Organizational Management in Theory and Practice

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September 15, 2008

Information Organizations and Management

LIBR 204-01 – Fall 2008

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Abstract

A bureaucracy that practices humanistic management by teamwork (HMBT), human relations and the decision making school combines the best means of providing structure to a large-scale organization with effective management of human resources on a departmental level. Bureaucracies are subject to being overburdened with regulations. Any management theory is only good as the manager practicing it. In the future, managers will need to be able to lead change within organizations, especially as information technology continues to grow and become essential in all aspects of work life.
Analytical Essay 1: Organizational Management Theory/Practice

Organizational Situations From My Work And Life Experiences

I have mainly worked in civil service jobs that follow the bureaucratic model (Evans & Layzell Ward, 2007, pp. 21-24). There are clear lines of authority and structure, and regulations and policies govern all work processes. These are designed to bring the needs of the system into line with local, state and federal law. In theory, the bureaucratic structure tends to lead towards ease of understanding of what to do, how the system works and who to report to. This is not always the case in practice due to size of the institution, especially due to staff turnover and reorganization. The entity I work for not only has many levels, but also many sections that are responsible for entity-wide functions (e.g. accounts payable).

Management theories in my current position tend towards human relations (Perrow, 1985), humanistic management by teamwork (HMBT) (Alire, 2004) and the decision-making school (Perrow, 1985). Team effort and respect for diversity is encouraged. There are many opportunities for employee appreciation, as well as bonding on a social level, such as staff appreciation events, and other events where staff members are encouraged to socialize outside of the work environment. Staff members are provided with opportunities for self-improvement and learning new skills.

Communication within the organization flows not only top-down but goes up and down among the various staff and management levels as needed. Annual salary increases are computed based on the results of annual employee performance reviews, done in accordance with regulations and stated job descriptions. There are also opportunities for one-time rewards for particular tasks, as well as public recognition for achievements above and beyond the scope of the job description.
Most Effective And Organizational And Management Practices

The most effective organizations I have worked in are those in which staff members were empowered. Staff members were kept informed of decisions by management and the reasons for these decisions. These organizations openly stated that there was room for growth within the organization, and encouraged staff members to feel engaged in their work. When I interviewed for my current position, I was informed that the division would support training and self-improvement.

The institution I work for also provides generous benefits, including health benefits, child care services, and making allowances for emergent situations that may occur in staff members’ lives. Again, these are all in accordance with local, state and federal law.

Which were least effective, why, & how would you improve?

The success of management ultimately depends on the manager’s personality (Auld, 2004). My manager has the interests of the division at heart but seems to be under pressure from the division chief and her own family life. I believe these stresses contribute to irregular communication in the office, including irregularly held staff meetings. The stress and pressures cause her to rely greatly on her staff to do their jobs independently.

Knowing the stresses that she and other managers tend to be under, I would improve this by having managers undertake training on stress relief. I would also recommend that managers go to sessions wherein they can communicate with each other about the vagaries of their work in a safe environment.

Promotions can take a long time, or even not be approved due to human resource department regulations, leading to cynicism or reduced incentive on the part of staff members. Staff members need to be “self-promoters” to obtain advancement. Managers do not have the flexibility to easily reward good performance with promotion. Increasing the flexibility of the rules would help to retain
good staff and thereby improve morale, as it would mean that people’s work would be recognized in a real way that is meaningful to them.

How Do You Think Change Will Effect Management And Organizations In The Future?

Management leaders will need to be more aware of the processes of change, and willing to implement change in truly effective ways. This will include being able to lead efforts at change themselves, and involve staff in the changes that need to be made. In order for change to occur smoothly, management leaders will need to ensure that all members of the organization are invested in the proposed change, and that change is not imposed from above (Miller, 2002).

The necessity to be open to change is especially crucial as information technology increases. Awareness and knowledge of technology will be necessary at all levels of the organizational structure. Staff members with technological skills are currently highly valued in the market place, and will continue to be in the future. In fact, the very size of a large bureaucratic organization allows for separate, sizable departments devoted to information technology to support the needs of the organization as a whole (Evans & Layzell Ward, 2007, pp. 456-458).

Summary

Bureaucracy is the most efficient structure for large-scale organizations, particularly those that are directly responsible to civil oversight. Bureaucracies ensure clarity in lines of authority and responsibility ("The Tripartite Classification of Authority. Explanation of Charismatic Leadership of Weber and others. ('22)"). However, too many regulations can impede change and growth in the system. HMBT and the decision making school encourage an atmosphere of initiative and open communication, but the success of management is ultimately up to the particular manager in question.

Conclusion
I am comfortable working in the bureaucratic environment, mainly due to my years of experience working in such organizations. The human relations and HMBT models both make the most sense to me, as they emphasize the important role that workers play in the work that they do, and that they are not merely cogs in a machine. I believe that these management models work best in small-scale organizations that do not have the over-abundance of rules and regulations that exist in bureaucratic structures.
References


