

# Critical perspectives on management and leadership flashcard



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- decision

There is a difference between what theorists believe directors should make, what directors believe they should make and what directors really end up making ( Grint, 1995 ) . Using critical theory to find what is what and who has what.

## Critical Theory

The Frankfurt School of Critical Theory is the longest and most celebrated traditions of Marxism. This tradition is frequently referred as critical theory-intending a particular sort of societal doctrine from its origin in 1923 by Felix Weil ( Seiler, 2004 ) . The critical theory of society of the Frankfurt School continues to excite involvement and contention ( Kellner, 2001 ) . A theory is critical to the extent that it seeks human emancipation, to emancipate human existences from the fortunes that enslave them. A figure of critical theories have emerged in connexion with the many societal motions that identify varied dimension of the domination of human existences in modern societies ( Gutting, 2003 ) .

Therefore, the term ' critical theory ' was used as the symbol of a doctrine which inquiries the effectual order of political and societal modernness through an order of immanent review. It was chiefly an effort to recover a critical potency that had been overrun by recent rational, societal, cultural, economic and technological tendencies.

The term Critical theory has its beginnings in the twentieth century Frankfurt School, and now is associated with bookmans across a scope of disciplines. A <https://assignbuster.com/critical-perspectives-on-management-and-leadership-flashcard/>

Its intent of enquiry is to face unfairness in society ( Clark, 2004 ) . A Critical Theory has been profoundly concerned with the destiny of modernness, and has offered systematic and comprehensive theories of the flight of modernness. Critical theory began by setting Marxian political economic system at the Centre of analysis, and early critical theory was materialist and committed to socialism ( Gingrich, 2000 ) . A

Critical theory has by and large been committed to the thought of modernness and advancement, while at the same time observing the ways that characteristics of modernness can make jobs for persons and society ( Kellner, 2000 ) . This is much reflected on the twenty-first century, though there is advancement in many things, but still issues like globalization tends to present of import jobs for the society. A

Harmonizing to Heilman ( 1998 ) , being critical involves understanding the sets of historically contingent fortunes and contradictory power relationships that create the conditions in which we live. A Theory helps us to form the universe, to screen out the inside informations, to do some coherent sense out of a kaleidoscope of esthesiss ( Ayers, 1992 ) .

When theory is theorized, as stated by Heilman ( 1998 ) , the jussive moods of pattern conveying the theory down to the ground. A Phenomena are observed and experienced ; this experience informs theory ; and so the theory is farther modified as a consequence of extra practice. A Rather like fiction authorship, critical theorizing is a procedure of conceive ofing and depicting a non-real but possible universe.

The critical theoreticians have profoundly influenced modern-day societal theory, communicating theories, cultural theory and many more for a figure of decades. Harmonizing to Clark ( 2004 ) , Critical theoreticians are committed to understand the relationship between social constructions ( such as economic and political ) and ideological forms of idea that constrain the human imaginativeness and therefore bound chances for facing and altering unfair societal systems. Critical theoreticians emphasise that theory and research must function manumitter involvements, to make a universe that satisfies the demands and powers of societal histrions ( Sanghera, 2004 ) . A

Harmonizing to critical theory, people are dominated by a false consciousness created and perpetuated by capitalist economy in order to continue the hegemony of those in power ( Meyer-Emerick, 2004 ) . A Due to this cause, one can presume that it prevents people from freely prosecuting their ain interests. A This dissent is merely discharged if people begin to see the contradictions between the societal building of the universe and their lived experience. A

## **Critical Management Studies**

Critical direction surveies besides known as ' CMS ' which is the known as the term that describes the a diverse group of people that has adopted the critical or oppugning attacks to direction, this term emerged of recent old ages.

## **The study lineation**

The above statement sets the temper for this study, as the study will be looking at how the critical direction theory of yesterday applies to the modern western attacks of direction today. A Another cardinal facet will be on seeking to joint the connexions between the direction positions of modern-day society in the critical theory. A

The focal point will be on Karl Marx and Michael Foucault as critical theoreticians and how their positions affect the direction and leading in today modern western epoch. Marx argued that capitalist economy, like old socioeconomic systems, would necessarily bring forth internal tensenesss which will take to its devastation. Just as capitalist economy replaced feudal system, he believed socialism would, in its bend, replace capitalist economy, and lead to a stateless, classless society called pure communism ; Marx economic relationship between directors and the workers. Whilst Foucault argued that forms in disciplinary behavior found in direction patterns.

## **direction and leading**

### **Scientific direction**

Scientific direction ( Taylor System ) besides known as Taylorism is a theory of direction that analysis and industries workflows to better employee ( labor ) productiveness. The thought was developed by a Frederick Winslow Taylor between 1880 and 1890, and it was the first published ' monograph ' ( written paperss ) . Frederick Taylor believed that determinations based upon tradition and the regulations of the pollex should be replaced by accurate processs that are developed after a survey of an person at work.

This means that there is a high degree of managerial control over employee work patterns.

Scientific direction is a differentiation on the subject of ' efficiency ' ; it developed in the 19th and twentieth century were case of big repeating subject in the human life of increasing efficiency, diminishing waste and utilizing experiential methods to order what matters instead than accepting preexistent thoughts of what affairs. Management today is the greatest usage of scientific direction is a signifier to contrast a new and improved manner of making concern.

## **Leadership**

Leadership is holding the ability to give counsel to those that will follow. Those that follow will assist to finish the mission. It is an immature scientific discipline and the organic structure of cognition in the field has developed through a series of tantrums and starts. Leadership is a soft scientific discipline, merely as anthropology, sociology and psychological science. It can non be proven precisely what it is. Leadership is an art ; the adept application of leading behaviors beyond techniques is much the same as the adept application of brushstrokes by a maestro painter. Leadership is both rational and emotional. It involves both sides of human experience. It includes actions and influences based on ground and logic every bit good those based on inspiration and passion. Leadership is a societal procedure shared among all members of a group. ( Yolk, 2002 )

Leadership besides involves in political activity as in power activity ; conversely, it is much more like transformational leading. Political

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procedures involve attempts by members of the organisation to increase their power or protect existing power beginnings ( Pfeiffer, 1981 ) . Although the ultimate beginning of political power is normally authority, control over resources, or control over information, political power involves influence processes that transform and amplify the initial footing of power in alone ways

## **Karl Marx**

A Marxist ' s idea is based on this life style, a scientific discipline of logic called Dialectics. Thus, Marxism is both a theory and a pattern. The theories of Marxism are based on a scientific method of idea called dialectal materialism. A Theory is based on a peculiar set of conditions that are ever finite, and therefore, any theory is needfully limited. To prove the cogency of theory, Marxists rely on empirical grounds as the standards of truth ( Basgen, 2005 ) .

Marxism embraces modernness and Marxists argue that one of the chief jobs is that capitalist economy puts hobbles on the progressive forces. The forces of capitalist economy are viewed as imperfect in brushing off the traditional, spiritual, rearward, and feudal signifiers of society, distributing industrialization and urbanization across societies ( Moody, 2003 ) .

## **Michel Foucault**

His surveies challenged the influence of German political philosopher Karl Marx and Austrian psychoanalyst Sigmund Freud. Foucault offered new constructs that challenged people ' s premises about prisons, the

constabulary, insurance, attention of the mentally sick, cheery rights, and public assistance ( Ron, 2000 ) .

The chief influences on Foucault ' s idea were German philosophers Frederick Nietzsche and Martin Heidegger. A The connect. net web site, describe Foucault ' s idea as explored the switching forms of power within a society and the ways in which power relates to the ego. He investigated the changing regulations regulating the sort of claims that could be taken earnestly as true or false at different times in history.

## **critical analysis**

### **Marx review of capitalist economies**

Capitalism is the system that upholds the relationship between the proprietors of the agencies of production and workers. The former comprise the businessperson category and the latter the labor

Marx ' s review of capitalist economy was that while this system had unbelievable power and potency to transform human society positively, in existent fact it resulted in development and finally limited the possibility for farther betterment ( Powell, 2001 ) . Moody ( 2003 ) , describe this environment as workers were emancipated from traditional bounds but became slaves of the new mill system, monopolization resulted in bounds on trade and farther advancement, and the province acted in the involvements of the middle class instead than society as a whole.

### **Commodity Fetishism**

Labour Power



To be clear about is what the capitalist has bought. The worker has sold not his labor but his ability to work. This Marx calls his labour power. Besides, as Marx defines, 'labour power is the abstraction of human labor into something that can be exchanged for money. In addition, capitalist economy can purchase labor power as a trade good.

In other words, 'Labour power is a trade good governed by the same laws as other trade goods. Its value is determined by the labour-time necessary for its production. Labour power is the ability of the worker to work. It is "consumed" by the capitalist in the existent labour-process. ( R. Sewell and A. Woods )

Marx explains, " I use the term labour power or capacity for labor, to denote the sum of those bodily and mental capabilities existing in a human being, which he exercises whenever he produces a use-value of any sort " and " The value of labour power, like that of every other trade good, is determined by the labour time necessary for the production, and accordingly for the reproduction every bit good, of this specific article every bit good.

### Capitalism Power

As Campbell ( 1981: 34 ) describes, 'as in bondage, where the manufacturers themselves are owned by the bondage proprietors ; in feudal system where the land is owned by the landlords ; or in capitalist economy where machinery and mills ( capital ) are owned by capitalists. ' In capitalist economy, the 'machineries and mills ' is not the lone thing owned by capitalists ( or mill proprietors ) , besides labours. For illustration, in a auto devising mill, all the machineries are fixed assets to the mill proprietor, <https://assignbuster.com/critical-perspectives-on-management-and-leadership-flashcard/>

machineries can non do net income for the mill proprietor if no 1 operates them, and so laborers who operate machineries are the chief assets to the mill proprietors.

In add-on, labour power is a trade good ( which is bought and sold on the ' labour ' market ) , ( The Marxist review of capitalist economy ) because it has an exchange value. As Campbell ( 1981: 38 ) says ' all trade goods labour power has an exchange value, its monetary value ( the pay ) , yet once more like all trade goods, it besides has usage value to the buyer. ' The buyer here is any capitalist economy or any mill proprietors. It continues ' one purchased, like any commodity^; Labour power is owned hence, like a machine, and is put to work ' ( Campbell 1981: 38 ) As the labour power is a trade good, so once it is purchases by mill proprietor, the proprietor has the power to either usage it or interchange it to others. Besides, in capitalist economy, one time the proprietor purchases new labour power, he has the rights to do determination on how much he will pay to his new laborers, and how long the new laborers will work every hebdomad ; besides he can fire any of the laborers in his mill any clip if he feels non satisfied with them.

' a^; in a capitalist economic system the huge bulk of people have merely their labour power to sell in order to derive income with which to buy nutrient, vesture, lodging and other goods and services. The agency of production are owned by the capitalist category and if they are unwilling to engage labor, or wish to cut down the Numberss of workers they employ, this puts workers prosperity instantly at hazard ' ( Campbell 1981: 111 )

Marx ' s statement was against capitalist economy, which he referred to as a phase at which every society must travel through that can convey about the seed of its ain devastation. He indicated that human kernel was labour and physical attempt needed in the production of the agencies of subsistence. Hence, some signifiers of production are needed for endurance. The suggestion being that it is acceptable for oneself but non for others because some persons may hold all factors of production ( capital, entrepreneurship, labor and land ) , while others may hold nil but merely their ain labor, which finally will ensue in uneven distribution of wealth and income. Additionally, Marx argued that capitalist economy deprives the labour force of their ' creative fulfillment ' , and since they are portrayed to be the already planned portion of the production procedure, they are unable to accomplish self-actualisation.

### Exploitation and Alienation

For Marx, this disaffection works as a procedure, but it can be broken up into 3 different facets for analysis. The first facet of disaffection under analysis is how workers are alienated from the merchandise they produce. Under capitalist economy, the object the workers produce is surrendered for the rewards they receive. The workers so loose any relation to the object they are bring forthing because they are passing it over. This is of class is different from the system of autonomy, where the workers have a much more direct relationship with the object that they produce. As the workers become more independent of their merchandise, they transfer power to the employer. As mentioned with Marx ' s review on the political economic system, the more objects the worker produces, so the more power the

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employer possesses which will take to a greater failing to the workers.

Therefore under this system, the workers are merely viing to be exploited.

This is a signifier of disaffection, because the object that the worker produces becomes an foreign entity to him, independent of his control and finally controls the worker.

Another facet of disaffection that Marx examines is how “ the ego ” becomes another foreigner entity to the worker. Under the manner of capitalist economy, the on the job conditions are established by the capitalists and non by the workers themselves. These conditions are established along the evidences of the capitalists drive for net incomes, instead than the workers need for self-fulfilment. Marx felt that self-fulfilment was a major purpose of a individual, and felt that under the system of capitalist economy, where your working conditions are created by your employer, it was impossible for the worker to derive this self-fulfilment. He besides felt that the capitalist employers were victims of this job excessively because if they did n’t drive for net incomes, so they would be put out of concern. The labour itself is described by Marx as “ exterior to the worker, that is, it does non belong to his kernel. Therefore he does non corroborate himself in his work, he denies himself, feels suffering alternatively of happy, deploys no free physical and rational energy, but mortifies his organic structure and ruins his head ”  
( David McLellan 2000 ) .

Explain Marx ‘ s articulation of development. The pattern of mistreat of workers in an environment that is intentionally designed to keep it, i. e. capitalist economy,

Marx ' s conforming - the workers alienated by/owners of the agencies of production to derive net incomes at the disbursement of the workers ( e. g. directors coercing employees to set about undertakings outside their occupation description in order to cut costs and maximize net incomes ) because people are alienated they conform to the demands of their employers in order to maintain occupations safe.

### Foucault disciplinary Power

Moves off from the economic sciences of Marx. Looks at power and reconceptualises it. Management as a representation of power dealings in society. Specific regulations maintain, regulate and commit patterns in a work environment ( office, mill, school, etc ) ,

Power- Disciplinary power - the panopticon as a illustration of society, the in-between tower is all seeing yet captives ever obey without cognizing for certain whether they are being monitored, by whom or by how many. The consequence is the creative activity of self-regulating, obedient and disciplined captives ( at least in theory ) . Associate this signifier of disciplinary power to direction.

Power as the cardinal driving force in a society within a group of people in a on the job environment. Manager does n't make a system the director simply plays along with the regulations, therefore keeping the dealings of laterality and dominated.

### Critical Analysis on Leadership

Over the influence procedure of leading, it needs power. ( Northhouse, 2007 ) . Leaderships are normally described as wielders of power in the treatment of leading because they are persons who dominate others. Power is the capacity or potency to act upon another party ( Mint berg, 1983 ; Pfeiffer, 1981, 1992 ) . It is talked as the footing of leading harmonizing to many political theoreticians like Machiavelli through academic political scientists such as Marx in the 20th century. Peoples have power when they have the ability to impact others ' beliefs, attitudes, and classs of action. Curates, instructors, physicians, and managers are illustrations of persons utilizing power to consequence alteration in people. In commercial, there are two major types of power, place power and personal power ( Bass, 1960 ; Etienne, 1991 ) : Position power refers the power a individual derives from a peculiar rank in a formal organisation system, for illustration, section caputs have more power than clerical staff in place. It includes possible influence derived from legitimate authorization, control over resources and wages, control over penalties, control over information, and control over the physical work environment. A Personal power refers the power a leader derives from followings. It includes possible influence derived from undertaking expertness and possible influence based on friendly relationship and trueness. Followings give leaders power when leaders act in ways that are of import to them. Power is besides built-in in a individual ' s place in the organisation. ( Bass, 1960 ; Etienne, 1991 )

Harmonizing to Northhouse ( 2007 ) the current dominant leading paradigm is the transmutation attacks which is a procedure that alterations and transforms people. The elements at the bosom of transformational leading

are: idealized influence, inspirational motive, rational stimulation and single consideration.

### Critical Analysis on Scientific direction

The Marxist theory of capital sees labour as a cost of production ensuing in the disaffection of workers as the demand for labour surfaces from the physical demands “ defined by the cardinal relationship between worlds and their physical environment ” ( Hatch, 1997, p. 27 ) . A Taylor ‘ s thoughts on scientific direction ( 1990 ) have similar economic subjects to Marx and Adam Smith. A By sing direction as a scientific discipline, he broke down the managerial job into phases of research, definition, analysis and implementation. A His rules were inherently based on the premise that people put in every bit small attempt as possible into their work and were soldiering on in order to gain money. A This shifted all the duty from the worker to the director and scientific methods were used to find the most efficient manner of working. A After choosing the best individual capable of executing the undertaking, they were trained to work expeditiously and their public presentation was purely monitored. A In hindsight, though this may hold appeared to be a good generic scheme for the success of a house, it to a great extent depended on whether the optimum method of bring forthing could be found and whether or non the scheme was implemented correctly.

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**decision**