

MANAGEMENT LEARNING  
PAST TO PRESENT

Chapter 2

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**Classical Management Approaches**

- The classical management approaches assume that individuals are rational in thinking and doing
  
- There are 3 major approaches that make up the classical approach to management:
  - Scientific Management
  - Administrative Principles
  - Bureaucratic Organization

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**Scientific Management**

- Headed up by Frederick Taylor, the father of scientific management
  - Observed that individuals performed tasks their own ways instead of following uniform rules
  - Perceived result – loss of efficiency and underperformance
  
- Focus is on achieving maximum prosperity for the employer and the employee

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## Goals of Scientific Management

- Improve productivity of people at work
  
- Development of increased productivity:
  - 1. Develop a science for every job (rules of motion, standardized work tools and proper working conditions)
  - 2. Select workers with the right abilities for the job
  - 3. Train workers to do the job with proper incentives to follow the science of the job
  - 4. Provide support and plan work

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- Time study
  - An analysis of the motions and tasks required in a job in an effort to determine the most efficient methods of performance
  
- Motion study
  - Reducing a task to its basic motions
    - Increasing the size of a computer screen
    - Eliminating redundancy

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Reduce the following tasks to their basic motions:

- Making a peanut butter sandwich
  
- Doing your laundry
  
- Driving to school

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## Administrative Principles

- Key contributor was Henri Fayol
- Focused on 14 principles that he believed should be taught to all managers
  - Improving the quality of management
- Belief was that management could be taught to anyone

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## Fayol's Key Principles

- Scalar Chain
  - There should be a clear and unbroken line of communication from top to bottom
- Unity of Command
  - Each individual should receive orders from only one boss
- Unity of Direction
  - One person in charge of all activities with the same performance objective

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## Duties of Management

- In line with the four functions of management
1. Foresight – plan of action
  2. Organization – implementing resources
  3. Command – lead, select and evaluate workers
  4. Coordination – problem solving
  5. Control – corrective action

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## Bureaucratic Organization

- Max Weber believed that organizations failed to reach full potential
  
- Perceived problem:
  - ▣ Its not what you know, its who you know
  - ▣ People held positions of authority because of social status not actual capabilities
  
- Bureaucracy are believed to be organizations that operate on the basis of logic, order and legitimate authority

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## Defining Characteristics of a Bureaucracy

1. Clear division of labour
2. Clear hierarchy of authority
3. Formal rules and procedures
4. Impersonality
5. Careers based on merit

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## Homework

- Page 46
  - ▣ Knowledge and Understanding 1
    - Questions 5, 8
  
  - ▣ Make a note on Behavioural Management Approaches
    - Follet
    - Hawthorne Studies
    - Maslow
    - Theory X & Y
    - Argyris

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