

CHAPTER 4

Organization and management

This chapter deals both with organization as a part of the management function and management as a function of the organization process. The term 'management' comprises a hodgepodge of parameters that control the development of an organization. Academically speaking, it comes under Business Administration but it is a disreputable cousin of the purer disciplines that share the same roof. Thousands upon thousands of managers the world over struggle with the complexity of management. If we were to think of management as an industry – which of course it isn't – then we would see that it is the world's largest, measured in time multiplied by salary, not to mention all the investment and training that has gone into it. Management, then, is a subject of gigantic proportions that can't be dismissed by referring to the academic tradition of cause and effect. This may be a useful exercise, but there are so many parameters that it is impossible to isolate certain effects from others and, trusting to all things being equal, draw logical conclusions. But it is just this that so perplexes everyone with a management responsibility. How are we to know what effect a particular action will have, as well as the causal connection between such an action and everything else that occurs in a complex organizational environment?

Management is no different to other fields lacking in scientifically tested theories, and it attracts all kinds of charlatans. In medicine, there is no acknowledged therapy for low back pain or lumbago. Sufferers are therefore susceptible to advertising promising a cure,

whether it involves buying special editions of magazines or magnetic mattresses. In the same way, there is no acknowledged solution to specific management problems. There's a great demand for simple solutions to complex problems, which makes of management solutions a witches' brew of chicanery and naivety. However, because of its importance in the world today, management must be treated with the utmost seriousness. Energy and intelligence should be applied to all its aspects and intensive study should be given to it as a whole, as well as to the complex interplay of its different parts.

Management – origins and definitions

The word *management* comes from the Latin *manus*, which means hand, and *agere*, meaning to act. It is related to words like the French *manège* and Italian *maneggiare*, both having to do with the training of horses. The sense of the word comprises three functions:

- To lead: to motivate people and get them to perform to the best of their abilities.
- To control: to monitor performance and effectiveness in an organization.
- To develop: to specify goals and develop strategies.

A manager according to our definition, then, is someone who can take on the roles of

- coach
- controller in charge of operations
- strategist

These three roles together form what is sometimes loosely called *businessmanship*, something demonstrated by able management in all kinds of organizations, not simply those that are purely commercial.

Organization can be found in every aspect of good management. An organization has to coordinate its available resources optimally