

Environmental Factors

- **Economic Influences**
- **Social Influences**
- **Political Influences**
- **Technological Influences**
- **Global Influences**

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Schools of Management Thought

Classical Perspective

Behavioral Perspective

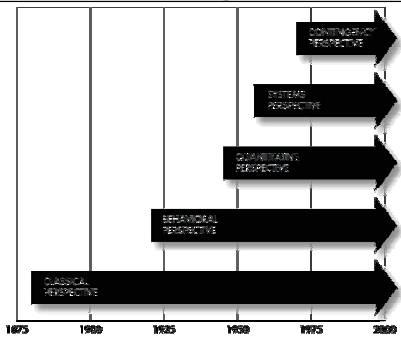
Quantitative Perspective

Systems Perspective

Contingency Perspective

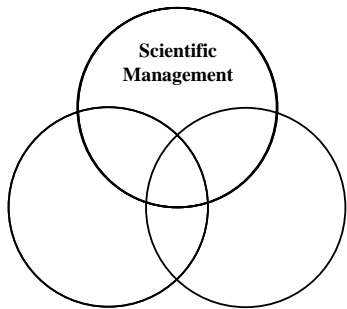
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Chronological Development of Management Thought



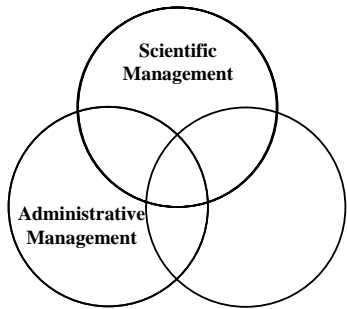
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Classical Perspective



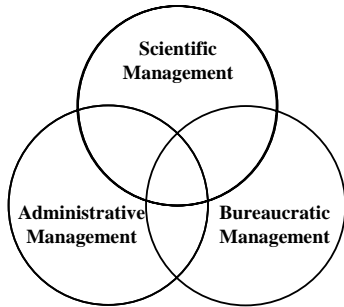
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Classical Perspective



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Classical Perspective



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Scientific Management: F. W. Taylor

“The one best way”

- **Task Performance**
- **Supervision**
- **Motivation**

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Task Performance

- **Development of work standards**
- **Selection of workers**
- **Training of workers**
- **Support of workers**

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Supervision

“Functional Foremanship”

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Motivation

Money

- **A standard wage rate**
- **Production output**

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Scientific Management: F. Gilbreth

- **Bricklaying studies**

- *Therbligs*

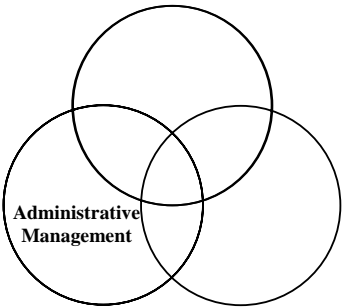
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Scientific Management: L. Gilbreth

- Working conditions
- Efficiency and productivity
- Standard work days
- Lunch breaks and rest periods
- Child labor

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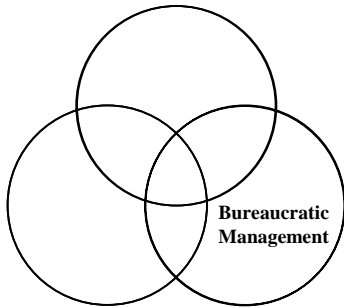
Administrative Management: H. Fayol

- Managerial functions

- 14 General Principles

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Classical Perspective



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Bureaucratic Management

Organizational system

- Rules
- Policies and procedures
- Fixed hierarchy
- Division of labor

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Bureaucratic Management: M. Weber

- Division of labor
- Hierarchy of authority
- Rules and procedures
- Impersonality
- Employee selection and promotion

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Weber's Forms of Authority

- Traditional authority
- Charismatic authority
- Rational-legal authority

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Schools of Management Thought

Classical Perspective

Behavioral Perspective

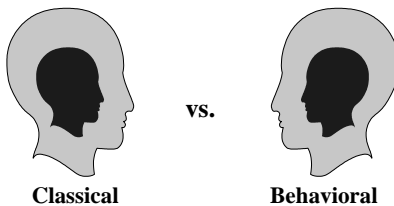
Quantitative Perspective

Systems Perspective

Contingency Perspective

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Perspective?



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Behavioral Perspective

- **Mary Parker Follett**
- **Elton Mayo**
- **Douglas McGregor**
- **Chester Barnard**

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Mary Parker Follet

- **Coordination**

- **Harmonize**

- **Empower**

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Elton Mayo

- **Hawthorne Experiments**

- **Productivity**

- **Human relations**

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Hawthorne Effect

**Performance is influenced by
human behavior factors**

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Douglas McGregor

- **Theory X**

- **Theory Y**

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Chester Barnard

- **Establish communications**

- **Establish clear objectives**

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Schools of Management Thought

- Classical Perspective
- Behavioral Perspective
- Quantitative Perspective
- Systems Perspective
- Contingency Perspective

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Quantitative Perspective

- Decision-Making Focus
- Measurable Criteria
- Quantitative Model
- Computers

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Schools of Management Thought

- Classical Perspective
- Behavioral Perspective
- Quantitative Perspective
- Systems Perspective
- Contingency Perspective

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Systems Perspective



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Properties of Systems

- **Environmental interaction**
- **Synergy**
- **Entropy**

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Schools of Management Thought

- Classical Perspective**
- Behavioral Perspective**
- Quantitative Perspective**
- Systems Perspective**
- Contingency Perspective**

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Contingency Perspective

- No one best approach
- Managers are responsible
- Identify key contingencies

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Joan Woodward

Organizational Technology

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Joan Woodward

- Small-Batch Technology**
- Mass-Production Technology**
- Continuous-Process Technology**

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Info-Tech & Management Style

Quantitative & Systems Perspectives	Classical Perspective
Computers	Communications Equipment

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Future Issues

- **Diversity**
- **Globalization**
- **Quality**

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William Ouchi

- **Japanese management approach**
- **Theory Z**
- **Trust employees**

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