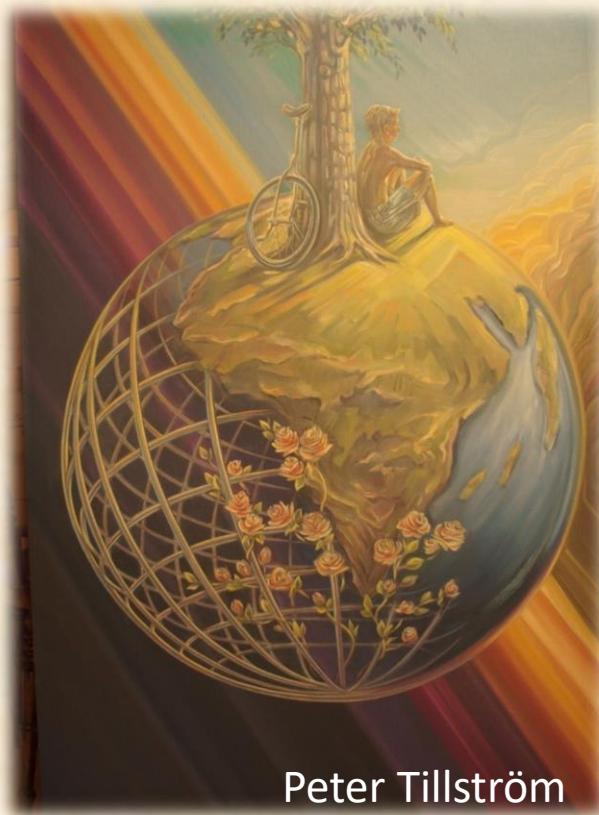


People, Management, Organizations Part II: Revision



Peter Tillström

Exam preparation

- Identify key topics
- Re-read lecture slides
- Look at literature, also beyond the textbook
- Prepare outline essay answers that can be *adapted* to specific question (don't just follow prepared outlines!)
- Think of examples (from classes, mass media, journals, fiction)

During the exam

- Read all questions before starting to write
- Draw up a rough outline of the answers before you start writing
- Manage your time; make sure you have enough time to address both questions
- Pay attention to your handwriting

How to answer my questions

- Examples (from literature, research, experience, fiction) **very important**: explain, argue, present and say how they illustrate argument
- Argue and explain your viewpoint
- For high marks:
 - Contextualize
 - Problematize
 - Use critical reflection/ sociological imagination

Writing the answers

- Define key terminology
- A concise, to-the-point answer which contains the relevant parts is better than a rambling, repetitive one



“In the case of centralisation, higher ranked managers are in charge of decision-making. The higher ranked managers are the ones responsible for making the major decisions in the organisation. Centralisation is when management at the top of the organisation makes the decisions.” (Coursework excerpt)

Lecture topics

1. Organizing and Organizations
2. Culture
3. Physical Structure and Space
4. Change and Identity
5. Technology
6. Social Structure
7. Fashion and Management
8. The Experience Economy
9. Organizational Imagination

Organizational subsystems

- *Physical structure and space*
- *Culture and identity*
- *Technology*
- *Social structure*

Lecture 1: Organizing and organizations

- Organization as a thing
- Organization as a process – *organizing*

Lecture 2: Culture

- 3 ways of understanding culture:
 - independent variable („thing”),
 - dependent variable („thing”),
 - root metaphor (process)
- Culture makes it possible to communicate and cooperate, but it's a matter of serious controversy whether it can be managed

Lecture 3: Physical structure and space

- Physical structure: artifacts, design, space
- Understandings of organizational space:
 - Behavioural
 - Effectiveness
 - Symbolic
- Relevance for management: identity and image

Lecture 4: Change and identity

Change:

- cultural dynamics
- possible when management uses its symbolic role, nativating the cycles of culture.

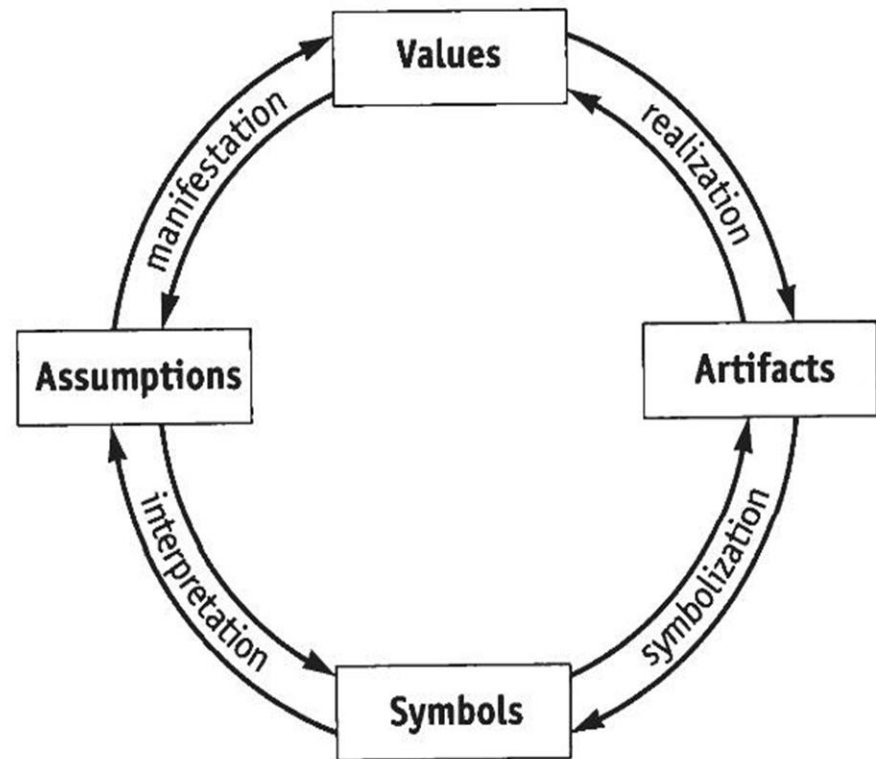


FIGURE 12.4. THE CULTURAL DYNAMICS MODEL SHOWING CULTURE AS PROCESS

Source: Hatch, Mary Jo (1993). "The dynamics of organizational culture." *Academy of Management Review* 18(4): 657-63. Permission granted by Academy of Management.

Lecture 4: Change and identity

Identity:

- symbolization of the whole organization
- dysfunctions: narcissism, hyperadaptation, depression

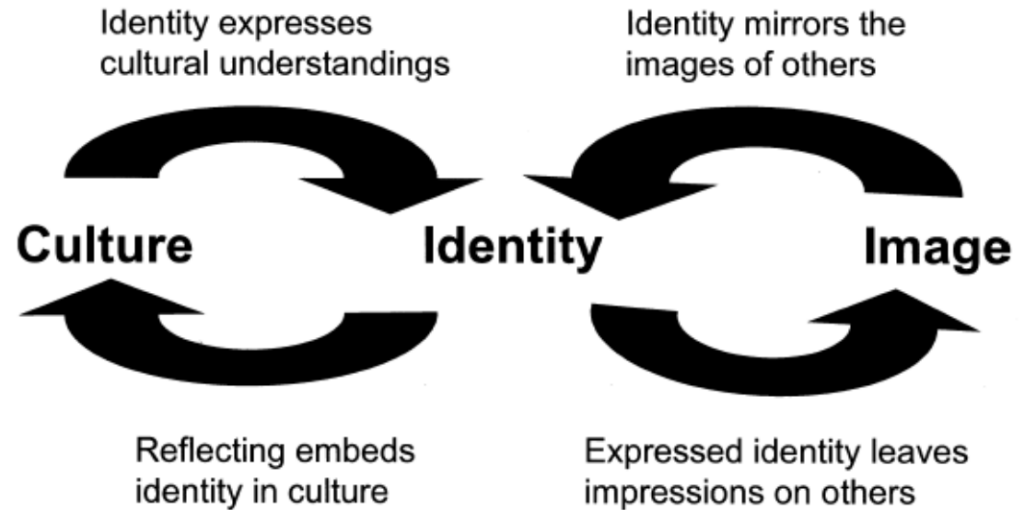


Figure 1 The Organizational Identity Dynamics Model

Lecture 5: Technology

- Types of technology: long-linked, mediating, intensive
- Actor Network Theory: technology interacts with humans and is an organizational actant
- Technology and human relations – an important issue for both theory and practice of management

Lecture 6: Social structure

- Patterns of interactions: ownership, agency, division of work
- Approaches: as a „things” (classical, OD, systems, contingency); process (structurization, loose coupling, alternative structures)

Organizational environment

- *Institutions (fashions)*
- *Markets (experience economy)*
- *Vision (imagination)*

Lecture 7: Institutions – Fashion

- Approaches to fashion: Veblen, Sapir, Wilson
- Fashion is historical and contextual
- Approaches to fashion in management:
 - Fad
 - Serious fad
 - Way of seeing the world
 - Safe adventure for managers

Lecture 8: The experience economy

- An economy of highly customized goods and products aimed at a mass market, dealing in experience rather than traditional goods and services
- Customization vs commoditization
- Evolution of markets: extracting commodities, making goods, delivering services, staging experiences, leading toward transformation

Lecture 9: Imagination

- Imagination: sociological, organizational managerial
- Learning from imaginative organizing
- Alternative organizations: in the margins but important because innovative
- ***Imaginative management***: new ideas, value driven, being different

Overarching Thesis

- Organizations, as all social phenomena, can be seen as either „things: or „processes”
- It is beneficial for managers and entrepreneurs to see both aspects of organizations/ organizing
- Knowledge and vision can help to create new and sustainable modes of organizing

You can be of a different opinion, but you need to argue your point!

Good Luck

