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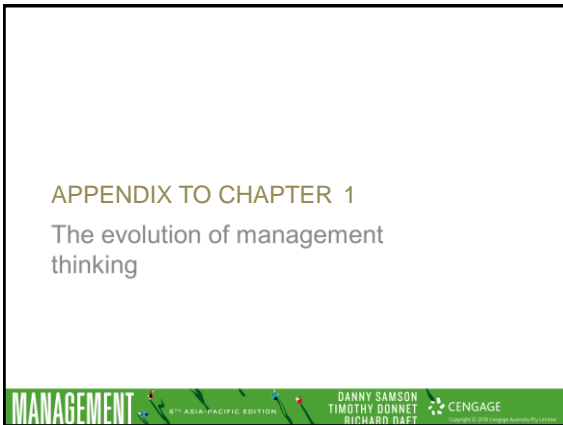
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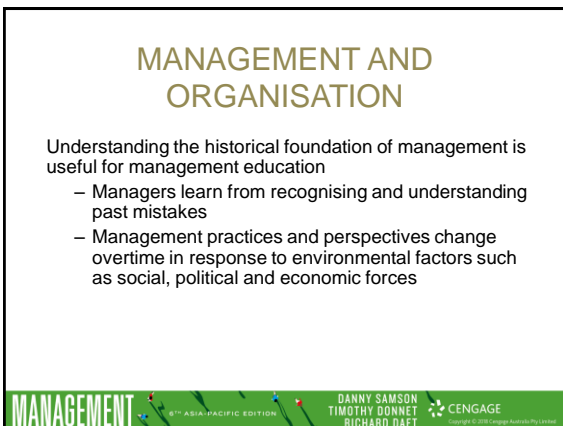
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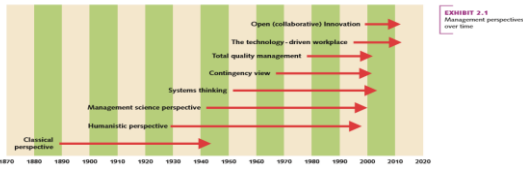
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## MANAGEMENT PERSPECTIVES OVER TIME

Significant management thoughts can be drawn on a timeline:




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## CLASSICAL PERSPECTIVE

- Emerged during the 19<sup>th</sup> and early 20<sup>th</sup> centuries as a response to new problems arising from industrialisation (environmental forces)
- Has 3 sub-fields:
  - Scientific management
  - Bureaucratic organisations
  - Administrative principles

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## SCIENTIFIC MANAGEMENT

- A sub-field of classical perspective
- Key figure: F.W. Taylor (Father of scientific management)
- Other key influencers include:
  - Henry Gantt: Gantt chart
  - Frank B. & Lillian M. Gilbreth: time and motion studies
- Focus: improving efficiency and labour productivity
- Scientifically study each job/task to determine the 'one best way' to do the work (contd.)

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## SCIENTIFIC MANAGEMENT CONTD.

- Key principles:
  - Develop standard method for performing each job
  - Select and train workers
  - Support workers (careful planning)
  - Provide incentives (wages)
- Scientific management ideas in use today:
  - Standardised work methods
    - Retail industry: re-engineering
    - Use of technology to create efficiency and standardised products/processes

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## BUREAUCRATIC ORGANISATIONS

- Another sub-field of classical perspective
- Originated by Max Weber
- Focused on:
  - Rational authority and formal structure
  - Employee selection and advancement based on merit rather than 'who you know'
  - Rules and written records
  - Authority based on position/legal power

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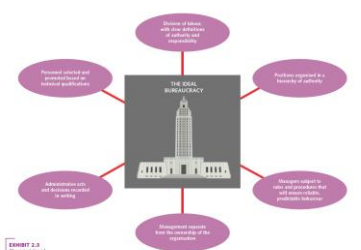
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## THE 'IDEAL' BUREAUCRACY




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## ADMINISTRATIVE PRINCIPLES

- The third sub-field of classical perspective
- Focused on **total organisation**
- Major contributor: Henri Fayol
- Developed 14 principles of management
- Conceived of 5 'rules' of management (Contd.)

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## ADMINISTRATIVE PRINCIPLES CONTD.

- Some of Fayol's 14 principles influencing management thoughts and practices today include:
  - Unity of command
  - Division of work
  - Scalar chain
  - Unity of direction

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## HUMANISTIC PERSPECTIVE

- Emphasised the importance of understanding **human behaviours, needs and attitudes** in the workplace
- Early advocates:
  - Mary Parker Follett
  - Chester Barnard

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## HUMAN RELATIONS MOVEMENT

- Suggests effective control comes from within individuals, not adherence to strict, authoritarian control
- Early response to social pressure for enlightened treatment of workers
- Gained momentum from influence of the Hawthorne studies

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## THE HAWTHORNE STUDIES

- Western Electric Company conducted a series of experiments to persuade businesses to increase lighting in work places
- Hawthorne studies one of the most influential
- Key figures: Elton Mayo and Fritz Roethlisberger
- Highlighted positive link between humane treatment of workers and productivity

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## HUMAN RESOURCES PERSPECTIVE

- Further developed the idea of **considerate leadership and worker participation**
- Combines prescriptions for **job design and theories of motivation**
- Abraham Maslow
  - Hierarchy of needs
- Douglas McGregor
  - Theory X and Theory Y

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## THEORY X AND THEORY Y

Theories based on different underlying assumptions about human nature

EXHIBIT 2.4  
Theory X and Theory Y

ASSUMPTIONS OF THEORY X	ASSUMPTIONS OF THEORY Y
The average human being has an inherent dislike of work and will avoid it if possible. Because of this, most people must be coerced, controlled, directed or threatened with punishment to get them to put adequate effort towards the achievement of organisational objectives. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.	The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. External control and the threat of punishment are not the only means for bringing about effort towards organisational objectives. A person will exercise self-direction and self-control in the service of objectives to which he or she is committed. The average human being learns, under proper conditions, not only to accept but to seek responsibility. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially used.

Source: D. McGregor, *The Human Side of Enterprise*, New York, McGraw-Hill, 1960. Reproduced by permission of McGraw-Hill, Copyright © 1990 by Richard Powell, pp. 33-40.

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## THE BEHAVIOURAL SCIENCES APPROACH

- Applies social science in an organisational context
- Makes use of **scientific methods** drawn from different fields such as:
  - Sociology
  - Economics
  - Psychology

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## MANAGEMENT SCIENCE

- Emerged after WWII
- Draws on:
  - The application of mathematics, statistics and other **quantitative techniques** to managerial problems.
  - Operations research
    - Mathematical model building
  - Operations management
    - Solve manufacturing problems (e.g. scheduling)

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## RECENT HISTORICAL TRENDS

- Systems thinking
- Contingency view
- Total quality management

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## SYSTEMS THINKING

- An extension of the humanistic perspective that describes organisations as **open systems**
- Characterised by:
  - Entropy
  - Synergy
  - Sub-system interdependence

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## CONTINGENCY VIEW

- What works in one situation may not work in another
- Differs from classical perspective of universal concepts
  - Each case is unique

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## THE CONTINGENCY VIEW OF MANAGEMENT



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## TOTAL QUALITY MANAGEMENT

- A concept that focuses on managing the **total organisation** to deliver **quality** to customers.
- Four significant elements
  - Employee involvement
  - Focus on the customer
  - Benchmarking
  - Continuous improvement

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## THINKING FOR A CHANGING WORLD

- Much of management work dependent on technology
- Doing business in the virtual world: E-business
  - Requires **knowledge management**
  - Use of social media to interact with customers, employees, shareholders, partners and other stakeholders

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## SUSTAINABLE DEVELOPMENT AND MANAGEMENT THINKING

- Refers to the way in which organisations engage with and satisfy a wide variety of stakeholders
- Profit-making not the only focus
  - Organisations need to pay more attention to safe-guarding finite resources and the physical environment
- A different and more enlightened way of treating customers
- Generally becoming more proactive in managing stakeholder relationships

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