Perspectives in Management

Introduction:

- Management was developed along with the development of human civilization.
- In early times, people began to organize themselves in family and community units. These early formations laid the foundation for managing resources, time, and efforts.

Management today consists of many well-developed principles and perspectives such as:

• **Classical Theory**: Focuses on organizational structure, efficiency, and formal rules to improve productivity.

• **Human Relations and Behavioral Science**: Emphasizes employee motivation, relationships, and the impact of human behavior on work.

• **Decision Science**: Uses data, models, and analysis to support and improve decision-making.

• **Management Science**: Applies mathematical and analytical methods to solve management problems and optimize processes.

Management in Antiquity and early management pioneers

Before the development of modern management, work was done in a **traditional and unorganized way**. There were **no proper systems**, and everything depended on **personal experience, guesswork, and trial and error**.

Problems of early management:

- Lack of planning
- No standard methods
- Workers were not trained
- Productivity was low

As the **industrial revolution** began, factories grew, and the need for better ways to manage people and work increased. This led to the development of **scientific approaches to management**.

Even in early civilizations, management ideas were in practice. Here are three pioneers who made **significant contributions** to early management thinking:

1. **Robert Owen 1771-1855]:**

- **Who he was**: A British industrialist and social reformer.
- **Where he worked**: Managed cotton mills in New Lanark, Scotland.
- **Contribution**: He advocated the development of **human resource management**, stating that **investing in people** is more valuable than investing in machinery.
- **Purpose**: He believed that **employee motivation and welfare** are key to increasing productivity. His efforts made him one of the first to promote **better working conditions**.

2. **Charles Babbage [1792 – 1871]**

- **Who he was:** A Cambridge professor and mathematician, known as the "Father of the Computer."
- **Contribution:** Promoted using facts and data for decision-making instead of guessing.
- **Workplace:** Worked in universities and early industrial projects.
- **Purpose:** Believed involving workers in decisions boosts their morale and productivity.

3. **Henry Robinson Towne [1844 – 1924]**

- **Who he was:** An American industrialist and president of Yale & Towne Manufacturing company.
- **Contribution:** Worked to boost productivity by training workers and improving teamwork.
- **Purpose:** Believed in choosing and training workers scientifically and promoting cooperation between workers and managers.

The Classical Perspectives in Management:

The Classical Perspective of management, developed in the late 19th and early 20th century, focuses on improving efficiency, productivity, and organization. It emphasizes clear structures, strict hierarchy, and standardized work processes to enhance performance and control.

This perspective includes three main theories:

A. Scientific Management Theory:

Developed by: Frederick Winslow Taylor (1856–1915) (Worked as a foreman at the midvale steel company, USA.)

Frederick Winslow Taylor is known as the Father of Scientific Management.

Scientific management is about finding the **best and most efficient way** to perform a task. It focuses on **productivity, efficiency**, and the **systematic improvement** of worker performance.

Taylor believed that every job has **one best way of doing it**, and that way can be found through **observation, study, and measurement**.

Key Ideas of Scientific Management

- **Systematic study over rule of thumb**
  Replace guesswork with **science and proper analysis**.
  Make decisions based on **tested methods**, not just tradition or intuition.
- **Improved worker-management cooperation**
  Build **trust** and eliminate conflict between workers and managers.
  Both sides must work in **harmony** to increase output.
- **Proper selection and training of workers**
  Choose the right person for the job using **scientific methods**.
  Provide proper **training and tools** to improve performance.
- **Incentive-based compensation (Differential Piece Rate System)**
  Reward workers for **exceeding performance standards**, encouraging maximum effort.
- **Fatigue and time studies**
  Analyze work to eliminate **waste and inefficiency**.
  Use **motion and time studies** to determine how long a task should take and how it can be done better.

Principle 1: Science, Not Rule of Thumb

- Work should be done based on scientific study and proper research, not just by following old traditional ways.
- Scientific methods help find the best and most efficient way of doing work.
- It brings better, more stable, and predictable results in the organization.
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Principle 2: Harmony, Not Discord

- There should be a friendly and respectful relationship between management and workers.
- Both sides must understand that they have common goals and can benefit together.
- Problems should be solved through open discussion, mutual understanding, and cooperation.
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Principle 3: Cooperation, Not Individualism

- Managers and workers should not work separately as different groups; they should work together as a team.
- Workers should be encouraged to give ideas and feedback to improve the work.
- Managers must share responsibility with workers, making workers feel valued and motivated.

Principle 4: Maximum Output, Not Restricted Output

- Workers should be encouraged to give their best and increase production.
- The old thinking that less production protects jobs is wrong.
- Higher production benefits workers through better pay and benefits employers through more profit.
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Principle 5: Development of Each Worker

- Focus should be given to the continuous growth and improvement of every worker.
- Proper training should be provided to workers to make them more skillful and confident.
- Well-trained workssssssers are more productive, satisfied, and contribute better to the organization.