

ASSIGNMENT COVER SHEET

Student's name	(Family name) SIVAKUMAR	(Given names) POOJITHA
ID number	28805925	Phone 0424014300
Unit name	INTRODUCTION TO MANAGEMENT	Unit code MGC1010

Title of assignment	ANNOTATED BIBLIOGRAPHY		
Lecturer/tutor	RUBY RANJAN		
Is this an authorised group assignment? ☐ Yes ☒ No If this submission is a group assignment, each student must attach their own signed cover sheet to the assignment.			
Has any part of this assignment been previously submitted as part of another unit/course? ☐ Yes ☒ No			
Tutorial/laboratory day & time	TUESDAY 8:00 AM		
Due date: 27/03/2017		Date submitted: 27/03/2017	

All work must be submitted by the due date. If an extension of time to submit work is required, a [Special Consideration Application \(In-semester Assessment Task\)](#) must be submitted.

Has an extension been approved? Yes ☐ No ☒ If yes, please give the new submission date/...../.....

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Signature: Poojitha Sivakumar

Date: 27/03/2017

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ANNOTATED BIBLIOGRAPHY

Huang, K.P., Tung, J., Lo, S.C., & Chou, M.J. (2013). A review and critical analysis of the principles of scientific management. *International Journal of Organizational Innovation*, 5(4), 78-85.

In this article Huang, Tung, Lo and Chou (2013) review and analyse the depths of scientific management by illustrating the positives and negatives and 'challenges of Taylorism in modern management practice' (p.82). Firstly, Huang et al. (2013) summarise Taylor's four principles development of a true science, scientific selection, training of a workman and cooperation between employees and the management. This article then examines the challenges, Taylor's theory faced after the evolution of management into the industrial age to information age and potentially into the virtual age. The writer concludes Taylor's scientific management as a theory that "withstood the test of time and are poised to enter the next stage... some modifications may be needed in order to make Taylorism more efficient and profitable to companies" (p.84). The conclusion is drawn on the basis of critically analysing the major downfalls of Taylor's theory; dehumanisation of workers, lack of education and the concept of task allocation. The authors' research is based upon many different scholarly journal articles written by professionals in the area of scientific management, this article is rather a fusion of many different researches done previously in this area. It provides a strong theoretical knowledge on the topic of scientific management, which will then aid me to explore the relevance of management in the 21st century. One of the major limitations is that this article does not use any quantitative facts or statistics; there is a lack of supporting evidence of

the claims made throughout the article. All the judgements are made based on basic logic and critical judgement. Nevertheless, it explores a wide scope of ideas in the topic of scientific management in significant depths. The conclusion drawn in this article supports my viewpoint that management is still relevant in 21st century, yet there is a need for modifications to be made to the existing theories to fit to the modern management practice. This will assist me in navigating through my research of whether management is still relevant in the 21st century.

Scott, W, L., Eau, C., & Kickul, J. (2001). Psychological contracts in the 21st Century: What employees value most and how well organizations are responding to these expectations. *Human Resource Planning*, 24(1), 10-21.

In this article Scott, Eau and Kickul (2001) analyse the importance of employee motivation and how it affects the wellbeing of the organisation. Scott et al. (2001) explore the importance of psychological contract fulfilment; “psychological contracts... are the set of beliefs held by an individual employee about the terms of the exchange agreement between the employee and his/her organisation” (p.11). Overall, “this study suggests that employees place a great deal of importance on intrinsic outcomes” (p.20). The purpose of the research conducted is to assist businesses with the essential information and highlight what employees value most. The main points discussed in this article are employee inducements, employee perceptions and perceived discrepancies. This research took qualitative and quantitative measures to survey 268 employees who were enrolled in a part-time MBA program. The sample chosen was representative of the population because it ensured that these students were working in a variety of occupational fields and there

was an even spread between the male and female proportion in the sample. However, one of the major limitation in this research, also highlighted by the authors, sophisticated correlation strategies weren't implemented to analyse the data collected, this leaves room for variation in the conclusion of this research. This article compared to the previous by Huang et al. (2013) uses more statistical and factual evidence to support their claim that "detrimental consequences... can occur when organisations are unable to fulfil their employees' psychological contracts"(p.20). This article will be useful for my research as it provides a different viewpoint to the previous article. This will enable me to view and expose both sides of the coin in my research; hence will allow me to make reasonable judgments based on the facts. In particular I will be able to talk about the evolution of management into the 21st century and the simultaneous evolution of employee expectation in my research.

Frank, D, F., Finnegan, P, R., & Taylor, R, C. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.

In this article Frank, Finnegan and Taylor (2004) focus on strategies to "[retain] talented employees and keeping them actively engaged in their work" (p.12). Frank et al. (2004) break the article down into sections for the convenience of discussion; employee retention and turnover, talent and labour crisis and employee engagement. The purpose of this article is to portray the importance of "training managers in retention and engagement leadership competencies [to make] a difference" (p. 20). The author examines his hypothesis through surveys, facts and statistics. A survey report, which has been embedded into this article, outlines the "organisational factors impacted by turnover" (p.18), this demonstrates that staff turnover is the highest cost

and expense to an organisation. Frank et al. (2004) explore each area of argument with relevant facts and/ statistics; hence this proves that this article is from a reliable source. This article is similar to the previous article, but the approach they have taken to research their area of purpose is dissimilar. This article is useful for my research, as I will be able to outline the changing nature of leadership in 21st century management and the importance of retaining talented employees within the organisation. However not the entire article will be of relevance to my topic, I will be using selected parts of the article in my research. In particular, I will be able to use some of the facts that have been articulated by Frank et al. (2004) to make my arguments stronger and reliable. The major limitation in this article is that it isn't completely related to the topic of relevance of management in 21st century; the article doesn't discuss any other aspects of the change apart from employee retention and engagement perspective. Nevertheless, this article will definitely assist me in exploring the topic of management in 21st century.

Reference list

Frank, D, F., Finnegan, P, R., & Taylor, R, C. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.

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