

Text 1 à Analyser

"Gentlemen, when toasts were being drunk yesterday, we had the pleasure of hearing men who were truly representative of science and of professional experience, speak of the remarkable progress of our two great industries and of the happy influence which the friendly relations existing between engineers all over the world have had on this progress. M. Harzé described these relations by saying that they established a sort of technical freemasonry between us.

I emphasize the word technical, Gentlemen, because it is a fact that the papers read at this Congress have been almost exclusively technical in character; we have heard no echo of our commercial, financial and administrative duties. And yet, the Congress has numbered among its members men who are particularly distinguished in these matters. It is undoubtedly a matter for regret that no one has spoken, for example, about the commercial combinations which, under the names of agreements, agencies and trusts, have become of such importance in the industrial world during the last few years.

But I must turn now to the administrative problems to which I want to draw your attention, because it seems to me that the mutual education, which we practice with such useful results on the technical side of our work, can be of equal service on the administrative side.

The technical and commercial functions of a business are clearly defined, but the same cannot be said of the administrative function. Not many people are familiar with its constitution and powers; our senses cannot follow its workings – we do not see it build or forge, sell or buy – and yet we all know that, if it does not work properly, the undertaking is in danger of failure.

The administrative function has many duties. It has to foresee and make preparations to meet the financial, commercial, and technical conditions under which the concern must be started and run. It deals with the organization, selection, and management of the staff. It is the means by which the various parts of the undertaking communicate with the outside world, etc. Although this list is incomplete, it gives us an idea of the importance of the administrative function. The sole fact that it is in charge of the staff makes it in most cases the predominant function, for we all know that, even if a firm has perfect machinery and manufacturing processes, it is doomed to failure if it is run by an inefficient staff. In order to show you the way in which the administrative function works in an industrial concern, I shall take a simile from physiology. It is like a man's nervous system, which is not visible to a superficial observer. None of our senses can follow its action, and yet, although the

muscles possess energy of their own, they cease to contract if the nervous system stops working. Without it, the human body would become an inert mass, and every organ would rapidly decay. It is present and active in every organ and in every part of each organ; it receives impressions by means of cells and fibers and transmits them first to lower nerve centers, or reflex centers, and from there, if necessary, to the brain. The order is then sent out from these centers or from the brain and, moving in the opposite direction, reaches the muscle, which is to perform the movement."

Henri Fayol

Speech devant les professionnels en industrie minière, 23 Juin 1900.

Questions

Lisez le texte.

Quelle est l'idée générale de ce texte ? De quelle fonction de l'entreprise parle l'auteur ?

Quelles sont les conditions qui marquent cette époque et que vous trouvez dans le texte ?

Analysez la métaphore utilisée pour décrire la fonction présentée dans le texte.

Text 2 à Analyser

Aujourd'hui, alors que je suis toujours en convalescence, j'ai besoin de comprendre pourquoi ce travail de psychologue... du travail, qui a été des années durant le lieu d'un certain accomplissement, est devenu un travail tuant où mon existence même s'est trouvée mise en danger. Comment se fait-il que j'en sois arrivée là ? Comment se fait-il que la souffrance au travail soit allée pour moi jusqu'au déchirement interne effectif ? Il s'agit d'abord d'une question personnelle, mais elle rejoint les questions que se posent nombre de mes collègues face à la détérioration accélérée des conditions d'exercice de la fonction de psychologue à l'AFPA. Au-delà des questions qui concernent cet organisme, la compréhension du processus d'épuisement professionnel que j'ai vécu touche à une problématique plus large, car d'autres professionnels, dans d'autres contextes, vivent un processus d'épuisement similaire.

Cet épuisement des énergies vitales dans l'exercice d'un métier est bien autre chose que de la fatigue. C'est une réaction à un univers professionnel devenu kafkaïen, au non-sens quotidien de l'activité et à la dégradation généralisée des rapports professionnels. C'est le tribut humain d'une résistance individuelle en échec face à un système absurde.

Pour qu'il puisse y avoir une résistance collective, il faudrait rendre lisible ce qui est en train de se produire à l'AFPA comme dans une grande partie du secteur de l'insertion et de la formation, mais aussi de l'éducation, du travail social et du secteur de la santé, c'est-à-dire dans tous les métiers où il s'agit d'interactions entre des êtres humains. Cette formulation n'est pas facile. En effet, lorsque

l'on est pris soi-même dans un fonctionnement collectif de plus en plus insensé et inopérant, il est difficile de garder la distance réflexive nécessaire à l'analyse.

Cette distance, je l'ai acquise douloureusement par une rupture intérieure, et aujourd'hui je peux prendre appui sur la compréhension du processus de mon épuisement professionnel pour décrire la nouvelle forme d'aliénation du travail dans laquelle je me suis débattue. Je parle d'intoxication productiviste aux deux sens du terme, celui de la diffusion d'un poison qui dégrade les conditions de travail et la nature même des pratiques professionnelles, celui aussi d'un « bourrage de crâne » qui tend à imposer l'obsession de la rentabilité financière là où cette obsession est le plus paradoxale, c'est-à-dire dans les professions qui ont la double caractéristique de relever du service public et d'être spécifiquement au service des humains.

Il y a quelques années encore, chacun aurait trouvé bizarre, voire indécent, que l'on calcule la valeur financière du service rendu par le psychologue alors que la plus-value qu'il apporte est essentiellement humaine, sociale et symbolique.

Intoxication productiviste et déshumanisation des rapports humains,

Nicole Roelens,

Travailler, 2000.

Questions

Lisez le texte.

Quelle est l'idée générale de ce texte ? De quel inconvénient majeur des approches stratégiques parle l'auteur ?

Text 3 à Analyser

"A main problem in the study of organizational change is that the environmental contexts in which organizations exist are themselves changing, at an increasing rate and towards increasing complexity. This point, in itself, scarcely needs laboring. Nevertheless, characteristics of organizational environments demand consideration for their own sake if there is to be an advancement of understanding in the behavioral sciences of a great deal that is taking place under the impact of technological change, especially at the present time. This paper is offered as a brief attempt to open up some of the problems, and stems from a belief that progress will be quicker if a certain extension can be made to current thinking about systems.

In a general way it may be said that to think in terms of systems seems the most appropriate conceptual response so far available when the phenomena under study--at any level and in any domain--display the character of being organized, and when understanding the nature of the

interdependencies constitutes the research task. In the behavioral sciences, the first steps in building a systems theory were taken in connection with the analysis of internal processes in organisms, or organizations, when the parts had to be related to the whole. Examples include the organismic biology of Jennings, Cannon and Henderson; early Gestalt theory and its later derivatives such as balance theory; and the classical theories of social structure. Many of these problems could be represented in closed-system models. The next steps were taken when wholes had to be related to their environments. This led to open-system models.

A great deal of the thinking here has been influenced by cybernetics and information theory, though this has been used as much to extend the scope of closed-system as to improve the sophistication of open-system formulations. It was von Bertalanffy (1950) who, in terms of the general transport equation which he introduced, first fully disclosed the importance of openness or closedness to the environment as a means of distinguishing living organisms from inanimate objects. In contradistinction to physical objects, any living entity survives by importing into itself certain types of material from its environment, transforming these in accordance with its own system characteristics and exporting other types back into the environment. By this process the organism obtains the additional energy that renders it "negentropic;" it becomes capable of attaining stability in a time-independent steady state--a necessary condition of adaptability to environmental variance.

Such steady states are very different affairs from the equilibrium states described in classical physics, which have far too often been taken as models for representing biological and social transactions. Equilibrium states follow the second law of thermodynamics, so that no work can be done when equilibrium is reached, whereas the openness to the environment of a steady state maintains the capacity of the organism for work, without which adaptability--and hence survival--would be impossible."

The Causal Texture of Organizational

Par Fred Emery et Eric Trist

Environments The XVII International Congress of Psychology,

Washington, D.C., 20-26 August, 1963.

Questions

Lisez le texte.

Quelle est l'idée générale de ce texte ?

Spécifiez les idées partielles présentées dans chaque paragraphe.