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ACTIVITIES III

Management in the perspective of organisation and management science

Ladies and Gentlemen

You already know the difference between public administration and private administration. You have also learned about the relationship between decentralisation, local government and regions. This time, we are going to focus on different approaches to governance. We will start with the most traditional one.

First of all, the conceptual relationships should be discussed. In Polish it happens that such terms as management in the material sense and management in the functional sense are used interchangeably in everyday circulation. In English, management is used primarily in the material sense, although also in the functional sense, and one term is sufficient in practice.

In Poland, the term "zarządzanie" translated from "management" is correctly used in the functional sense, which suggests a narrower scope of meaning than in English. Hence the discrepancies, which were caused by faulty linguistic translation.

In Poland, the linguistic translation has only covered the functional sense, while in practice people speak as if there were also a material sense. Thus, in Poland, the correct term in the material sense is "zarządzanie", and in the functional sense it is "kierowanie".

In Poland, the content of the term "management" in the functional sense consists of such elements as supervision, control, coordination of social and productive activity in the organisation. It is therefore proposed to combine both contexts and use the term "kierownictwo" [Supernat 2000, p. 287]. This is also how J. Zieleniewski seemed to refer to it [Zieleniewski 1981, pp. 450 - 456].

H. Steinmann and G. Schreyögg in turn distinguish management in institutional and functional contexts. In the institutional sense, management is defined by the authors as the set of all positions in the hierarchy of a company which are entrusted with the authority to give orders, i.e. all those positions to which managerial tasks have been distributed. Managers in this context are therefore all those who hold any kind of superior position. This leaves us with a functional approach. According to the authors, the latter should be understood as all activities serving the purpose of managing the work process, i.e. all those which are necessary for realising the tasks of the enterprise, or even the organisation in general [Steinmann, Schreyögg 1992, p. 17].

It should be emphasised that J. Supernat has considerable objections to the institutional understanding of the concept of management by H. Steinmann and G. Schreyögg have J. Supernat. The representative of the University of Wrocław points out that the authors uncritically used the factual understanding of the term "management", which in some cases may turn out to be not only wrong, but also illogical [**Supernat A 2005, p. 330**].

D. Jemielniak and D. Latusek in turn cite P. Drucker, who is of the opinion that management [**Jemielniak, Latusek 2005, p. 11 - 13; Koźmiński, Piotrowski 1994/2000**]:

- 1) concerns people,
- 2) is culturally embedded,
- 3) requires common, simple and clear values, action objectives and tasks,
- 4) should cause the organisation to learn,
- 5) requires communication,
- 6) requires a system of indicators for evaluation,
- 7) must be oriented primarily towards customer satisfaction.

"Kierowanie" as a concept broader in scope than management and administration seemed to be perceived in Polish literature by Z. Pietrasiński [**Pietrasiński 1962, p. 10**]. The latter defined "kierowanie" as stimulation and coordination of team activity, aiming at the realisation of the team's goals [**Pietrasiński 1962, p. 13**]. On the other hand, J. A. F. Stoner and Ch. Wankel were of the opinion that "kierowanie" is the process of planning, organising, leading and controlling the activities of the members of an organisation and the use of all its other resources to achieve the set goals [**Stoner, Wankel 1992, p. 23**].

We have therefore discussed the relationship between the concepts of 'management in the material sense' and 'management in the functional sense'. However, we are left with administration and governance.

In the case of the relationship between management and governance, we have the following relationship. Governance is in fact one form of management in the functional sense. A. Chrisidu-Budnik quotes here J. Zieleniewski, who took the position that governing is the legal application of coercion or the conviction of citizens of the legitimacy of state organs of power [**Chrisidu-Budnik 2005, p. 241; Zieleniewski 1971, p. 469**].

Finally, there remains a juxtaposition of the terms management and administration in activity-based terms. Here A. Chrisidu-Budnik also refers to J. Zieleniewski, who was to take the view that the criterion for distinction in this case is not the source of power, but the function of the institution. Administration as a function of an institution occurs in relatively permanently organised institutions. There it co-ordinates their functioning, but it does not involve the direct realisation of a primary objective. It improves functioning indirectly and more due to its form than its substantive content [**Chrisidu-Budnik 2005, p. 242; Zieleniewski 1971, p. 471**]. As A. Pakuła adds, in the praxeological interpretation of the concept of management, administration has more of an auxiliary function [**Pakuła 2005, p. 246**]. This in turn leads to the conclusion that administration is a more formalised, ordering part of management.

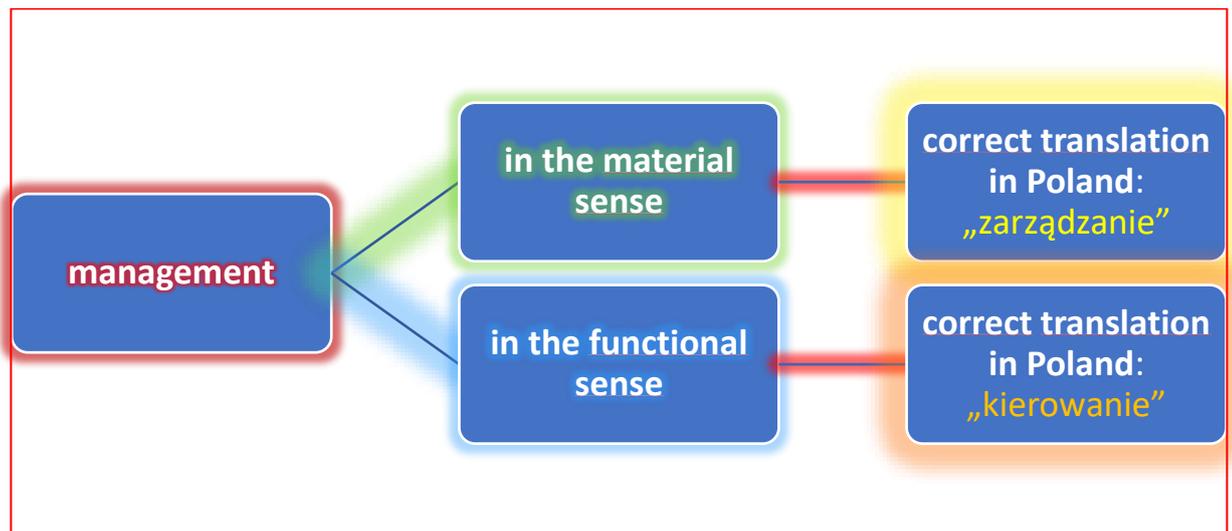
What needs to be emphasized - management is multidimensional in nature and can take on different faces. We can distinguish, for example, time management, crisis management, portfolio management, transnational management or strategic change management [**Supernat 1998, pp. 237 - 251**].

Finally, we are left to cite the functions of management. Among these we distinguish: 1) planning, 2) organizing, 3) leading, 4) controlling. All of them are not only integrally connected with each other, but also often performed simultaneously, which, as J. Supernat points out, makes them more time-consuming, and the manager has to work longer than the others [Supernat B 2005, p. 249 - 250].

Finally, let us try to look at management in the context of decision-making. Schematically, this would mean the quotient of the sum of the aforementioned management and decision-making functions. Deciding, in turn, is understood as a process consisting of the following points [Supernat B 2005, p. 251; Drucker 1993, p. 347 et seq:]

- 1) problem definition,
- 2) analysis of the problem,
- 3) working out possible solutions,
- 4) choosing the best solution,
- 5) transforming the chosen solution into effective action.

This brings us to the end of the first part of today's lesson. I think that we can already see here that management is not only a multidimensional concept, but also ambiguous because of its particular linguistic connotations. Nevertheless, this starting point will be important for our further meetings. I invite you to complete the task.



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