

Management and Organizational Behavior

Historical Foundations of Management - 1

Historical Foundations

- Classical Approaches to Management
- Behavioral Management Approaches
- Modern Approaches to Management

Ancient History

- Sumerians
- Egyptians
- Hammurabi
- Hebrews
- Chinese

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



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

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

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

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

Characteristics

- Clear division of labor
- Clear hierarchy of authority
- Formal rules and procedures
- Impersonality
- Careers based on merit

Disadvantages

- Excessive paperwork
- Slow
- Rigid
- Resistance to change
- Employee apathy

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
