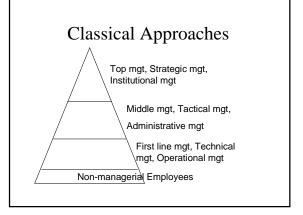
Management and Organizational Behavior	
Historical Foundations of Management - 1	
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Historical Foundations	
Classical Approaches to Management	
Behavioral Management Approaches	
Modern Approaches to Management	
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Ancient History	
• Sumerians	
<ul><li>Egyptians</li><li>Hammurabi</li></ul>	
<ul><li>Hebrews</li><li>Chinese</li></ul>	
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# **Ancient History** • Socrates • Plato • Machiavelli • Adam Smith • Eli Whitney • Charles Babbage • Joseph Wharton Division of Work • Vertical • Horizontal Classical Approaches • Scientific Management • Administrative Principles • Bureaucratic Organization



## Classical Approaches

- Emphasized a rational, scientific approach to study of management and sought to make organizations efficient operating machines
- Sought universal principles for use in various management situations

## Scientific Management

- Develop a standard method for performing each job
- Select appropriate workers
- Train workers in standard method
- Plan work and eliminate interruptions
- Provide incentives for increased output

# Scientific Management Frederick W. Taylor

- Develop rules of motion, standardized work implements, and proper working conditions for every job
- Carefully select workers with the right abilities for the job

# Scientific Management Frederick W. Taylor

- Carefully train workers to do the job and provide proper incentives
- Support workers by carefully planning their work and removing obstacles

# Scientific Management Frank and Lillian Gilbreth

- Motion study
- Eliminating wasted motions improves performance

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#### Administrative Principles Henri Fayol

- Foresight to complete plan of action for the future
- Organization to provide and mobilize resources to implement the plan
- Command to lead, select, and evaluate workers to get the best work toward the plan

#### Administrative Principles Henri Fayol

- Coordination to fit diverse efforts together, ensure information is shared and problems solved
- Control to make sure thing happen according to plan and to take necessary corrective action

#### Administrative Principles Henri Fayol

Five functions of management

- Planning
- Organizing
- Commanding
- Coordinating
- Controlling

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#### Administrative Principles Henri Fayol

Key Management Principles – "should's"

- Scalar chain clear unbroken line of communication from the top to the bottom of the organization
- Unity of command each person receive orders from only one boss
- Unity of direction one person in charge of all activities with the same performance objective

#### Administrative Principles Mary Parker Follett

- Groups and human cooperation
  - Groups are mechanisms through which individuals could combine their talents for a greater good.
  - Organizations as cooperating "communities" of managers and workers.
  - Manager's job is to help people in the organization cooperate and achieve an integration of interests.

#### Administrative Principles Mary Parker Follett

Forward-looking Management Insights

- Employee ownership creates sense of collective responsibility.
- Business problems involve a variety of inter-related factors
- Private profits relative to public good

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#### Administrative Principles Chester I. Bernard

- Informal organization
- Acceptance theory of authority

#### Bureaucratic Organization Max Weber

#### Bureaucracy

- Ideal, intentionally rational, and very efficient form of organization
- Based on principles of logic, order and legitimate authority
- Clearly defined authority and responsibility

#### Bureaucratic Organization Max Weber

- Formal record keeping
- Separation of management and owners

#### Bureaucratic Organization Max Weber

Charact	

Disadvantages

- · Clear division of labor
- Excessive paperwork
- Clear hierarchy of authority
- Slow
- Formal rules and procedures
- RigidResistance to change

• Employee apathy

- Impersonality
- · Careers based on merit

### Classical Approaches Summary

- Find THE BEST way of doing things
  - Scientific Management find THE BEST way to do WORK (individual job)
  - Administrative Principles find THE BEST way to MANAGE
  - Bureaucracy find THE BEST way to ORGANIZE

### Scientific Management

- Individual worker level of study
- Standardization
- Specialization
- Routinization
- Efficiency

# Administrative Principles • Universal principles of management - Scalar chain - Unity of command - Unity of direction - Centralization • Functions of Management Classical Approaches Summary • Efficiency • THE BEST way to work, manage, organize • Rational, economic motive only

## Machine Paradigm

- Efficient
- Rational
- Controlled
- Detailed
- Precise
- · Repetitious activities