

# Evolution of thoughts in scientific management assignment



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Further, in process of group growth and complication of functions carried out by them, the necessity of labor division and group differentiation has appeared. But it couldn't happen at once, it required centuries. The Egyptian pyramids built in 3000 – 2000 B. C. are a good example not only of ancient Egyptians' culture, but also of their administrative art. Construction of huge pyramids demanded, first of all, precise planning. While the practice of management can be traced back to 3000 B.

C. , it was not given serious attention until 1800 when large organizations emerged. Industrial revolution has given a push to development of theoretical researches and management practices. However, till an epoch of capitalism, the function of management was carried out by the owner himself and a small group of the persons approached to him. The role of the owner has been faced with a competition, changeable environment, managers developed a knowledge system of how it is better to use resources.

During all history of management development we distinguish two approaches: classical and modern. Classical approach allows to allocate four patterns of management thought: 1898 Scientific management 1916 Administrative management 1920 Bureaucracy 1927 Human relations. Occurrence of scientific management takes place at the beginning of 20th century and is connected to F. W. Taylor's name, Henry L. Gantt, Frank and Lillian Gilberth. Scientific management focuses on worker and machine relationship.

Organizational productivity can be increased by increasing the efficiency of production process. In 1911, Frederick Taylor, known as the Father of

scientific management, published *Principles of Scientific Management* in which he proposed to design work methods to increase productivity. One of his famous experiments was performed at Bethlehem Steel Company in Pittsburgh. He examined the time and movements, developed a better method for performing that job and trained the worker. In addition, Taylor offered a piece rate that increased as workers produced more.

Taylor's studies were followed by Lillian Gilbreth, a husband and a wife, who also helped to find more efficient ways for workers to produce output. Frank Gilbreth made his contribution in the field of brick laying by changing an 18 step process into 5 steps that led to increased productivity by about 200 percent. The Gilbreths believed that there was one best way to perform an operation. However his "one best way" could be replaced when a better way was introduced. Other representative of Scientific Management was Henry Gantt. He developed a Gantt chart, which is used for scheduling multiple tasks over a time period.

He developed a pay system with a guaranteed minimum wage and bonus systems for people on fixed wages and brought in a significant contribution to the leadership theory development. Unlike Scientific Management which focused its attention on productivity, Administrative Management has engaged in development of management in the organization as a whole and was concerned about administrative part of the organization. The ancestor of this school was Henry Fayol. He worked as a mining engineer and came to realize that managing an enterprise required a lot of skills apart from technical ones.

Henry Fayol was the first to identify the four management functions:

Planning Organizing Leading Controlling He also developed guidelines for managers to follow. These guidelines form fourteen principles for effective management. Other contributor to Administrative Management was Mary Parker Follett. She pointed out that all managers want flexibility, and she also distinguished between the motivation of individuals and groups. Max Weber, known as a father of Modern Sociology, concentrated on how to structure an organization for success.

Weber outlined key elements of an ideal form of structure, which he believed would develop efficiency and called it bureaucracy. The bureaucratic structure had a number of important advantages for large organizations. The division of labor increased efficiency due to the continued repetition of the task. Hierarchy allowed developing a chain of command. And no other criteria would be used. Career orientation ensured that career professionals would give the organization a degree of continuity in operations. Rules and procedures controlled employee performance.

The impersonality of the organization ensured that rules were applied across the board without personality or other influence getting in the way. HUMAN RELATIONS During the 1920s, an emphasis on the human side of the workplace began to influence management thinking. They started to realize that people are social and self-actualizing. People at work are seen to seek satisfying social relationships, respond to group pressures, and search for personal fulfillment. The human relations movement began with the Hawthorne Studies that were conducted at the Western Electric Company in Cicero 1924-1933.

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The intention of these studies was to determine the effect of working conditions on productivity. The illumination experiments tried to determine whether better lighting would lead to increased productivity. Both the control group and the experimental group of female employees produced more whether the lights were turned up or down. It was discovered that this increased productivity was a result of the attention achieved by the group. In the relay assembly group experiments, six female employees worked in a special, separate area.

They were given breaks and had the freedom to talk and were continuously observed by a researcher who served as the supervisor. Once again researches failed to find any direct relationship between changes in physical working conditions and output. Productivity increased regardless of the changes made. Two factors were set up as having special importance. One was the group atmosphere; the workers shared pleasant social relations with one another and wanted to do a good job. The other was more participative supervision.

The workers were made to feel important, were given a lot of information, and were frequently asked for their The final Hawthorne Study was conducted in the bank wiring room and centered on the role of the work group. A surprise finding here was that people would restrict their output in order to avoid the displeasure of the group. It was recognized that group can have strong negative, as well as positive influences on individual productivity. Two writers who helped advance the human relation movement were Abraham Maslow and Douglas McGregor. In 1943, Maslow advanced a theory suggesting that people are motivated by a hierarchy of needs.  
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Which are physiological, safety, social, esteem and self-actualization needs. People try to satisfy the five needs in sequence. They progress step by step from the lowest up to the highest. Meanwhile Douglas McGregor represents Theory X and Theory Y. According to McGregor, managers holding Theory X believe that those who work for them generally dislike work, lack ambitions, are irresponsible and prefer to be led rather than to lead. While in the Theory Y managers believe that people willing to work are capable of self-control, are willing to accept responsibility, are imaginative and creative.

Scientific Management Analysis of the past allows a better understanding of the present to predict the future. Scientific Management improved people's productivity at work by reducing number of motions choosing one best way to perform the task. However, Scientific Management was not without its critics. Taylor assumed that people were motivated only by money and ignored social and psychological factors. Also, Scientific Management techniques often resulted in layoffs and it led to job losses. Relationship between the organization and environment wasn't taken to attention.

Despite these criticisms, we use some of scientific techniques nowadays. Mechanism is broken down to small tasks. The workers are guided by carefully calculated standards. They know how many details they should approximately produce per hour. Each movement is chosen carefully in order to reduce excess motions. I have been working in a hotel industry for three years. The scientific management techniques have been used in my department as well. To make checking in and out more efficient everyone had his or her own best way of performing the task.

Administrative Management. Nowadays Floss's five main functions gained widespread recognition. Let's take a hotel, for instance. Managers have to make plans for the future, organism short-term plans, co-ordinate recourses and finances, and control plans get their goals. In the Royal Backwater Hotel, where I worked, manager's aim was to get a " Service Excellence Award. " They planed to increase service by: training the staff; paying more attention to internal customers because " happy staff is happy customers" and by ring to exceed customer's expectations.

During all this process managers were controlling if everything was following the plans. And as a result to everybody's effort the hotel has been awarded with " Best Excellence Service Award" Bureaucracy While the term Bureaucracy has a negative meaning some of its elements are still relevant. In the earlier mentioned hotel, for example, staff is selected and promoted on ability to perform the task. Workers are career orientated. In order to obtain the organizational objectives procedures are measured and performed according to the organizational rules and standards.

Standards and rules applied without personal influence. Human Relations Until the late 20th human relationship hasn't been taken to serious consideration. It has only been been accepted as a very important element in the development and improvement of any organization . This is still have a great importance nowadays. The Job of the manager in the workplace is to get things done through employees. To do this the manager should be able to encourage, teach, control, motivate and lead people. But that easier said than done.

At my place of work there were different people with different needs. While some of them were satisfied with physiological and safety needs, the others there seeking for recognition from others, self-control and actualization. So managers couldn't expect a good performance at work if an individual's needs haven't been satisfied. We also had two types of managers. 1 Those who followed Theory X assumption 2 Those who followed Theory Y assumption As for me it was more difficult to work who doesn't give you much freedom for your thoughts, and things that supervision is a necessity.