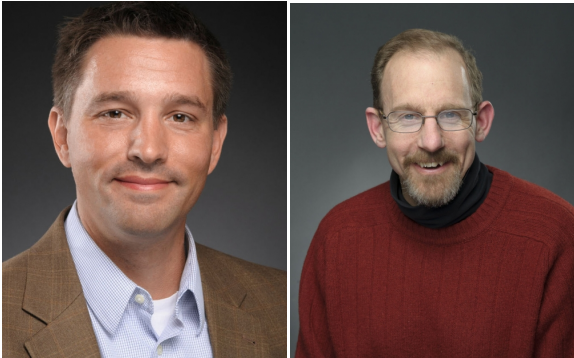




## Management Systems

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### Definition

Organizations are ubiquitous in society and have been for millennia. Each of us is associated with multiple organizations as part of daily life, whether it be for employment, social outlets, community service, or other reasons. Organizations are universal because they are needed to accomplish goals larger than any one person can do alone. At the same time, every person is impacted daily by the decisions and actions of organizations, for good or for ill.

To function effectively, organizations need structures and systems to complete their work that are tailored to the organization's environment and goals. Those systems and structures should not only accomplish goals efficiently and effectively, they should be consistent with the diverse needs, abilities and backgrounds of the people involved with and impacted by the organization. The **Management Systems** focus is about achieving efficiency and effectiveness of an organization's technical systems in a manner that people want to participate because they see how they add value, feel connected and have opportunities to grow.



## Principles

The following principles are foundational to Management Systems design:

1. **There is no one best way to organize** – The most effective way to structure an organization depends on the unique environment in which it operates, considering uncertainty, complexity and technology.
2. **Optimize at a system level** – A management system is comprised of numerous interconnected parts that interact to produce outcomes. A system view recognizes the inherent risks of attempting to optimize at the component level, since how those pieces work together is often more critical than a single piece functioning perfectly.
3. **Simultaneous consideration of the social and technical sides of any problem** – The work of an organization is important and too often becomes the sole focus – e.g. driving shareholder value. A socially responsible approach to design considers the social dynamics and interactions equally important and attempts to jointly optimize both aspects.
4. **Lead ethically** – Leadership is more than just telling others what to do. It’s about helping an organization do the right thing and inspiring people to feel part of something bigger than themselves. Ethical leadership extends into consideration of the organization’s impact on its local and global community.
5. **Work collaboratively** – The best systems emerge when all stakeholders’ concerns are sought out, deeply understood and factored into designs and decision-making.



## Competencies and Courses

Competencies	Courses
<b>Organization theory</b> (Formal structures and coordinating mechanisms, informal structures that include communication networks and culture, knowledge work and problem solving versus production work and doing, power and control)	<a href="#">EIND 574</a> , <a href="#">PSCI 530</a> , <a href="#">PSCI 554</a> , <a href="#">PSCI 558</a>
<b>Leadership</b> (Leadership approaches in context, motivation theory, systems level considerations and strategic planning, planning, workforce dynamics, change management and organizational resistance, ethical frameworks)	<a href="#">EIND 434</a> , <a href="#">EIND 500</a> <a href="#">BMGT 420</a> , <a href="#">BMGT 466</a> , <a href="#">NRSM 421</a> , <a href="#">PSCI 520</a>
<b>Systems Interactions and Management</b> (Scheduling and flow control, inventory management, quality assurance, lean principles, continuous improvement, systems simulation, interdisciplinary collaboration)	<a href="#">EIND 458</a> , <a href="#">EIND 477</a> <a href="#">EIND 506</a> , <a href="#">EIND 525</a> <a href="#">BMGT 464</a> , <a href="#">PSCI 525</a>

## Sources

[“10 principles of Organization Design”](#) by Gary L. Neilson, Jaime Estupiñán, and Bhushan Sethi.

[“Three Pillars of Sustainability”](#) by Thwink.org.

[“Ethical Leadership Guide”](#) by Martin.

[“Transformational Leadership”](#) by Kendra Cherry.