

Scientific Management & Bureaucratic Management

Outcomes

Describe the work of major contributors to the field of management

1.1: Describe the contributions of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry Gantt to the field of scientific management

1.2: Describe the contributions of Max Weber and Henri Fayol to the field of bureaucratic management

Learning Outcomes: Scientific Management

1.1: Describe the contributions of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry Gantt to the field of scientific management

1.1.1: Explain the concept of scientific management

1.1.2: Summarize the work of Frederick W. Taylor

1.1.3: Summarize the work of Frank and Lillian Gilbreth

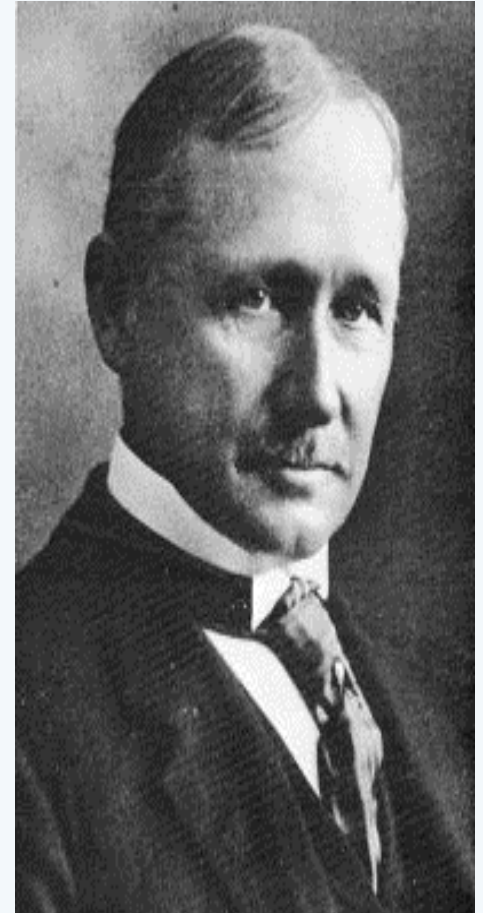
1.1.4: Summarize the work of Henry Gantt

Basics of Scientific Management

- Frederick Winslow Taylor
 - Known as the father of management
 - Examined ways to run a business efficiently and productively
- Revolutionary ideas
 - Emphasized employee training
 - Implemented standardized practices to improve productivity
- His method is seen as scientific management
 - Borrowed techniques from botanists and chemists
 - Employed scientific techniques such as analysis, observation, synthesis, rationality, and logic

Frederick W. Taylor

- Was a mechanical engineer
 - Interested in the type of work done in factories and mechanical shops
 - In 1909, he published the Principles of Scientific Management
- Believed the work system could be improved
 - Searched for employees incentives
 - Everyone should get “a fair day’s pay for a fair day’s work” (no more, no less)
 - Employees must meet goals
 - Productivity would increase if jobs were simplified
 - Jobs should be broken down by job component and timed to check efficiency



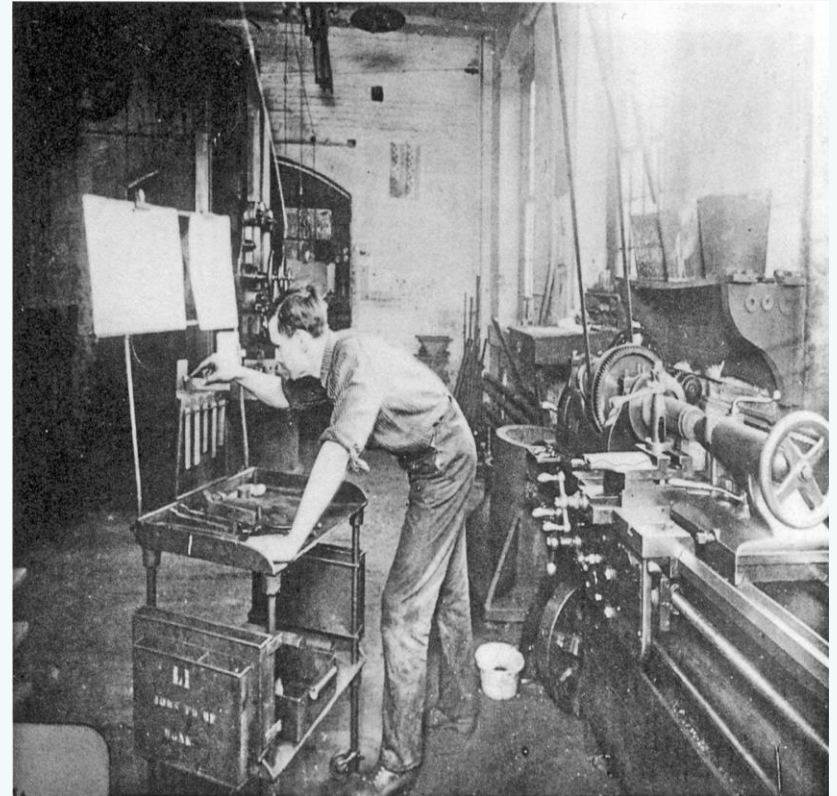
Frederick W. Taylor Theories

- Concerned about worker output more than worker satisfaction/motivation
- Introduced idea of systematic training and selection- encouraged owners to interact with worker
- Created a “First-class worker” concept
 - detailed what worker should be able to accomplish
- Digital Taylorism is maximizing efficiency
 - Updated version used by FedEx and Amazon



Scientific Management Core Principles

- Look at each task to determine “best way” to perform job
- Hire right workers for each job and train to work at maximum efficiency
- Monitor worker performance and provide instruction and training
- Divide work between management and labor so workers can be more efficient



Classical School of Management

- The Gilbreths focused on worker welfare and motivation.
- They believed that by reducing the amount of motions associated with a particular task, they could also increase the worker's well-being.
- Their research, along with Taylor's, provided many important principles later incorporated into quality assurance and quality control programs begun in the 1920s and 1930s.
- Eventually, their work led to the science of ergonomics and industrial psychology.

Benefits of Gantt's Project Management:

The Gantt chart has multiple benefits for project management:

- aids in the breakdown of tasks into specific elements
- allows for the monitoring of projected timelines
- identifies which tasks are dependent upon a prior task or element
- identifies which tasks are which are independent and can be completed at any time

Class Discussion: Maximizing Efficiency

Taylor suggested that productivity would increase if jobs were optimized and simplified. He also proposed matching a worker to a particular job that suited the person's skill level and then training the worker to do that job in a specific way.

If Digital Taylorism focuses on maximizing efficiency, then how does that influence the work of a modern day employee? What are some examples of this theory that you know from experience?

Bureaucratic Management

Learning Outcomes: Bureaucratic Management

1.2: Describe the contributions of Max Weber and Henri Fayol to the field of bureaucratic management

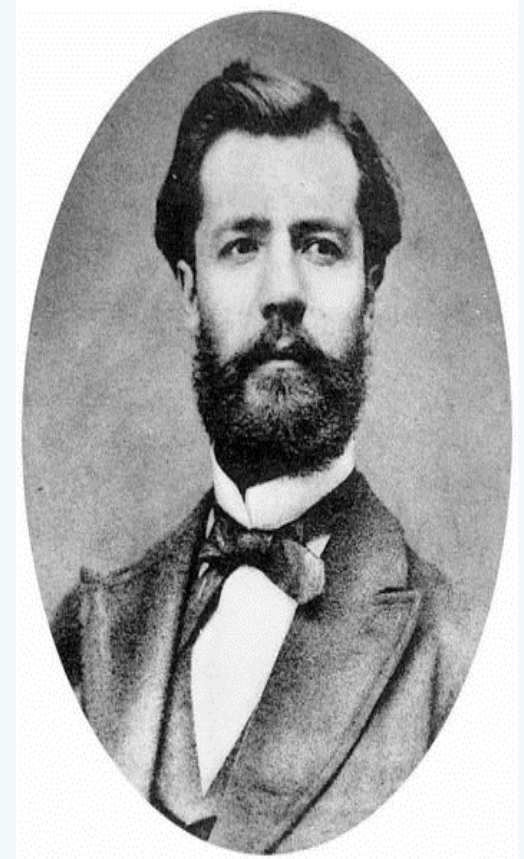
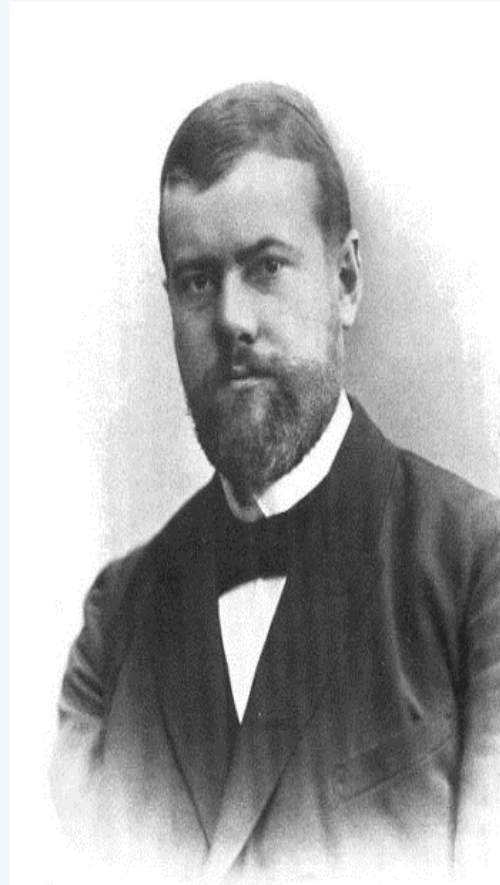
1.2.1: Explain the concept of bureaucratic management

1.2.2: Summarize the work of Max Weber

1.2.3: Summarize the work of Henri Fayol

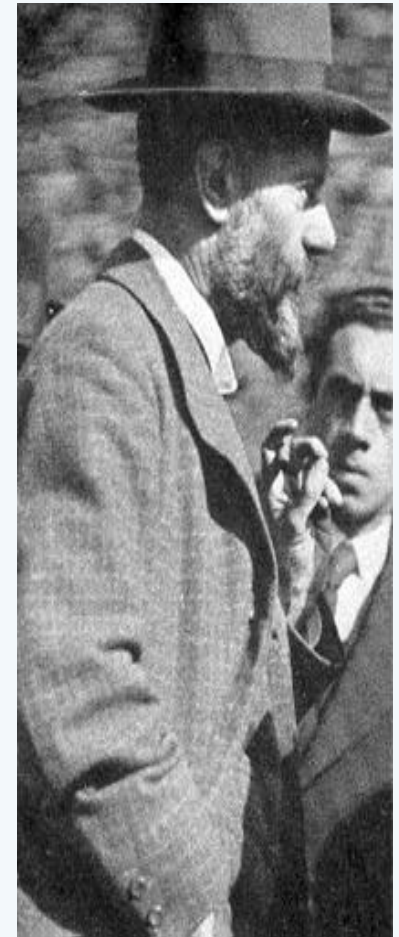
Understanding Bureaucratic Management

- Looks at how government departments and large businesses operate
- Examines how to manage more effectively
- Influential theorists
 - Max Weber
 - Henry Fayol



Max Weber and Bureaucratic Theory

- Born in Germany during time when industrialization was transforming most aspects of society and government
- Interested in industrial capitalism
 - Industry is privately controlled and operated for profit
- Visited United States to study U.S. economy (1904)
 - Authority wasn't function of experience but of social status
 - Based on rational authority- most authority given to most competent
- Thought bureaucratic theory would result in highest level of efficiency—however negative aspects
 - Excessive procedures, boredom, unresponsiveness



Characteristics of Bureaucracy

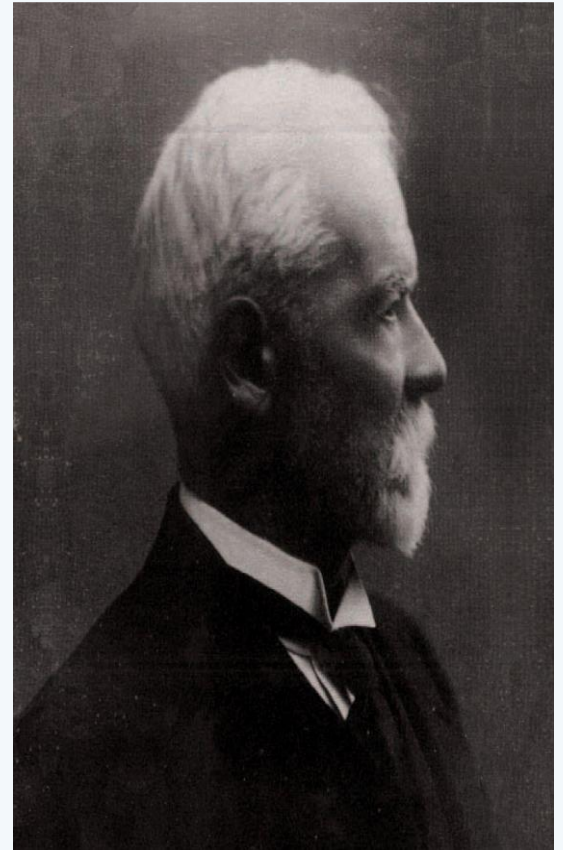
Identified six characteristics of bureaucracy

1. Hierarchical Management
2. Division of Labor
3. Formal Selection Process
4. Career Orientation
5. Formal Rules and Regulations
6. Impersonality



Henri Fayol and Administrative Theory

- Born in Turkey 1841
- Experimented with different management structures
- Incorporated some of Weber's ideas in his theories
- Concerned instead with how workers were managed and how they contributed
- Created the 5 duties of management



Five Duties of Management

- Foresight: create plan of action for future
- Organization: provide resources to implement plan
- Command: select and lead best workers through clear orders
- Coordinate: make sure diverse efforts fit together through communication
- Control: verify whether things are going according to plan and correct as needed

Set of Management Theories and Practices

- Fayol thought management principles needed to be flexible and adaptable and that they would be expanded through experience and experimentation.
- Guiding principles:
 - **Scalar chain:** unbroken chain of command extends from top to bottom
 - **Unity of command:** employees receive orders from only one superior
 - **Unity of direction:** activities that are similar should be the responsibility of one person
 - **Division of work:** workers specialize in a few tasks to become more proficient

Class Discussion: Fayol and Weber

In small groups, discuss the two most significant contributions to management practice and theory created by Fayol and Weber? What are the characteristics of each?

How are these contributions still at work today in management theory?