

# Notes – Management Concepts 1001IBA

Semester 1

2018

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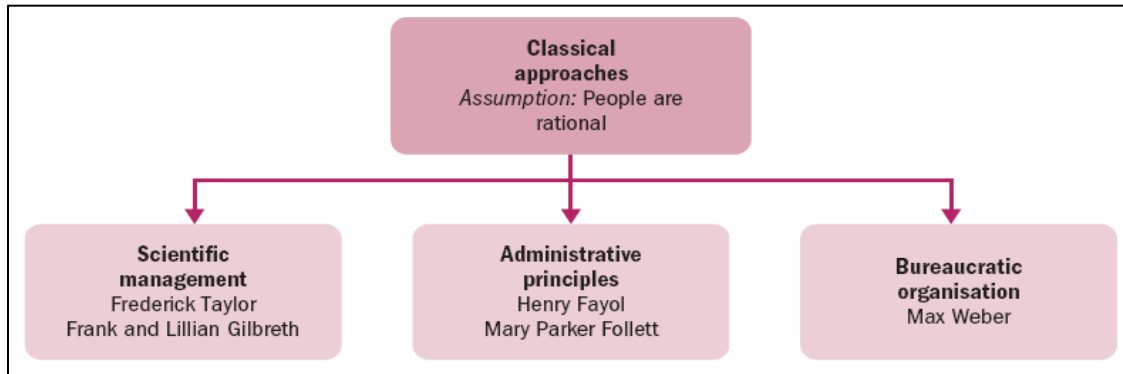
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## Chapter 2: Historical foundations of managements

### 2.1 Classical Approach to management:



#### Scientific management:

→ Frederick Taylor (F.T.)

- **1911** → “Father” of scientific management publishes “Principles of Scientific Management”
  - Putting right person on the job with correct tools and equipment
  - Having standardised method
  - Providing an economic incentive to worker
- **Four guiding action principles are:**
  1. Develop for every job a ‘science’ that includes standardised work processes & conditions
  2. Carefully select workers with right abilities for the job
  3. Carefully training & incentivise workers
  4. Support workers with carefully planned work

#### Hawthorne Studies

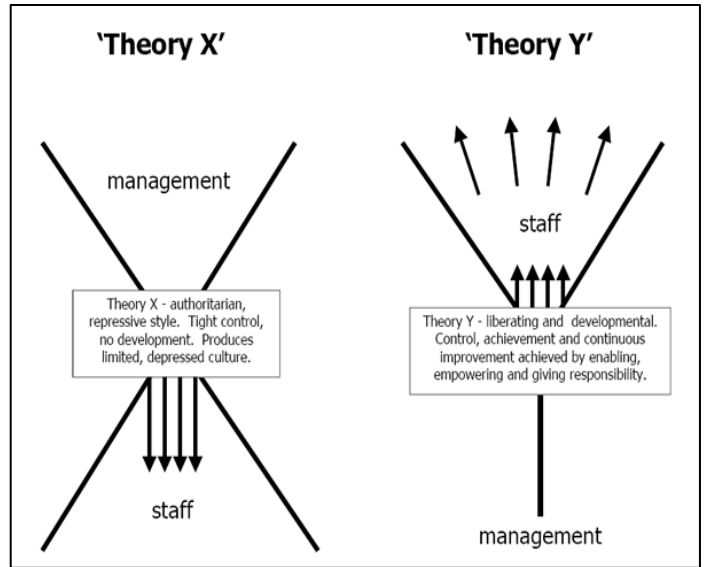
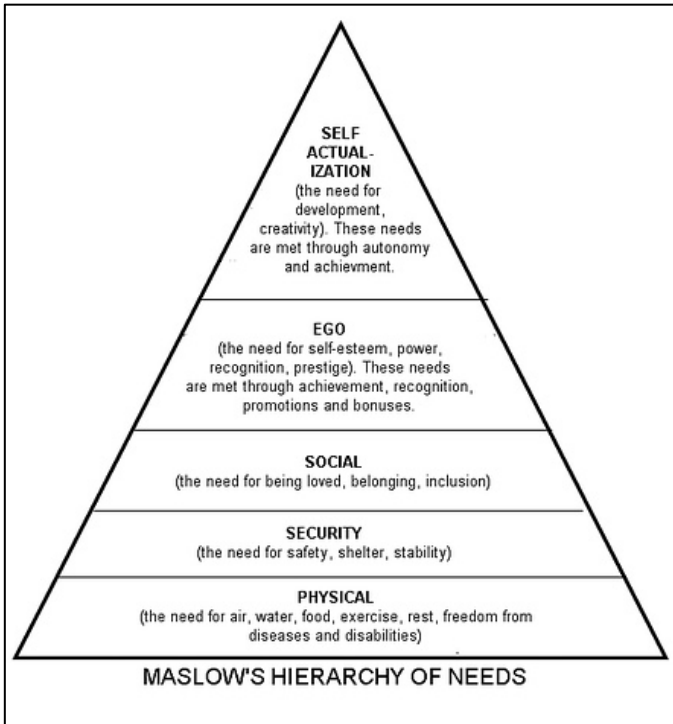
- **Elton Mayo** – Harvard professor from Australia conduct studies of job design (1924 – 1932)
- Began as scientific management experiment with illumination<sup>1</sup> studies
- Found intensity of illumination was not directly related to productivity
- Studies showed people’s feeling & relationships with co-workers, should be important to management – **contributed to the human relations movement in management**
- **Hawthorne effect:** tendency of people singled out for special attention to perform as expected

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<sup>1</sup> **Illumination:** state of being illuminated, a spiritual or intellectual enlightenment

**Human relations movement**

- Post 1940 – main move in management from theories that emphasise move from external control to internal motivation
- **Maslow:** employees driven by ‘hierarchy of needs’ – each must be satisfied before next is achieved



**Douglas McGregor**

- X/Y attitude to employees

X Approach	Y Approach
Managers see workers as irresponsible, lazy & needing constant control	Managers see workers as naturally seeking to make an effort & seek responsibility
<ul style="list-style-type: none"> <li>• Only incentive are material rewards &amp; fear</li> </ul>	<ul style="list-style-type: none"> <li>• Rewards should be intrinsic to job</li> </ul>