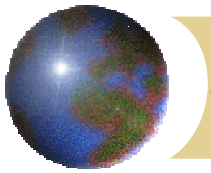


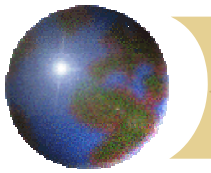
Management styles & strategies

- Assumptions and ideologies underlying employer expectations about protection of their interest, the legitimacy of these expectations & employer strategies
 - Managerial prerogative justifications
 - From frames of reference to models of management styles
 - Employer strategies & organisations



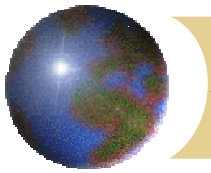
Shifting sand of ideology

- The 'ideology of no ideology'
 - Cognitive dissonance & ER strategies
 - “owners of businesses have the right to determine how these are run” (p. 252)
 - “There can be substantial differences between management styles and action in different organisations, in different countries, & towards different groups within an organisation.” (p. 252)



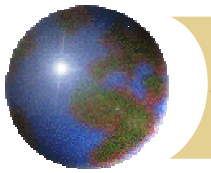
Managerial prerogative

- Legal & functional justification
- Legal: ownership rights
 - Transferred to managers
 - Agency issues: how to control managers
 - Compatible & implicit contracts
 - NZ public sector and 'new public management'
 - Stakeholder capitalism: partly incompatible with legal justification of prerogative



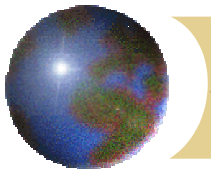
Managerial prerogative - II

- Has the appeal to legal rights become increasingly unacceptable & unrealistic?
- Functional justification: all organisations need to be managed
 - Generic managers: can manage different types of organisation, across different types of industries
 - Professional & replacing specialist managers



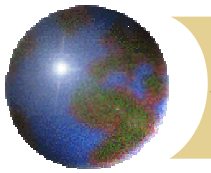
From Fox to Purcell

- After the pluralist & unitarist frames of reference, Fox developed six patterns of behaviour (management styles)
- Critique of Fox's patterns
 - Time-specific, UK in the 1970s
 - Each manager can apply several styles
 - Doesn't incorporate HRM: direct ER relationship & more strategic approach



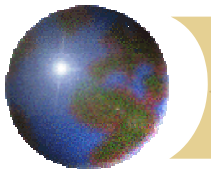
Dimensions of managers' styles?

- Fig 11.1: Individualism & collectivism
 - Development of 'ideal types'
 - Individualism: credence to feelings & sentiments of each employee & develop their capacity of role at work.
 - Collectivism: extent to which employee rights to participate in management decisions concern them and their work is recognised and supported.



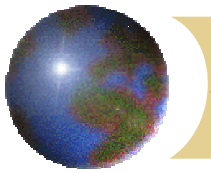
Relevance of models in NZ?

- Problems with models
 - Developed in UK, a particular ER system
 - Pragmatic reactive responses fit NZ firms
- Models: thinking about ER styles in NZ
 - Constitutional style – highly specific CEAs?
 - Traditional, Sophisticated human relations, Consultative – see examples on p. 259



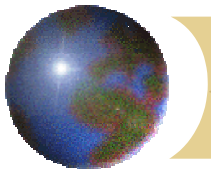
ER strategies

- Relatively new (# systems & conflict theories)
- Braverman & labour process theory
- Strategic choice theory
 - Necessitate decision discretion ('room')
 - Focus on major decisions/changes
 - Management as a pro-active actor
 - Problems: short-term & 'down-stream decision-taker', impact of contingencies/constraining factors



Employer organisations

- Why do employers organise?
 - ‘contervailing power’ & public policy role
 - Shifts as ER framework has changed over time
 - Bargaining, voice of employers, ER services
 - Structures have followed shifts in functions?
- Why has Bus. Roundtable lost ground?
 - Too model-driven, covering too wide a field, or has it just been too successful?



The public employer

- Public sector reforms, post 1984:
 - Radical changes – see chp. 3, 14 & 15
- Have reforms improved public sect. ER?
 - Yes & No!
 - Promised modern staff approach collided with financial constraints and strategic rigidities
 - ‘Unimaginative use of structural & contractual solution models’ (p. 278)
 - A number ER problems over the last decade