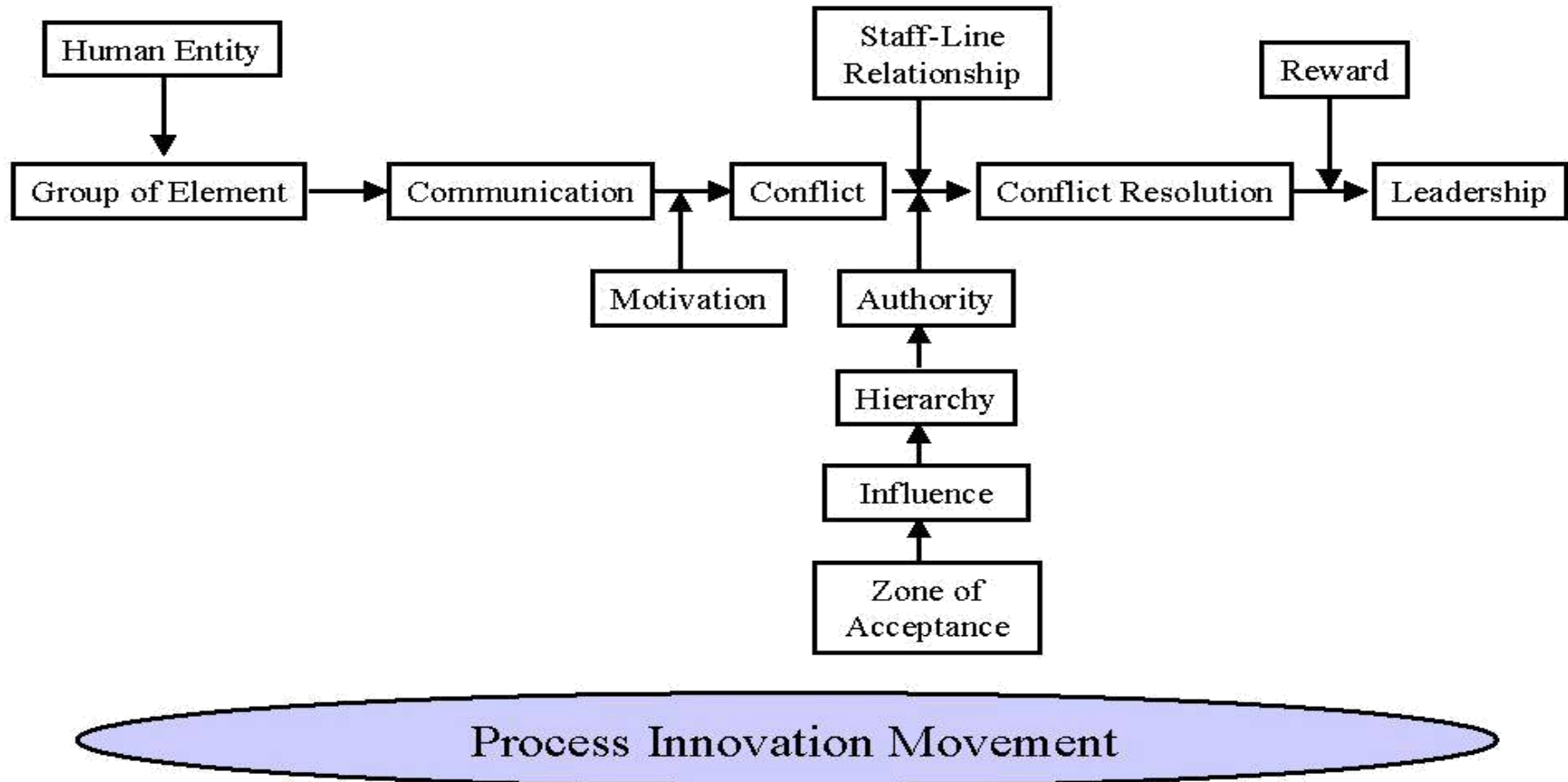


제 1 강

# **Administrative Process**

# Course Layout

## Course Layout



# **Administrative Process**

# Underlying Assumption of the Course

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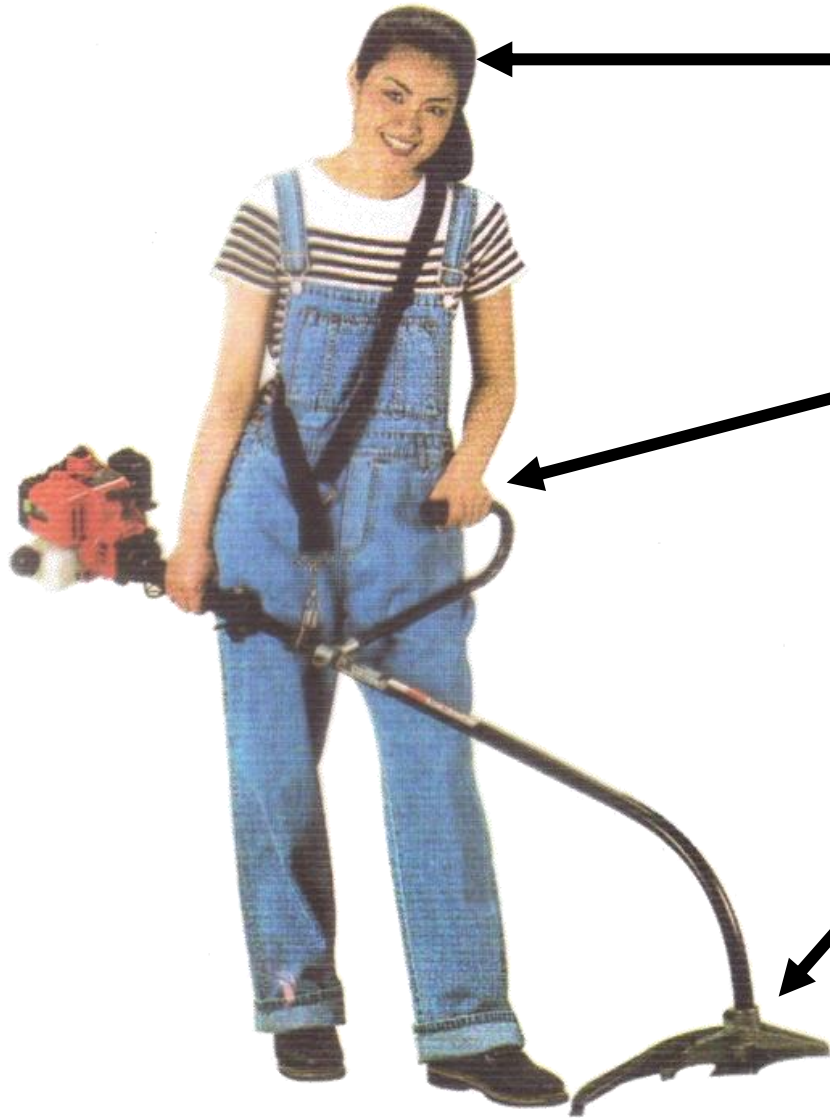
- Administrative processes are not susceptible to the scientific method. (e.g. LP, T&M, Inventory control)
- Why?

# Course Objective

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1. How well do they know the organization by people in the company?
2. How do they improve the situation to increase profit?
  - Motivation to make a profit decreases as profit increases
3. What are the existing limits that hinder a more efficient organizational productivity?
4. Base on these knowledge, how organization will change in the future

# Definition



Administration

– Vision  
Set a Goal

Management

– Plan  
Achieve the Goal

Organization

– Device  
Develop the System

# Functions of the Administration

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1. Provide an environment that will provide the greatest opportunity to accomplish the objective.
2. Many companies place a high premium on objective
  - What would you do if your company has an excess of qualified people?
3. Productivity is largely related to the environment. - How would you set up a “right” environment?

# Classification of Organization

1. Voluntary Organization – non-profit

e.g. Involuntary Organization?

2. Financial Reward

1. Production

2. Service

3. R&D

Q) Evaluate the above listed organizations where routine functions are done well.



# **Acquiring Managerial Skills in the Class Room**

# “Felt-need” of Classroom learning by

1. Implied or promised reward
2. Promotion
3. Making the job easier
4. Pleasing the boss
5. Keep out of trouble
6. Implied or promised punishment
7. -----? your felt-need?

# Difficulties in the Classroom Learning

1. Boss becomes convinced that a given program is a “good thing” for subordinate.
  - Aspirin
2. Need of knowledge may not be individuals “felt-need”.
3. Integrative principle is replaced by control.
  - Control can be used where dependency is high.

# “T” Group Training Supplies

1. The impact of their own behavior on others (especially to peers subordinates) – 통제된 환경하에서는 불가능하다.
2. Their reactions to the behavior of others.
3. The phenomena of group activity and their significance.  
→ group의 영향력, group의 특성

# “T” Group method – trainer is just an observer

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- Power vacuum
- Requires active process
- Control center가 없는 경우는?

# Learns

1. How Powerful a group pressure can be!
2. But at the same time, how valuable the group (as a resource) may be in achieving one's own goal.
3. Learning on side effects of
  - Conflict
  - Authority
  - Status
  - Communication  
: 축전지 → 외판원, MC, Talk Show Host

# Management

# Managerial Talent – Edwin E. Ghiselli

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→ important to managerial success

1. Traits of intelligence
2. Supervisory ability
3. Initiative
4. Self-assurance
5. Perceived occupational level



# Implications for Management

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- Underlying principle
  - Substantial factors are subject to substantial changes with time
  - Rather they should seek for an outstanding leadership at any level.

# Implications for Management

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1. Should provide a heterogeneous ( $\leftrightarrow$ homogeneous) supply of human resources from which individual can be selected to fill a variety of specific but unpredictable needs.
2. Should involve many people within organization rather than select a few.

# Implications for Management

3. Should have as a goal the development of the unique capacities and potentials to each individual rather than common objective for all participants.

- Counter example? “서울대학교”

Army. Why?

너무 앞서나가고, 너무 뒤쳐지는 것을 싫어함

공평, 중용

규정, 획일적(다양성 부족), ‘균형적 발전’

# Implications for Management

4. The promotion policies of the company should be so administered that these heterogeneous resources are actually considered when openings occur.

e.g. 내부승진 □ ‘웅덩이’, 서울대학교 : ‘inbreeding’  
친족결혼, 집단 이기주의

5. It should be clearly known that every promising recruit is not a potential member of top management.

e.g. “연공서열제” □ 외부인사 영입 없이 정체  
: 변화와 발전을 담보로 편안함 추구

# Management Control

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1. Allocate Man-power resources
  - a. direct technical man-power
  - b. direct support man-power
  - c. indirect technical man-power
  - d. indirect support man-power
2. Allocate material expenditures
3. Exercise control functions
  - a. Reward – Punishment
  - b. Influence
  - c. Training of people

# Types of Control

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A. Formal

B. Informal

# Training

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- A. To increase his ability to learn from experience.
- B. To increase his ability to help his subordinates.