

# Ron edens – college essay



**ASSIGN  
BUSTER**

In 1983 Edens co-founded Electronic Banking System, Inc. (EBS), a direct mail service bureau designed to fulfill the mail receipt and data collection requirements of the direct mail industry. His management philosophies crisscrossed over two distinct theories that stood out in the early 20th century. He used the approach of time and motion philosophies of Frederick Taylor theory of scientific management. His organizational structure and need for control illustrated his Administrative Theory style. Both proved successful.

But would this style be acceptable in the 21st century. One would debate The employees of EBS belonged to a business known as “lockbox processing”. Edens would make use of the theory of scientific management by increasing the level of specialization. Some sift through envelopes sorting out its contents. Others would then compute the figures while others would enter this information into keyboards. Very simplified and methodical tasks and each employee had to maintain a quota to insure maximum output.

Surveillance cameras, computer printouts which tracked key strokes and errors were used as present day application of Taylors’ time and motion studies. By simplifying tasks and keeping close observation would maintain levels of worker productivity. To maintain a high level of output he took this one step further covering windows to prevent distractions and eliminating talking while on the job. While I see no unethical approach to this style would it be acceptable in modern day work environments. This control system illustrated his use of Administrative Management Theory.

Not only did he use surveillance cameras, which he could zoom in and see precisely what an employee was doing. He elevated managers in front of employees to watch their every move. As well as managers that would sit behind employees. A very controlled environment, not unethical but would not hold well today. Edens did create a bureaucracy by establishing a hierarchy of authority. Each task clearly specified. A system of rules, no talking while on the job, employees not allowed to clutter their desks with coffee mugs or religious pictures.

What he didn't do is establish a selection and evaluation system that rewards employees. I see nothing unethical about his style. His use of surveillance enabled him to track workers output. It also provided a sense of security as many transactions involved cash and checks. Nothing unethical establishing rules and work environment. But this outdated management style would not work today environment. Complaints were levied against him by the National Labor Board accusing him of intimidation his employees resulting in an out of court settlement.

Job specification would be mundane and repetitive discouraging workers. For his time the management style he undertook proved prosperous as his company grew 15-20% annually until he sold it in 1997. But the growth was not shared with his employees. Ultimately it is left up to the individual to choose if they wish to be employed where the job duties would be simplified, working under strict rules and guidelines. No authority and lack of rewards system. Most would find this unacceptable .