Management Theory and Practices

ANS-1:

"The art of getting things done through people".

Her ideas are contradictory to the idea of scientific, as she believed that managers and subordinates should fully collaborate. Power is central to her ideas. Power is created and organized by organizations, and according to her it is legitimate and inevitable. Regarding to power Follett used the term "integration," to refer to no coercive power-sharing based on the use of her concept of "power with" rather than "power over."

Her ideas were formulated in three principles:

1. Functions are specific task areas within organizations. The appropriate degree of authority and responsibility should be allocated to them so tasks can be accomplished.

2. Responsibility is expressed in terms of an empirical duty: People should manage their responsibility on the basis of evidence and should integrate this effectively with the functions of others.

3. Authority flows from an entitlement to exercise power, which is based upon legitimate authority.

Nature of Managerial Work

In the for-profit environment, management is tasked primarily with meeting the needs of a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities (for employees). Non-profit management has the added importance of attracting and retaining donors.

In most models of management/governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers, but this occurs only very rarely. In the public sector of countries that are representative democracies, voters elect politicians to public office. Such politicians hire managers and administrators.

Several historical shifts in management have occurred throughout the ages. Towards the end of the 20th century, business management came to consist of six separate branches, namely:

- Human resource management
- Operations management or production management
- Strategic management
- Marketing management
- Financial management
- Information technology management (responsible for the management information systems)

Basic Functions
Management operates through various functions, such as planning, organizing, staffing, leading/directing, controlling/monitoring, and motivating.

- Planning: Deciding what needs to happen in the future (today, next week, next month, next year, over the next five years, etc.) and generating plans for action.
- Organizing: Implementing a pattern of relationships among workers and making optimum use of the resources required to enable the successful carrying out of plans.
- Staffing: Job analysis, recruitment, and hiring of people with the necessary skills for appropriate jobs. Providing or facilitating ongoing training, if necessary, to keep skills current.
- Leading/directing: Determining what needs to be done in a situation and getting people to do it.
- Controlling/monitoring: Checking current outcomes against forecast plans and making adjustments when necessary so that goals are achieved.
- Motivating: Motivation is a basic function of management because without motivation, employees may feel disconnected from their work and the organization, which can lead to ineffective performance. If managers do not motivate their employees, they may not feel their work is contributing to the overall goals of the organization (which are usually set by top-level management).

**ANS-2:**

This well-known model\(^1\), created by Marvin R. Weisbord is often used to help diagnose organizations and their issues. Its six categories cover various concerns that need to be addressed when designing an organization. The issues we are concerned with as we begin to establish HHS-U fall into these boxes:

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\(^1\) “The Six Box Model”, *Organizational Diagnosis*, Weisbord, Marvin R, Menlo Park: Addison-Wesley Publishing Company, 1978, pp. 8-9  (see also notes, page 3 of this document)
As we work together to develop HHS-U, it might be useful to organize our efforts using a model such as this one, which has been used effectively in organizations for many years. As a start, the CMS Learning Resources Group suggests some questions or issues, categorized according to the Weisbord model, that we think need to be addressed in the developmental process of this new organization, HHS-U. We see this as the beginning of a dialogue and process, and hope others will join in on the conversation.

Purposes:

Structure:

- Staffing
- Internal Structure: organized
- Funding/Budget/Charge-back Issues
- Location (virtual or consolidated into one or more locations)
• Transition Process

Relationships:

• Communication
• Coordination within HHS-U and with OPDIVs
• Partnership
• Relationship of HHS-U to OPDIVs
• How are the OPDIVs learning about HHS-U?
• Possible creation of a Community of Practice for developers of HHS-U

Rewards:

• What’s in it for the OPDIVs to support this effort?
• What’s in it for the staffs to support this effort?
• What’s in it for the Department/PSC to support this effort?

Leadership:

• Leadership and Management of HHS-U– who/where?
• Decision-Making Processes
• 8 to 20 month Project Plan (milestones and contingencies) – needed ASAP

Helpful Mechanisms:

• Budgets
• Infrastructure
  o Classrooms – availability and issues
  o Technology – availability and issues
• Purposes: Do organizational members agree with and support the organization’s mission and goals?
• Structure: Is there a fit between the purpose and the internal structure of the organization?
• Relationships: What type of relations exist between individuals, between departments, and between individuals and the nature of their jobs? Is their interdependence? What is the quality of relations? What are the modes of conflict?
• Rewards: What does the organization formally reward, and for what do organizational members feel they are rewarded and punished? What does the organization need to do to fit with the environment?
• Leadership: Do leaders define purposes? Do they embody purposes in their programs? What is the normative style of leadership?
• Helpful Mechanisms: Do these mechanisms help or hinder the accomplishment of organizational objectives?
In summary, Weisbord’s model focuses on internal issues within an organization primarily by posing “diagnostic questions” which have to do with the fit between “what is” and “what should be.” The questions he poses are not predicted by the model; rather, they appear to be based on his OD practice. These questions serve to convolute the model because they do not flow from the logic of the model. Moreover, Weisbord omits many interconnections between the boxes of the model. Finally, Weisbord only tangentially addresses the impact of the external environment in the model.

ANS-3(A & B):

Both expert systems and decision support systems attempt to use software to improve decision making. Expert systems were first developed by computer scientists; decision support systems by management researchers. Using a business decision support system is still looked upon skeptically by some managers. Using an "expert system" seems almost insulting to those managers. Hence it is easy for some to dismiss business expert systems as unnecessary, impractical, unreliable and even disrespectful. "Smart" computers are not and should not replace "smart" decision makers, but the technologies of "expert systems" can be useful in supporting decision makers.

Most sources view an expert system as a category of software that "attempts to reproduce the performance of one or more human experts, most commonly in a specific problem domain." Expert systems is a traditional subfield of Artificial Intelligence research in Computer Science.

A common question of students and managers is the relationship between DSS and Expert Systems (cf., Power, 2000). Both systems can help managers. Expert Systems provide one source of technologies for building Decision Support Systems -- I call those systems Knowledge-driven DSS. A Knowledge-driven DSS may still be a "scary" thought, but it seems somehow less intimidating and insulting. Integration of expert system technologies may occur in some other types of DSS.

DSS is a broad category -- Data-Driven, Model-Driven, Communication-Driven, Document-Driven and Knowledge-Driven DSS. Expert systems is a narrow category focused on specialized software tools.

DSS and Expert Systems "can be used to facilitate and improve the quality of decision making by reducing information overload and by augmenting the cognitive limitations and rationality bounds of decision makers." They concluded "A small number of systems have adopted the idea of DSS/ES integration." A major contribution is that El-Najdawi and Stylianou identify several forms of integration that have been discussed in the literature. The major approaches to integration are:

* Expert System integration into various DSS components,
* Expert System integration as a separate component of the DSS,
* DSS models and data access as a component of an Expert System.

Advantages of using expert systems technologies to support decision making include: 1) providing consistent answers for repetitive decisions, processes and tasks, 2) organizing and maintaining a significant amount of domain specific information, 3) encouraging managers to clarify the logic of their decision-making, and 4) remembering to ask all relevant questions.

Disadvantages of expert systems listed in Wikipedia include: 1) lacks common sense needed in some decision making, 2) cannot make creative responses as human expert would in unusual circumstances, 3) domain experts not always able to explain their logic and reasoning, 4) errors may occur in the knowledge base, and lead to wrong decisions, and 5)
cannot adapt to changing environments, unless knowledge base is changed. Overall these five
disadvantages are limitations rather than reasons not to use the technologies.
Expert systems and decision support systems were both conceived of as technology tools to
help people make better decisions. Neither was or is intended to replace human decision
makers. A broader tool set is used for DSS and business oriented expert systems may be
classified as DSS, Knowledge-driven DSS.