



BOOK REVIEW

NEW ERA OF MANAGEMENT 2ND EDITION, BY RICHARD L. DAFT. THOMSON SOUTH-WESTERN, MASON, OH: USA, ISBN-10: 0324537778, ISBN-13: 978-0324537772. 815PP.

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ABSTRACT

The 21st century has brought with it a new workplace, one in which everyone must adapt to a rapidly changing society with constantly shifting demands and opportunities. The economy has become global and is driven by innovations and technology and organisations have to transform themselves to serve new customer expectations. It is necessary to review this book so as to identify issues that was not reflected so that practicing and aspiring managers can be guided effectively. This book was designed to inform existing and aspiring managers invert innovative solutions to the challenges that affects today's organisations. This is because today's business environment forced managers to go beyond theories and practices of traditional management. Managing in today's dynamic and uncertain world needs intensive management skills and capabilities. Thus, this book covers both traditional management skills and the new competencies needed in a turbulent environment characterized by chaos. While the traditional practices focused on control, rules and regulations, stability and efficiency, the contemporary approaches focus on leading change, creativity and enthusiasm, shared vision and value. The main weakness of the book is its failure to present and link notion of knowledge and information sharing culture as well as firm growth stages in each management function on which this book is designed, the book also assume relationship between issues and topics presented are linear and failed to link management functions and stages of firm development. Nevertheless, New Era of Management is a very good resource book for managers, professors and university students pursuing courses related to business studies. The book will also help researchers to identify gaps in the knowledge for the future researchers.

Key words: *New Era, Management, and Organisation*

Paper Type: *Book Review*

Type of Review: *Peer Review*

1. SYNOPSIS OF THE BOOK AND REFLECTIONS

Richard L. Daft (Ph.D.) is a Professor of Management in the Owen Graduate School of Management at Vanderbilt University. Prof Daft specializes in the study of organisational theory and leadership. He has authored or co-authored 12 books, including Organisation Theory design (South-Western, 2007), The Leadership Experience (South- Western, 2005) and Management (Cengage Learning, 2015). Dr. Daft is a lecturer and consultant, he has taught management, leadership, organisational change,

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organisational theory and organisational behaviour. In his book, *New Era of Management – Second Edition*, Richard Daft, explore latest management thoughts for the turbulence eras in a way that is engaging and appreciated to current and aspiring managers though retentive the superlative classical management thinking. This book encompasses six parts which are further organised into twenty-one chapters.

Party one presents introduction to management, as well as origins of management, topics associated to currently turbulent environment, the learning organisations, historical standpoints on management and the technology- driven workplace. Party two assess the environment of management and organisations. This section also comprises facts on the business environment and enterprise culture, the universal environment, ethics and community responsibilities, the native surroundings as well as environment of entrepreneurship and small business management.

Part three give out three sections on planning, this includes organisational goal setting and planning, strategy formulation and implementation and the decision-making process. Part four focuses on the organising processes. The sections designate components of structural design, the design substitutes leaders can employ to reach strategic objectives, structural designs for enhancing inventions and modification, the design and utilization of human resource functions, and how managing diverse workforce is key to the organising functions.

Part five describe the controlling function of the management, including basic principles of the total quality management, the design of control systems, information technology and techniques for control of operations management. Party six is about leadership. It commences with a section on organisational behaviour, offering foundation in comprehending workforce in organisations. This ground work surfaces the way for succeeding debate on leadership, motivation of employees, communications and team management.

2. CRITICAL EVALUATION AND DISCUSSIONS OF THE BOOK

The second edition of *New Era of Management* is a text book on management education which identifies and describes emerging ideas in the management of today's organisations. It introduces students to innovative management for turbulent times, this is critical in alerting managers that, their work is to give direction to the organisation, provide leadership and decide how to use organisational resources to accomplish goals (p.5-35). Author assume that managers rely on resources be human, financial, raw material and information and managerial skills such as conceptual, human and technical to perform management functions and attain organisational goals. In other way the author assume relationship between this variable is linear (Cegliński, 2020). On contrary that is not the case, there are intervening forces such as firm capability and core competence as well as forces and events from external environment which might affect the potential of the firm to attain its goals. As a text book for beginners in the field of management, therefore it is very crucial that students are oriented on those matters.

Chapter two (p.37-35) presents the evolution of management thinking; this contributes to the understanding of both present and the future that learning from mistakes to avoid repeating them; learning from others' success so as to repeat them in appropriate situation. However, while the universality vs. contingency perspective in management thought has been presented very well, the critical question which author fails to answer is why does management theory fail? The simple answer is that the theory does not comply with the requirement for it to work. In other words, it does not fit the circumstance to which it is being applied. This simplistic assumption should be challenged and the book will add more value if provided possible solution on the matter. Chapter three is about the environment and corporate culture, this is critical because to be effective manager must monitor and respond to the environment, events that have the greatest impact on organisation typically originate in the external environment, but again utilizing corporate culture effectively, however the

whole notion of knowledge and information sharing culture is not presented as well as knowledge management and especially issues related to tacit and explicitly knowledge. This is crucial in creating climate that facilitate learning and innovation. Jokanović *et al.*, (2020) posits that knowledge-sharing culture enables open exchange of knowledge and experience in order to drive business toward key strategic goals. Managing in a global environment is articulated in chapter four, thus students are oriented on the challenges executives have in functioning in a glowingly borderless and competitive world, economic, legal-political and socio-cultural challenges confronting corporations within universal business environment as well as international firms and strategies desired for inflowing and prospering in overseas markets are provided.

Chapter five presents ethics and social responsibility; these are critical because they guide manager to think and act in ethical manner and thus help managers to build solid foundation on which it act as a base for future decision making (p. 139-171). While the two notions are clearly elaborated, the author is quiet on the link of the two terms; the notion of ethics goes beyond the company and organisational environment. Firms are tempting to execute some facets of social responsibility so as to be more ethical; thus, the notion of social responsibility is developing, changing and becoming stronger due to ethics rather than the concept of ethics becoming stronger because of CSR. Consequently, ethics is influencing social responsibilities and not otherwise; or, maybe they are affecting each other to the extent that the strength of one rest on the other. Chapter six articulates issues on managing small business start-ups, despite its contributions to global economy, running a small business is difficulty and risky and that nearly 34% of small business collapse in two years of operating and 50% after three years. While the chapter present most of the techniques for managing small business (Mayr, Mitter, Kücher, & Duller, 2020) the author is silence about reasons for small business failure. Chapter seven presents managerial planning and goal setting, the chapter espouses procedure of planning and deliberate how managers come out with active plans that can grow and transform to meet new condition while special consideration is given to goal setting, because that is where planning starts, types of plans, crisis management planning and new approaches to planning, while this chapter is very comprehensive, scant attention was given to issues that might negatively affect planning and brainstorming techniques, a technique used for enhancing creativity and innovation when generating alternative solutions. In addition, chapter eight offer strategic planning and scrutinise variety of strategic choices executives can utilize in a competitive environment, and chapter nine is about decision making this is crucial because suitable decision-making practises are critical in choosing the organisation's goals, plans and strategic options.

Chapter ten is about designing adaptive organisations (p. 307-343). This is important because organizational structures is an instrument that directs or utilize to tackle resources for getting things done, the chapter further explain forms of organising philosophies and thoughts used by executives as well as assess how managers situate various elements of structural design to the organisation condition. While delegation has been described clearly the author did not present principles of delegation as well as barriers of delegation as advocated by Cole & Kelly (1996). It is opined that this issue to be reflected so that delegation in the organisation can be implemented effectively. Chapter eleven discusses ways organisation may be designed to facilitate creativity and change (p 363). Model of planned change is presented where by forces for change, need for change and implement change is presented however the author skip one important component which initiate change which is supposed to be placed between need for change and implement change. A manager might see need for change but without change initiation in terms of search creativity, idea champions, and venture teams, implementation will not be possible. On the other hand, chapter twelve and thirteen (p 379-409) is about how to harness employees so as to achieve value within the organisation structure as well as diversity its causes and consequence. Chapter fourteen is about managerial and quality control whereby mechanism for controlling is provided by summarizing structure and objective of control process, controlling financial performance, changing philosophy of control and innovative

control systems for turbulent times. This is so because control eliminates bottlenecks and reduces paperwork mistakes. Chapter fifteen (p. 487- 515) is about information technology and E-business, this is because information technology and e-business have altered the means people and organisation functions and thus offer novel challenges for managers, examination of some current technology tendencies and kinds of information schemes used in the organisation, growing use of the internet as well as importance of knowledge management is given. However, the author failed to come out with conclusive statement, as organisations become more technology-driven, what is more important, is it the supervision of the human element of the enterprise? Or the administration of technology? (Stewart & Jürjens, 2017).

Chapter sixteen present operations and value chain management, this chapter is critical because it inform readers that for organization to perform, operative issues like procuring parts and supplies, modification of production technology and executing efficacy distribution systems take on outmost significance in today's competitive global environment. On the other hand, dynamics of behaviour in organizations is presented on chapter seventeen. This chapter elucidate the need of managers to understand the values of enterprise behaviour that means the way individual and teams incline to perform in organization. This includes understanding of attitudes, personalities, perception, learning and stress management. Chapter eighteen is about leadership, this chapter is critical because employees or people are influenced towards attainment of organisational goals, the continuation of this is reflected in chapter nineteen to twenty-one where roles of leadership on workforce motivation, communication and inspiring team work are presented.

3. ENDORSEMENTS, WEAKNESSES, AND STRENGTH OF THE BOOK

The main strength of the book is its innovative topographies to facilitate students learn practical aspects on how to manage in an organisational today by presenting classical and contemporary management techniques. New features to this edition are managers self-test in each chapter designed to offer students insights into how to respond to situation and difficulties faced by practicing managers. The end of the chapter puzzles has been thoughtfully revised to motivate critical thinking and utilization of chapter concepts. Furthermore, the end of chapter cases and ethical dilemmas are designed to sharpen students' diagnostic skills for management problem solving. Generally, these new features will help students to contemplate, absorb and comprehend management skills. The main weakness of the book is its failure to present and link notion of knowledge and information sharing culture as well as firm growth stages in each management function on which this book is designed. Nevertheless, *New era of Management* second edition is one of the best books in management discipline, is still valid and a good text book for managers, students and lecturers. Moreover, the review recommends it as a useful book, it covers with great competence in all aspects of management and reflects the strong academic and practical competence of author.

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