

Part 1: The nature of management

Chapter 3: Managing in a changing environment

- Introduction
- Concepts of systems theory
 - The organisation as a sub-system of its environment
 - The systems approach in management

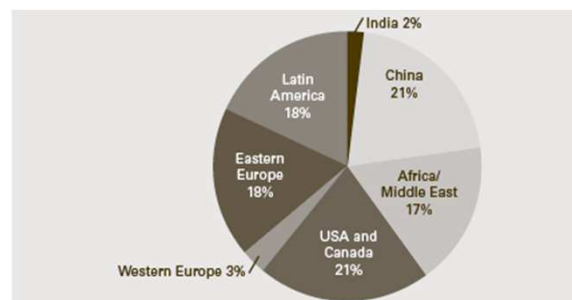
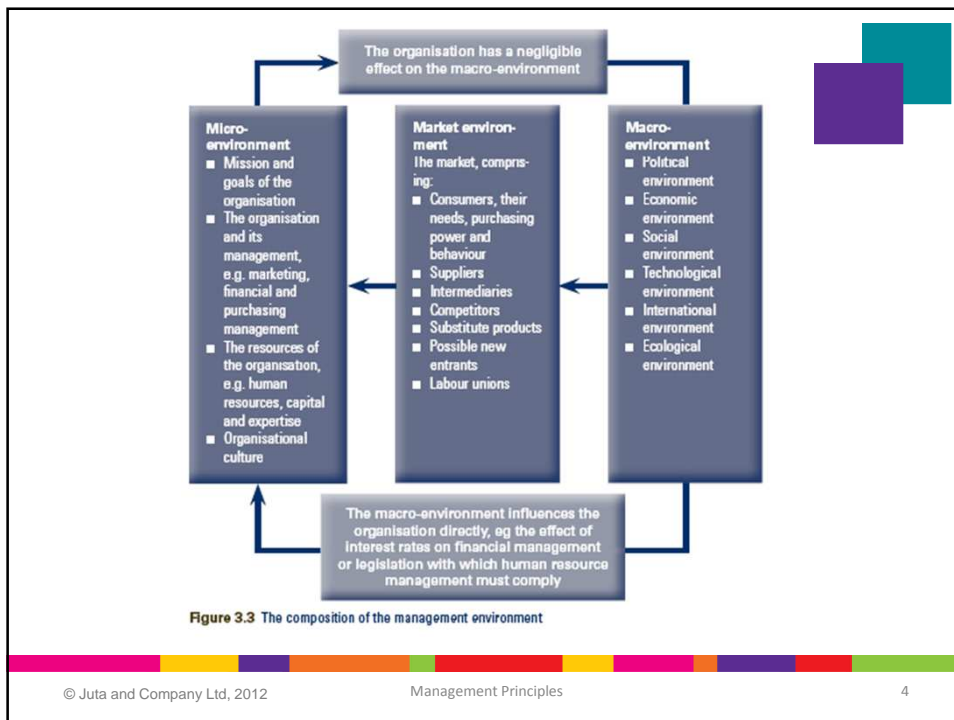
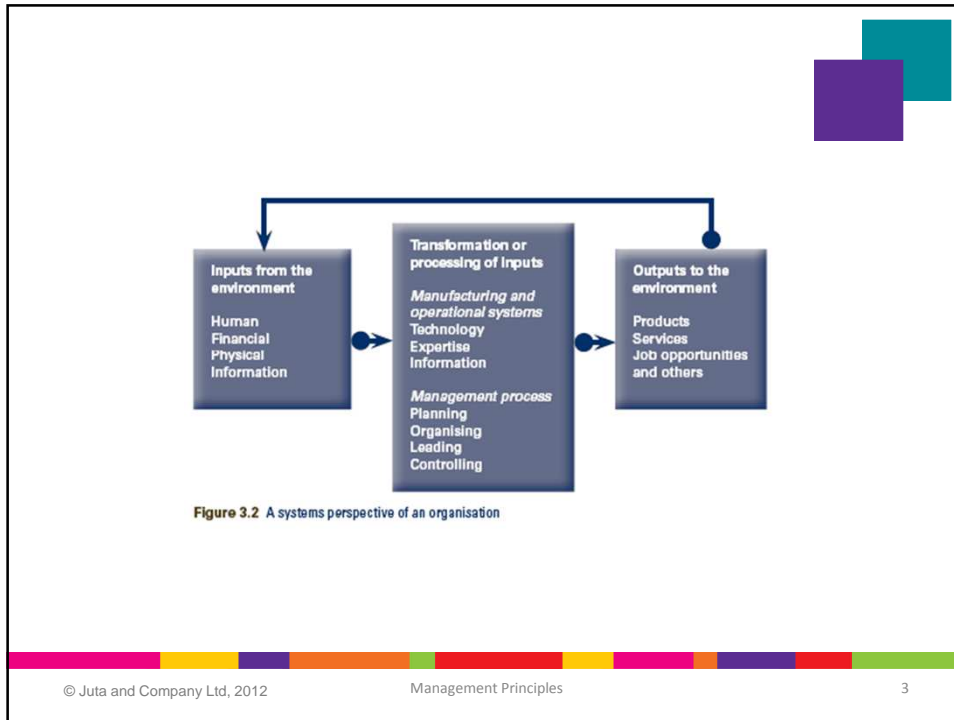
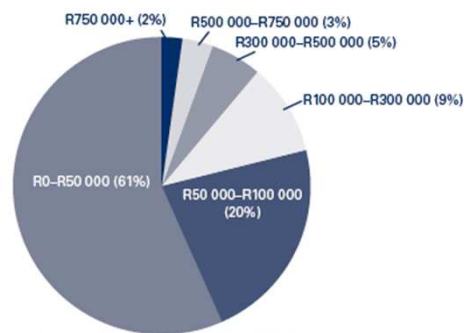


Figure 3.1 Where SAB sells its beer⁴

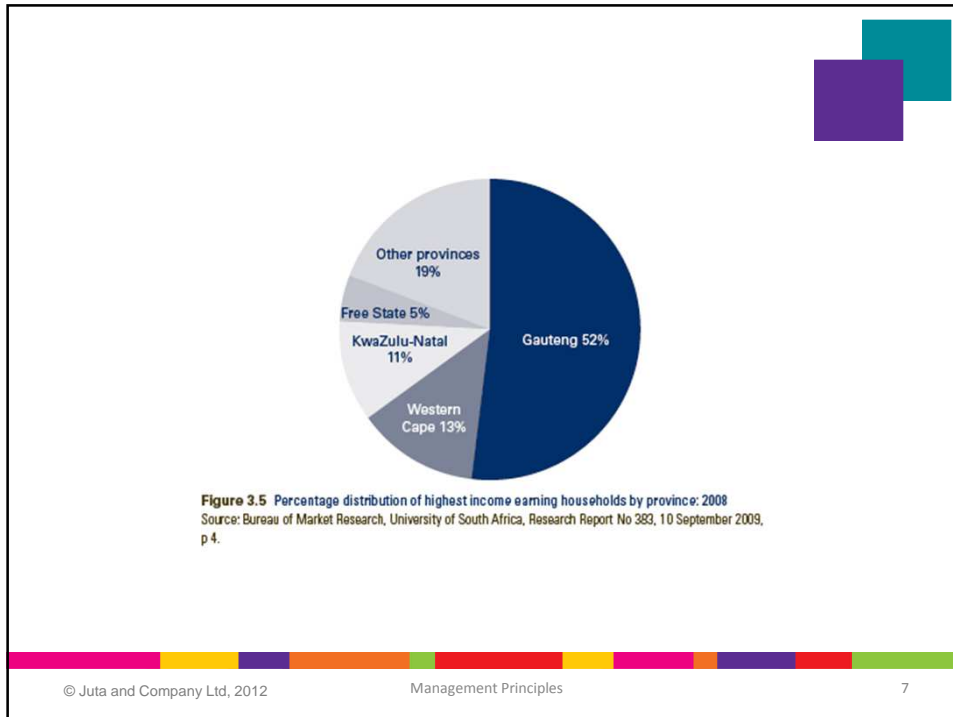


- The composition of the management/business environment
 - Main characteristics of the management/business environment
- The internal or micro-environment
- The market or task environment
 - The market
 - Suppliers
 - Intermediaries
 - Competitors

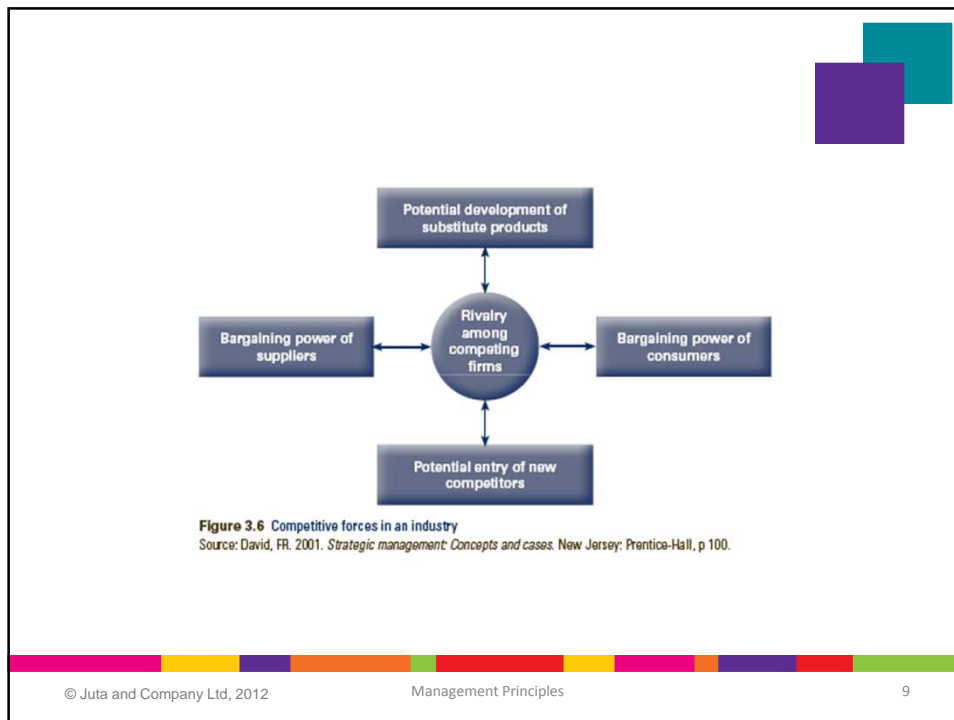


Combined income R1.53 trillion in 2008

Figure 3.4 Percentage distribution of South African households by income category
 Source: Bureau of Market Research, University of South Africa, Research Report No 383, 10 September 2009, p.1.



- The macro-environment
 - The composition of the macro-environment
 - The technological environment
 - The economic environment
 - The socio-cultural environment
 - The ecological/natural environment
 - The political environment
 - The international environment
 - Conclusion
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- Interfaces between the organisation and the environment
 - Environmental change and the organisation
 - Uncertainty in the environment
 - Crises in the environment
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- Ways in which management can prepare for environmental changes
 - Information management
 - Strategic responses
 - Structural change
- Summary

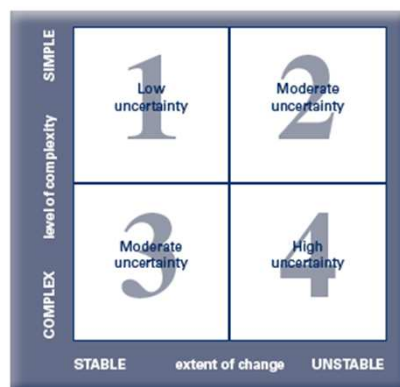


Figure 3.7 Environmental change and uncertainty
 Sources: Adapted from Griffin, RW. 2004. *Management*. Boston: Houghton Mifflin, p 87.