

# DEVELOPMENT OF MANAGEMENT THINKING

- ACADEMIC
- POPULARIST

Tayloristic vs Humanistic Agenda

	Tayloristic Agenda	Humanistic Agenda
MEETING THE LEVEL OF NEEDS	MOST BASIC LEVEL PSYCHOLOGICAL & POSSIBILITY SAFETY	HIGH LEVEL. NEED TO BELONG UP TO SELF ACTUALISATION
ROLE OF INDIVIDUAL	AUTOMATION. CARRYING OUT SPECIALISED TASK UNDER STATED RULE	INDIVIDUAL WITH FREEDOM AND AUTONOMY
ADVANTAGE FOR SYSTEM	PREDICTABILITY OF OUTCOME	INTRINSICALLY MOTIVATED INDIVIDUALS. PROVIDING CREATIVITY
ADVANTAGE FOR INDIVIDUAL	UNCHALLENGING, SAFE ORDER EXISTENCE	CHALLENGING ROLE WITH SELF DETERMINATION

	Tayloristic Agenda	Humanistic Agenda
Role of Management	DESIGNER CONTROLLER	PROVIDER FACILITATOR
Responsibility for Outcome	LAY WITH PROJECT MANAGER	SHARED BETWEEN ALL MEMBERS OF THE TEAM.

## DEVELOPMENT OF NEW MANAGEMENT PARADIGMS

MANAGEMENT IDEAS SHOULD BE

- ADOPTED ONLY AFTER CAREFUL CONSIDERATION.
- PURGED OF UNNECESSARY BUZZ WORDS.
- JUDGED BY THEIR PRACTICAL CONSEQUENCE
- TIED TO HERE AND NOW
- ROOTED IN GENUINE PROBLEM
- ADOPTED TO SUIT PARTICULAR PEOPLE AND CIRCUMSTANCE
- TESTED AND REFINED THROUGH ACTIVE EXPERIMENT
- DISCARDED WHEN THEY ARE NO LONGER USEFUL

## PROJECT REVIEW

THE MAJOR ELEMENTS THAT WILL REQUIRE THE ATTENTION OF PROJECT MANAGER DURING THE REVIEW PHASE ARE: -

- ENSURING THERE IS AN INCENTIVE FOR THE PROJECT TO BE FINISHED
- ENSURING DOCUMENTATION IS PROVIDED
- CLOSING DOWN THE PROJECT SYSTEM PARTICULARLY THE ACCOUNTING SYSTEM
- CONSTRUCTING IMMEDIATE REVIEW ACTIVITIES
- DISPOSAL OF ASSETS THAT ARE SURPLUS TO REQUIREMENTS
- PROVIDING BEST BASIS FOR FUTURE PROJECTS
- ENSURING THAT ALL STAKE HOLDERS ARE SATISFIED
- PROVIDING THE BASIS FOR FUTURE REVIEWS OF ACTIVITIES

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DOCUMENTATION - CONTROL / CORRECTION PROCEDURES FOR

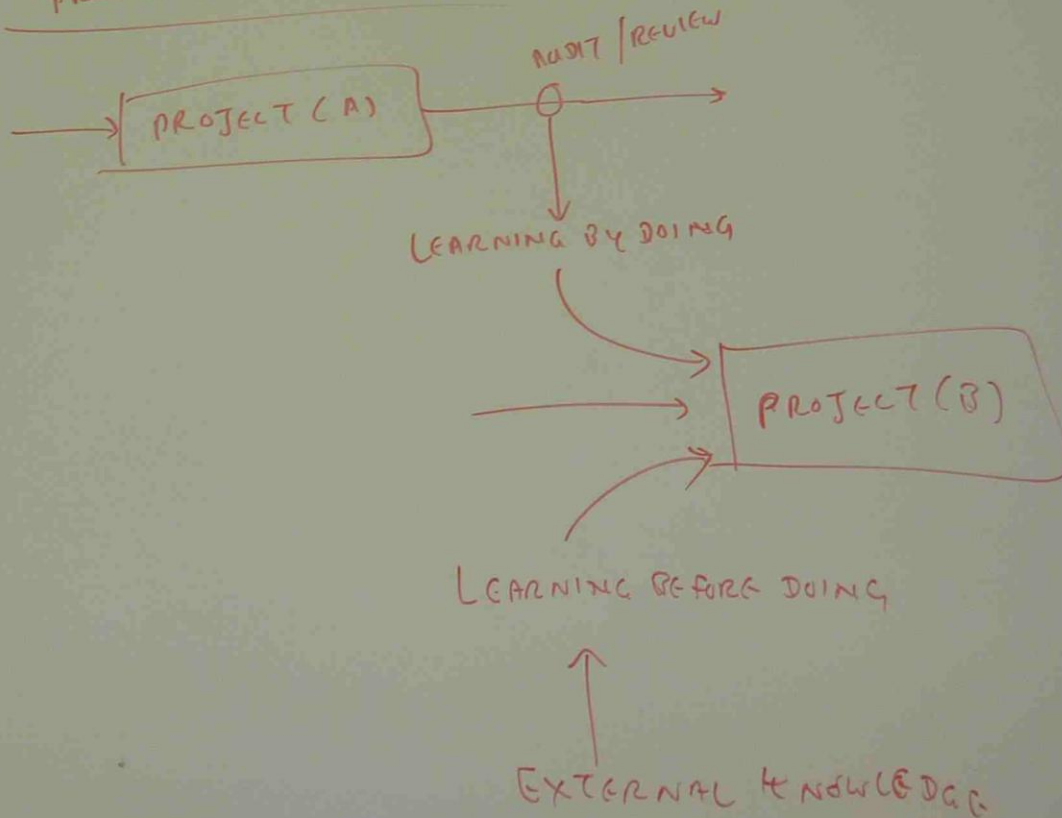
- IMMEDIATE POST MORTEM ON THE ACTIVITIES
- IMMEDIATE IMPROVEMENT ACTIONS
- LONG TERM AUDIT AND REVIEW
- STRATEGIC AND PROCEDURAL CHANGES.

## DISPOSAL OF ASSETS

ASSETS LEFT AT THE END OF THE ACTIVITIES INCLUDE

- PROJECT HARDWARE
- SURPLUS STOCKS
- ADMINISTRATION FACILITIES

## PROCESS IMPROVEMENT



## THE USE OF PROJECT REVIEW & AUDIT

CRITERIA	PROCEDURAL	PERFORMANCE
FINANCIAL	AUDIT ON ACCOUNTING SYSTEM	ASSESS RETURN ON INVESTMENT ASSESS COST VARIANCES TO PLANS
TIME	CONFORMANCE TO PLAN	CUSTOMER SATISFACTION WITH THE TIMELINESS OF COMPLETION AND THE COST REQUIRED TO PROVIDE THIS
QUALITY	CONFORMANCE TO QUALITY MANUAL	PERFORMANCE LEVEL OF PROJECT OUTPUT, PERCEPTIONS OF QUALITY BY CUSTOMERS AND STAKE HOLDERS
HUMAN RESOURCES	TREATMENT IN ACCORDANCE WITH CONTRACT / LEGAL CONDITIONS OF EMPLOYMENT OR ORGANIZATIONAL POLICY	TEAM SPIRIT, MOTIVATION, ATTITUDE SURVEY
ENVIRONMENTAL	CONFORMANCE TO POLICY SET OUT IN ENVIRONMENTAL MANAGEMENT MANUAL	ABSOLUTE LEVEL OF ENVIRONMENTAL IMPACT OF PROJECT ACTIVITIES
PROJECT PLANNING	CONFORMANCE TO PLAN	COST OF THE PLANNING PROCESS ASSESSED AND APPROPRIATENESS OF TECHNIQUES
PROJECT CONTROL	WERE MEASURES IN PLACE AND DID CORRECTIVE ACTION TAKE PLACE	DID THE CONTROL ACTIVITIES PROVIDE THE BASIS FOR SIGNIFICANT IMPROVEMENT ACTIONS?

## WHAT EVER POSSIBLE

- TASKS SHOULD BE SIMPLIFIED
- TASKS SHOULD BE COMBINED
- NON VALUE ADDING TASKS SHOULD BE ELIMINATED.

WAGE MANAGEMENT

INTEGRATED STRONG BOND WORKERS

NO WASTE ELIMINATION OF WASTE

FOCUS ON GLOBAL RATHER THAN LOCAL OPTIMA

DETECT PRODUCTIONS

MULTI SKILLING IN TEAM  
SPREAD OUT PRODUCTION

FEW INDIRECT STAFF

WAGE MANAGEMENT

THE INDUSTRY FOLLOWING THE  
INDUSTRY

PROCESSES INDEPENDENTLY POWER

WASTE ELIMINATION A GOOD PRACTICE TO LIMIT

WASTE MANAGEMENT

FOCUS ON ACHIEVING THE GOALS

DETECT PRODUCTIONS

FAULT SPLITTING THE TEAM BASED  
PROBLEMS

FEW INDIRECT STAFF