "motion study" to Taylor's "time study," however the term "Time and Motion" has tended to stick in popular terminology. The Gilbreths studied the actions taken by workers at certain task with the aim of streamlining the processes involved. One of their most famous experiments involved analyzing the work of bricklayers and significantly reducing the

number of "operations" involved. This change benefited both employer (increased productivity) and employee (decreased fatigue). The Gilbreths developed a categorization system for the different basic activities which went to make up a task. These were called *Therbligs* (an anagram of "Gilbreths"). The basic Therbligs numbered around 15 (the system developed over time) and included such actions as "find", "select" and "rest." Each of these was represented by an icon, for example an eye for "find." The activity of a worker could then be plotted on a *Simo Chart* ("Simultaneous Motion Chart") for optimization." (Mendham, 2008)

Max Weber (1864-1920): The Theory of Bureaucracy

Max Weber, born to a wealthy family that had strong political ties in Germany, became a sociologist, editor, consultant to government, and author. Because of his various positions, he experienced the social upheaval brought on by the Industrial Revolution. He saw the emerging forms of organization as having broad implications for managers and society. "Adhering to a perspective that viewed society as becoming increasingly rational in its activities, Weber believed that organizations would become instruments of efficiency if structured around certain guidelines." Weber constructed an ideal type so that he could study this movement towards rationality of organizations. He termed this ideal type a bureaucracy which described an organization in its most rational form. "Because of the emphasis on efficiency that had developed around the turn of the 20th century, many management scholars and practitioners interpreted Weber's writings on bureaucracy as a prescription for organizing. Weber, however, was more interested in developing his bureaucratic type as a method for comparing organizational forms across societies. While he did not believe any organization would perfectly conform to the dimensions that compose his bureaucratic model, Weber felt that some

organizations would come closer than others." The closer to the bureaucratic type, the more rational society was becoming, and it was Weber's interest in the rationality of social life that directed his attention to the study of organizations." (Hahn, 2007)

Henri Fayol (1841-1925): Principles of Management

"Henri Fayol was a French mining engineer who spent many of his later years as an executive for a French coal and iron combine. In 1916, as director of the company, Fayol penned the book *General and Industrial Management*. In this book, Fayol classified the study of management into several functional areas which are still commonly used in executive training and corporate development programs. The functional areas identified by Fayol are planning, organizing, directing, coordinating, and controlling. Fayol set down specific principles for practicing managers to apply that he had found useful during his years as a manager. He felt these principles could be used not only in business organizations but also in government, the military, religious organizations, and financial institutions. Fayol's principles were not meant to be exhaustive. Rather, his aim was to provide managers with the necessary building blocks to serve as guidelines for managerial activities. In sum, the principles emphasize efficiency, order, stability, and fairness. While they are now over 80 years old, they are very similar to principles still being applied by managers today. The problem with Fayol's principles of management is knowing when to apply them and how to adapt them to new situations." (Hahn, 2007)

The Work of Mary Parker Follett

"Mary Parker Follett advocated for a human relations emphasis equal to a mechanical or operational emphasis in management. Her work contrasted with the "scientific management"

of Frederick W. Taylor and evolved by Frank and Lillian Gilbreth, which stressed time and motion studies. Follett stressed the interactions of management and workers. She looks at management and leadership holistically, presaging modern systems approaches; she identifies a leader as "someone who sees the whole rather than the particular." Follett is sometimes considered the "mother of conflict resolution". She was one of the first to integrate the idea of organizational conflict into management theory. "In a 1924 essay, "Power," she coined the words "power-over" and "power-with" to differentiate coercive power from participative decision-making, showing how "power-with" can be greater than "power-over." "Do we not see now," she observed, "that while there are many ways of gaining an external, an arbitrary power — through brute strength, through manipulation, through diplomacy — genuine power is always that which inheres in the situation?" (Lewis)

The Hawthorne Studies

From 1927-1932 a research project was conducted at the Hawthorne Plant of the Western Electric Company in Cicero, Illinois. This project demonstrated how individual behaviors may be altered when they know they are being studied. This series of research was first led by Harvard Business School professor Elton Mayo along with associates F.J. Roethlisberger and William J. Dickson. It started out by examining the physical and environmental influences of the workplace which included brightness of lights and humidity. It later moved into the psychological aspects involving breaks, group pressure, working hours, and managerial leadership. This team developed ideas about the social dynamics of groups in the work setting that had lasting influence on the collection of data, labor-management relations, and informal interaction among factory employees. "The major finding of the study was that almost

regardless of the experimental manipulation employed, the production of the workers seemed to improve. One reasonable conclusion is that the workers were pleased to receive attention from the researchers who expressed an interest in them. The study was only expected to last one year, but because the researchers were set back each time they tried to relate the manipulated physical conditions to the worker's efficiency, the project extended out to five years." (Clark, 2000)

Douglas McGregor: Theory X and Theory Y

"Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y. Theory X assumes that the average human being has an inherent dislike of work and will avoid it if he can." It also assumes that people work only for money and security. "McGregor sees these two theories as two quite separate attitudes. Theory Y is difficult to put into practice on the shop floor in large mass production operations, but it can be used initially in the managing of managers and professionals." Theory Y is the opposite of theory X and states that some people, if they are committed to the objectives, see work as natural and will be self-directing. The manager's role with these people is to help them achieve their potential. (Accel-Team, 2008)

The Open-Systems View

"According to Katz and Kahn (1978), organizations consist of the patterned activities of individuals aimed at some common output or outcome. These activities can be characterized as consisting of the energetic input into the system (i.e., inputs of people, money, technology, etc.),

the transformation of energies within the system (i.e., putting the inputs to work together), and the resulting product or energetic output (i.e., the product that results from the patterned activities of the input and throughput phases). Central to open systems models is the idea of a negative feedback loop that informs the system that it is not functioning effectively, thereby allowing for changes to reduce any discrepancies." (McMahan, 1992, p. 10)

Contingency Theory

The contingency approach to management is based on the idea that there is no one best way to manage. Also, to be effective, planning, organizing, leading, and controlling must be tailored to the particular circumstances faced by an organization. Environmental factors impacting the effectiveness of different organizational forms include environmental change and uncertainty, work technology, and the size of a company. "According to the contingency perspective, stable environments suggest mechanistic structures that emphasize centralization, formalization, standardization, and specialization to achieve efficiency and consistency. Certainty and predictability permit the use of policies, rules, and procedures to guide decision making for routine tasks and problems. Unstable environments suggest organic structures which emphasize decentralization to achieve flexibility and adaptability. Uncertainty and unpredictability require general problem solving methods for nonroutine tasks and problems. Paul Lawrence and Jay Lorsch suggest that organizational units operating in differing environments develop different internal unit characteristics, and that the greater the internal differences, the greater the need for coordination between units." (Gale, 2006)

VALUES, ATTITUDES, EMOTIONS, AND CULTURE: THE MANAGER AS A PERSON

Enduring Characteristics: The Big Five Personality Traits

The big five personality traits include openness, conscientiousness, extraversion, agreeableness, and negative affectivity (neuroticism). "Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. People who are open to experience are intellectually curious, appreciative of art, and sensitive to beauty. Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement. It influences the way in which we control, regulate, and direct our impulses and includes the factor known as Need for Achievement. Extraversion is characterized by positive emotions, surgency, and the tendency to seek out stimulation and the company of others. Extraverts enjoy being with people, and are often perceived as full of energy. They tend to be enthusiastic, action-oriented individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. Agreeableness is a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. Agreeable people are generally considerate, friendly, generous, helpful, and willing to compromise their interests with others.. Negative affectivity (neuroticism) is the tendency to experience negative emotions, such as anger, anxiety, or depression. Neurotics are more likely to interpret ordinary situations as threatening, and minor frustrations as hopelessly difficult. Their negative emotional reactions tend to persist for unusually long periods of time, which means they are often in a bad mood." (Big Five personality traits, 2009)

Values, Attitudes, Moods, and Emotions

"The two kinds of personal values are terminal and instrumental. A terminal value is a personal conviction about lifelong goals or objectives; an instrumental value is a personal conviction about desired modes of conduct or ways of behaving. Terminal values often lead to the formation of norms, or unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group or organization, such as behaving honestly or courteously. " (George, 2009, p. 82) "An attitude is a collection of feelings and beliefs. Like everyone else, managers have attitudes about their jobs and organizations, and these attitudes affect how they approach their jobs. Two of the most important attitudes in this context are job satisfaction and organizational commitment. Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs." (George, 2009, p. 84) "Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole." (George, 2009, p. 87) "Just as you sometimes are in a bad mood and at other times are in a good mood, so too are managers. A mood is a feeling or state of mind. When people are in a positive mood, they feel excited, enthusiastic, active, or elated. When people are in a negative mood, they feel distressed, fearful, scornful, hostile, jittery, or nervous." (George, 2009, p. 88) "Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived. However, once whatever has triggered the emotion has been dealt with, the feelings may linger in the form of a less intense mood." (George, 2009, p. 89) Organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve

organizational goals. When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists. (George, 2009, p. 91)

SUMMARY

Management is the process of using functions that include planning, organizing, leading, and controlling of an organization. There are three levels of management: Top, middle, and first-line.

There are several theories pertaining to management. They include the scientific management theory, the administrative management theory, the behavioral management theory, and the organizational environment theory.

The scientific management theory covers F. W. Taylor's scientific management and the Gilbreths who refined Taylor's analysis of work movements and made many contributions to time-and-motion study.

The administrative management theory covers Max Weber's theory of bureaucracy and Fayol's principles of management.

The behavioral management theory covers the work of Mary Parker Follett who serves as the "mother of thought," and the Hawthorne Studies.

The organizational environment theory covers the open-system view and the contingency theory.

Personality traits, values, attitudes, moods, emotions, and culture all play a big part in management and organizational goals.

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