

Leadership and management in the 20th century essay sample flashcard



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“ How direction manages and leads employees has changed dramatically over predating decennaries and will go on to germinate in the future”

Introduction Every director is different in their attack to pull offing staff and in modern twenty-four hours society leading is going a more critical facet of direction. The concern sector in today’s society is increasing quickly. and with this addition comes the demand for more people to pull off and take the turning companies. This essay will ship on the development of direction and leading in old decennaries and future alterations.

Before unwrapping in this subject of conversation we must foremost separate between what precisely is a director and besides a leader. With respects the differencing of the two words - the word manage means to manage. where as the word lead means to travel. Similarly as the two words have different definitions.

they besides have different intents. Some illustrations as quoted by experts in the field of such surveies are listed below:“ Management is normally viewed as acquiring things done through other people in order to accomplish stated organizational aims. ”“ The accent on leading is on interpersonal accomplishments in a broader context. It is frequently associated with the willing and enthusiastic behavior of followings. Leadership can be seen chiefly as an inspirational procedure.

” Mullins. 1996“ You can be appointed a Manager. but you’re non a leader until your assignment has been ratified in the Black Marias and heads of those who work foryou” John AdairAs it is known many directors portion

similar features that fit into a wide direction or leading manner. This is the footing for our research and this presentation on alterations in directions.

We will try to cite the two and organize a instance survey. Functions of a Director: The four basic maps of direction are: * Planing* Forming* Leading* Controlling All four maps are every bit important to the success of administrations in modern twenty-four hours society. Because all four maps can be performed in a assortment of ways. direction must choose the most appropriate combination of methods for their several organisations.

Leadership and Management Styles: We must specify some leading and direction manners here so as we can associate the differing manners to each of the mentioned decennaries.

There are many different types but we will merely specify the basic four for this illustration. Autocratic. Autocratic directors believe that the leader (director) should state all the employees what to make and how to make it (like a absolutism) . There is no range for feedback from the employees with this manner so the director will non be able to happen out if there is a job. This method can be really good if there is a really strong director.

but if there isn't so there can be some jobs with it. The advantages of this manner are that determinations are made really rapidly. which can be really of import if something critical happens. The disadvantage is that employee motive and assurance can endure if they have no say in what happens for the company. Democratic.

In a democratic leading the director will discourse with the employees what the company should make. and involves them in the decision-making.
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although the concluding pick remainders with the director still. This method can be really good as there is rather a batch of input from all the different sections in the organisation.

The advantage to this manner is that the employees will be motivated more due to them holding more control with the company. The disadvantage with this manner is that it can be really clip devouring intending a delay if an of import determination demands to be made. Laissez-faire. In a individualistic leading the director has really small direct input with what the company does. The director will make up one's mind the overall ends and aims for the company and so allow the employees get on with it. The director will allow the employees make most of the determinations and allow them make up one's mind how to acquire the undertakings done.

The advantage with this manner is that the employees will be extremely motivated as they are given a batch of power. The disadvantage is that some employees will take advantage of the director and non make any work at all. Paternalistic. In a paternalistic leading the director will seek and steer the employees towards their ends.

The director tries to take on a " fatherly" function for the employees and makes all the determinations for them in a " I know best" manner. The advantage to this manner is that the determinations will be made rapidly for the company. The disadvantage is that the employees can experience unmotivated as it can be really sponsoring for them and as they get really small input. We will get down our journey of direction and leading alterations

from the bend of the 1900 century when things were a immensely differing from the manners of direction and leading that is practiced today.

Development OF MANAGEMENT THEORY* CLASSICAL (1880-1927)*

CONTEMPORARY (1930-1962)* POSTMODERN (1965 -

nowadays)Management in the 1900'sScientific Management Period (1890-

1940)At the bend of the century. the most noteworthy organisations were

big and industrialised. This was after all in the thick of the industrial

revolution. The military and church were two really of import administrations

in this epoch and the construction of these administrations became first the

most noteworthy construction in these times.

This proved to be the accent for more hierarchy and functions in the

direction and leading of administrations. In this period the function of the

director changed to a more professional figure. non seen as an owner-

manager but more of a professional director of new methods and endeavors.

Workers were either rewarded or punished by directors in this epoch. There

was careful measuring and specification of activities and consequences.

Work was redesigned by directors to accommodate greater efficiency or

optimal public presentation. Directors had the power to advance or bump

workers with the new structured theoretical account of direction. Directors

besides had to learn workers on new methods and practises. Some of the

theoreticians that have contributed to the practises in this epoch are Fredrick

W. Taylor. The Gilbreths.

Henry Gantt and Harrington Emerson. With the theories inherited from these

people directors in this period took for granted that workers would subject

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without inquiry to standardisation of physical motions and idea procedures. Their system. nevertheless. ignored human feelings and motives.

go forth the worker dissatisfied with the occupation. Management in the 1920's Bureaucratic Management Theory Max Weber embellished the scientific direction theory with his bureaucratic theory. Weber focused on splitting organisations into hierarchies. set up strong lines of authorization and control. He suggested organisations develop comprehensive and elaborate criterion operating processes for all routinized undertakings. His thoughts had 7 chief facets: His ideal bureaucratism had seven indispensable features.

1. A system of regulations and processes
2. A division of labour
3. A hierarchy of authorization
4. Choice and publicity of members are based on proficient competency and preparation.
- 5.

Employees. particularly directors. should not portion in the ownership of the organisation. This separation of ownership assures that the determinations are made in the best involvement of the organisation instead than the personal involvements of the employee.

6. The rights and control of the place assures that the belongings associated with the place belongs to the organisation. and not to the individual who holds the office.
- 7.

All administrative determinations. regulations. and actions are detailed in composing. This certification provides a uninterrupted record of the activities

of the organisation. Universalism Harmonizing to the cosmopolitan procedure attack the disposal of all organisations.

public or private or big or little. requires the same rational procedure. The universalist attack was based on two chief premises. First a nucleus direction procedure remains the same across all organisations.

Successful directors. therefore. are interchangeable among organisations of differing intents. Second. the cosmopolitan direction procedure can be reduced to a set of separate maps and related rules. Early cosmopolitan procedure authors emphasized the specialisation of labour (who does what) .

the concatenation of bid (who reports to whom) . and authorization (who is finally responsible for acquiring things done) . Henri Fayol's Universal Management Process. Henri Fayol published his authoritative book. Administration Industrielle et Generale. in 1916.

It was non translated into English until 1949. Fayol's work has had a lasting impact on direction thought. and today he is considered the male parent of the cosmopolitan procedure attack. Fayol divided the manager's occupation into five maps.* Planning.* Organising.

* Command.* Coordination.* Control. He besides listed 14 cosmopolitan rules of direction These rules are:* Division of work.

* Authority.* Discipline.* Unity of bid.* Unity of way.* Subordination of single involvements to the general involvement.

* Remuneration.* Centralisation.* Scalar concatenation.* Order.

* Equity.* Stability and term of office of forces.* Initiative.* Esprit de corps.

These maps and rules still stand because of their widespread pertinence. Management in the 1930's Human Relations Movement The human dealings motion was a conjunct attempt among theoreticians and practitioners to do directors more sensitive to their employees' demands. It was supported by three really different historic influences: Menace of Unionization: The motion was a union-avoidance maneuver.

under the thought that satisfied employees would be less likely to fall in brotherhoods. The Hawthorne Studies: The Hawthorne surveies were held at Western Electric and sponsored by General Electric. Elton Mayo and his co-workers controlled the lighting in one room of workers but non in another. When the light was increased in the experimental group, productiveness increased in both groups. The addition in productiveness was attributed to the fact that the workers were holding excess attending paid to them.

Practical behavioral research surveies such as these made direction aware of the psychological and sociological kinetics of the workplace. The Philosophy of Industrial Humanism: A acknowledgment that people were of import to productiveness. There were three primary advocates:* Elton Mayo focused on emotional and cultural factors. He encouraged work that fostered personal and subjective satisfaction.

* Mary Parker Follett encouraged directors to actuate public presentation instead than demand it. Cooperation, a spirit of integrity, and self-control

were keys to productiveness.* Douglas McGregor created the Theory X/Y
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doctrine. with Theory X as the traditional premises and Theory Y saying employees are energetic and originative if given the chance.

Theory X. Theory Y Most people dislike work and they avoid it when they can Work in a natural activity like drama or remainder Most people must be coerced and threatened with penalty before they work. They require close way Peoples are capable of self way and self control if they are committed to aims. Most people prefer to be directed.

They avoid duty and have small aspiration. They are interested merely in security Peoples become committed to organizational aims if they are rewarded in making so The mean individual can larn to both accept and seek duty Many people in the general population have imaginativeness.

inventiveness and creativeness. Management in the 1940's Motivation Much of the direction in this period inherited motive methods and this was implemented after the production of a series of probes every bit knows as Maslow's Hierarchy of demands. Overall this period of direction would be known as the motivational period.

Maslow's Hierarchy of Needs Abraham Maslow carried out his probes into human behaviour between 1939 and 1943. Maslow suggested that there are five sets of ends which may be called basic demands. If motive is driven by the being of unsated demands. so it is worthwhile for a director to understand which demands are the more of import for single employees. In this respect.

Abraham Maslow developed a theoretical account in which basic. low-level demands such as physiological demands and safety must be satisfied before <https://assignbuster.com/leadership-and-management-in-the-20th-century-essay-sample-flashcard/>

higher-level demands such as self-realization are pursued. In this hierarchal theoretical account, when a demand is largely satisfied it no longer motivates and the following higher demand takes its topographic point. These probes greatly influenced the operations of directions.

Below is the construction of Maslows Hierarchy of demands: Management in the 1960's Management by Aims The 60's to the 80's would hold been the direction phase of MBO which is short for Management by Objectives. This Management practise relies on the shaping of aims for each employee and so comparing and directing their public presentation against the aims which have been set. It aims to increase organisational public presentation by alining ends and subsidiary aims throughout the organisation. Ideally,

employees get strong input to placing their aims. clip lines for completion. etc. MBO includes ongoing tracking and feedback in the procedure to make aims.

Pater Drucker was the phjilosopher behind this theory. Harmonizing to Drucker directors should avoid ' the activity trap' . acquiring so involved in their twenty-four hours to twenty-four hours activities that they forget their chief intent or aim. One of the constructs of MBO was that alternatively of merely a few top-managers. all directors of a house should take part in the strategic planning procedure.

in order to better the implementability of the program. Another construct of MBO was that directors should implement a scope of public presentation systems. designed to assist the organisation stay on the right path. Clearly.

Management by Aims can therefore be seen as a predecessor of Value Based Management! MBO rules are: * Cascading of organisational ends and aims. * Specific objectives for each member. * Participative determination devising. * Explicit clip period. and * Performance rating and feedback. Management in the 1980's Management began to alter greatly in the 80's.

Many new theories were being incorporated into the workplace based on uniting thoughts and methods from other periods. Some of the management's practises were inherited in this decennary by the followers: Populist attacks -This attack was developed by Kenneth Blanchard. He titled his work " The One Minute Manager" and his positions were a simplistic and some might reason different position of what direction is all about.

Nevertheless this attack proved popular in this decennary by clearing and concentrating ideas in cardinal direction countries and for many became the war cry for their direction manner. It was seen as a manner of pull offing valuable direction clip.

going more effectual and was simple to implement. The Popularist attack is non a good direction manner and populist theories shortly revealed their deficiency of structural unity and deepness. Management in the 1990's The 1990s brought the practise of Empowerment into the workplace and allowed directors to put more trust and trueness into their staff. It is about authorising employees to make their work without the demand to seek blessing from supervisors.

Implicit in this is local determination devising. high degrees of trust and coaction and the development of a decentralised direction doctrine.

Empowerment forces determination devising and duty to the lowest degree patronizing tactical legerity and many bequest benefits. yet it remains one of the largest direction challenges in moderntimes.

Few directors are unafraid plenty in their ain profession and in their ain heads to pattern authorization beyond the rhetoric. Modern Day ManagementIn today's of all time altering universe. direction is dynamically challenged by a huge figure of external. every bit good as. internal forces. The shrinkage of a qualified work force.

globalisation. technological progresss. and political tides merely but rub the surface of these challenges faced by modern twenty-four hours direction. Gone are the yearss of the 30 twelvemonth employee. Businesss of today must continually redefine new and originative ways to increase their organisations flexibleness.

in order to accommodate to today's fluid and of all time altering universe economic system. The cyberspace has everlastingly changed the manner that people communicate. Gone excessively are the yearss of societal irresponsibleness in respects to the environment. Management today can be seen as consisting of the undermentioned six subcategories:* Human resource direction* Operationss or production direction* Strategic direction* Marketing direction* Financial Management* Information Technology directionDirectors today still utilize authorization as the chief practise or method and must accommodate to alterations. They are ore professional in general and we no longer have absolutisms in successfull planetary

companies. Directors are in general more competent and suited for their occupations.

Management and Leadership in the hereafterIn the twenty-first century we will happen it progressively hard to believe in footings of the six classs of direction as mentioned in the above paragraph. More and more procedures at the same time involve several classs to which directors must accommodate. Technology. e-commerce.

spread outing markets. and turning client demands for quality and service are disputing organisations. To boom. directors need to research broader accomplishments and competences to be successful. Knowing how to join forces and negotiate effectual partnerships is one of these accomplishments.

Collaboration lets you portion duty and unite the cognition. creativeness. and experience of others. These benefits are important when you take on a new function or you spouse with persons and groups inside and outside the company.

I believe that along with flexibleness the most of import accomplishment in the hereafter of direction is taking by illustration. As organisations face new challenges. all directors are expected to be a leader. Bing a good leader means puting a good illustration.

Modeling the sort of behavior you want to see in others is the certain manner to act upon them in this twenty-four hours of a democratic society. By actively honoring committednesss. acknowledging your errors. and remaining receptive to new thoughts directors will actuate others to make

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the same. These are all alterations that will lend to management's alterations in the following decennary.

For a quickly altering life full of new Torahs. assorted civilization and diverseness so flexibleness and the ability to take will see new directors being more competent. I feel there are no new theories that can truly be devised to construction these alterations because of such a changing grade of administrations and companies. I think all directors will hold a blend and mix from all the past decennaries direction traits. Bibliography: Abraham Maslow [Online] .

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