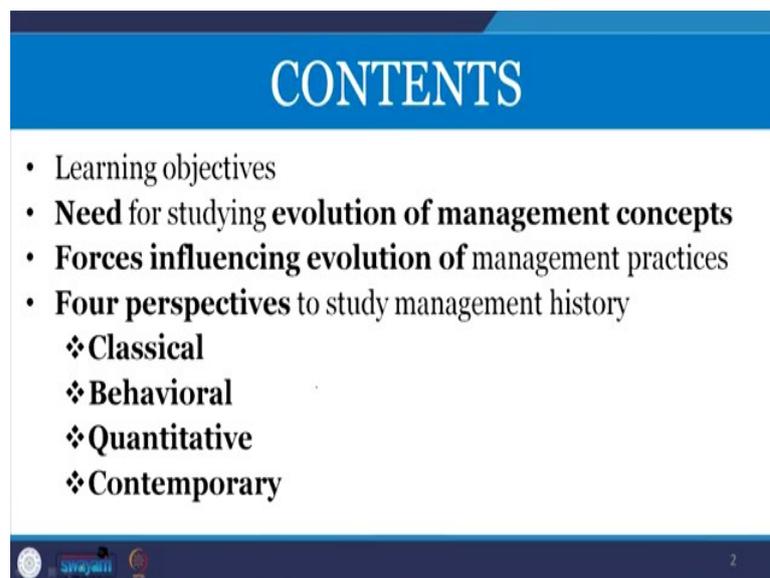


Principles of Management
Prof. Usha Lenka
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture – 06
Evolution of Management – II

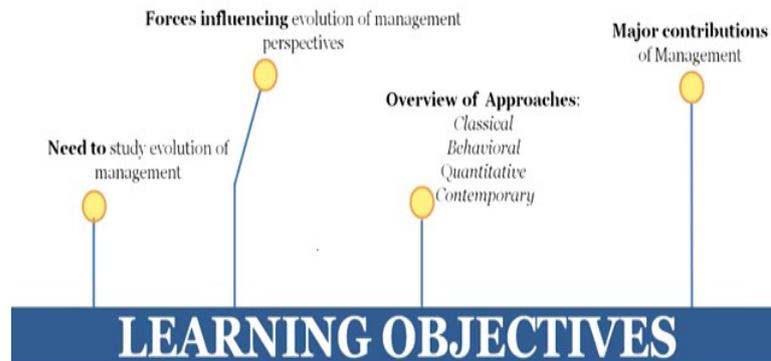
Today, we will be learning Evolution of Management in the second chapter. Evolution is very important to know the historical perspective of management is important as it will help us to know where the concept of management has evolved, and whether the management concepts are still relevant or not. What is the need for knowing the history of management?

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So, the learning objectives we will know about the need for studying evolution of management concepts, forces influencing or the factors which are behind the evolution of management practices. We will discuss about the classical perspective, the four perspectives of the management that is classical, behavioral, quantitative and contemporary perspectives of management.

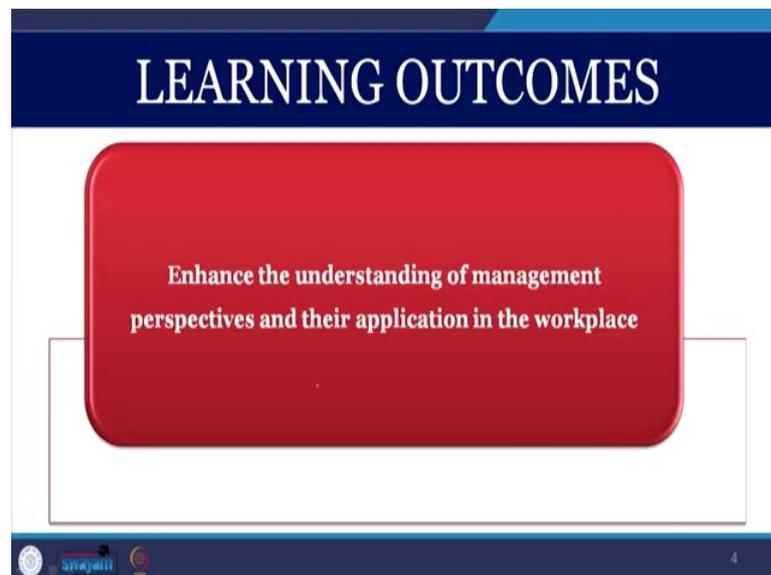
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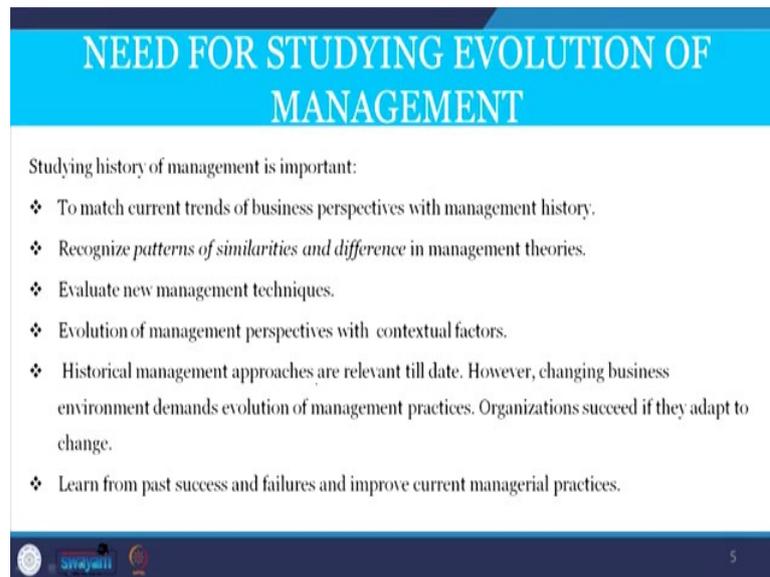
The need to study evolution of management; further, we will discuss forces influencing evolution of management perspectives; overview of the approaches – classical, behavioral, quantitative and contemporary; then we will discuss about the major contributions of management.

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The learning outcomes it will enhance the understanding of management perspectives and their application in the present workplace.

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NEED FOR STUDYING EVOLUTION OF MANAGEMENT

Studying history of management is important:

- ❖ To match current trends of business perspectives with management history.
- ❖ Recognize *patterns of similarities and difference* in management theories.
- ❖ Evaluate new management techniques.
- ❖ Evolution of management perspectives with contextual factors.
- ❖ Historical management approaches are relevant till date. However, changing business environment demands evolution of management practices. Organizations succeed if they adapt to change.
- ❖ Learn from past success and failures and improve current managerial practices.

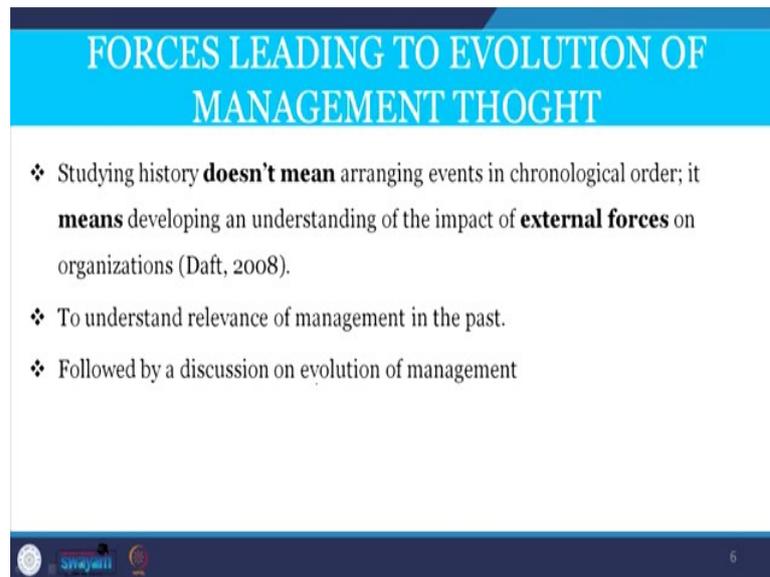
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Need to study evolution of management. Studying history of management is important to match current trends of business perspectives with management history. Recognize patterns of similarities as well as differences with the present in management theories. Evaluate new management techniques: how the new techniques have evolved or is there any kind of relationship of new techniques with the past.

Evolution of management perspectives with contextual factors; we will also see historical management approaches – whether they are relevant till date. However, changing business environment demands. Evolution of management practices, organizations succeed if they adapt to change.

So, there is a need to understand the history of management because the management practices which were used in the past are still today some practices are relevant and some practices however, have evolved with the changing times. Learning from the past success and failure will help in improving the current management practices.

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FORCES LEADING TO EVOLUTION OF MANAGEMENT THOUGHT

- ❖ Studying history **doesn't mean** arranging events in chronological order; it **means** developing an understanding of the impact of **external forces** on organizations (Daft, 2008).
- ❖ To understand relevance of management in the past.
- ❖ Followed by a discussion on evolution of management

6

So, forces which have led to the evolution of management thought. Studying history does not just mean arranging events in chronological order or arranging them in the sequence of order or sequence of events, it means developing an understanding of the impact of external factors or forces which have influenced the which have resulted in the development of all these theories.

To understand relevance of management in the past: why management concept was relevant, how it was relevant in the past, what led to the evolution of management, what led to the formation of the principles of management. Followed by discussion on the evolution of management.

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EARLY MANAGEMENT EXAMPLES

Early Management

The Egyptian pyramids and the Great Wall of China are proof that projects of tremendous scope, employing tens of thousands of people, were completed in ancient times. It took more than 100,000 workers, some 20 years to construct a single pyramid. **Who told each worker what to do? The answer is managers.**

In 1776, Adam Smith published *The Wealth of Nations*, in which he argued the economic advantages that organizations and society would gain from the **division of labor (or job specialization)**—that is, breaking down jobs into narrow and repetitive tasks. Using the pin industry as an example, Smith claimed that 10 individuals, each doing a specialized task, could produce about 48,000 pins a day among them.

Late 18 century when machine power was substituted for human power, a point in history known as the **industrial revolution**, it became more economical to manufacture goods in factories. Large efficient factories needed someone to **forecast demand**, ensure that enough material was on hand to make products, **assign tasks to people**, direct daily activities, and so forth. That "someone" was a manager.

Source: Robbins, S.P. and Coulter, M. (2012), *Management*, Prentice Hall, New Jersey, USA.

We all know that the great monuments are testimony to the fact there are still the monuments which were built several years ago they have used lot many resources. They have used a large number of resources in terms of land, capital, labour and number of years to construct those monuments. The examples would be I would like to quote the Egyptian pyramid and the Great Wall of China.

They are proof that projects are of tremendous nature employing tens of thousands of people were completed in ancient times. In India, we have Taj Mahal and the other historical monuments. Those monuments were built several years ago, centuries ago, but still they are existing.

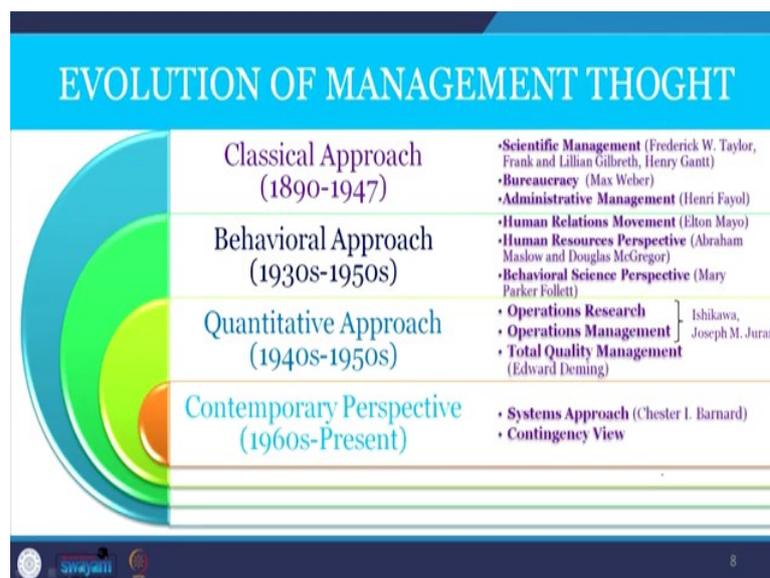
So, it gives us an understanding that those monuments were built, they were the large projects and they were built with the help of people using different resources – land, capital, machinery to construct those monuments. Who has helped? Were they not the workers or were they not the managers?

Yes, to answer this we would like to see if the principles of management still existed while construction of mega projects in the ancient times. Then, we will discuss about Adam Smith. In 1776, Adam Smith published a book *Wealth of Nations*, in which he argued that economic advantage that organizations and society would gain from division of labour.

All the work that was carried out based on the principles of job specialization or division of labour that is breaking down jobs into narrow and repetitive task. The Wealth of Nations gave emphasis on the concepts of division of labour and job specialization. Further, in 18th century when machine power was substituted for human power, a point in history known as industrial revolution it became more economical to manufacture goods in factories.

It was possible to have large number of products produced in factory. Efficient factories needed someone to forecast demands. Then arose the need for demand forecasting – how much of resources to produce, how many products to produce, how to produce, how to manufacture goods, how many people to assign a particular task, direct activities and so forth. That someone was a manager; then came the concept of who the manager is, how the managers’ role has been defined.

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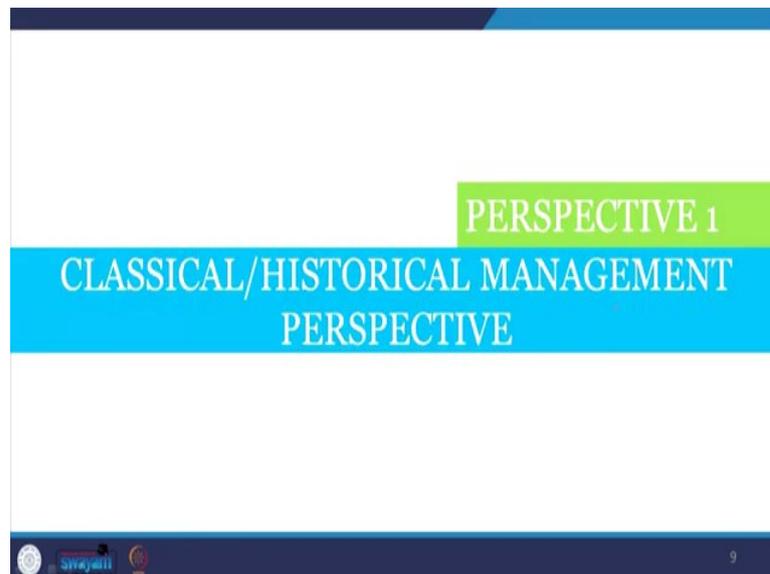
With this background, we would learn about the evolution of management thought. So, management thought as these examples have given us a glimpse of the concept of management existed in the ancient times and there is an evolution of the principles of management over a period of time. These principles are still existing and we would like to see the evolution of management thought from four different perspectives – classical, behavioral, quantitative and contemporary management perspectives.

Classical approach existed from the year 1890 to 1947. The era in which the significant contributors of the classical approach were scientific management proposed by Fredrick Winslow Taylor, and Frank Lillian Gilbreth, Henry Gantt. The concept of bureaucracy was given by Max Weber. Administrative theory concept has been given by Henry Fayol.

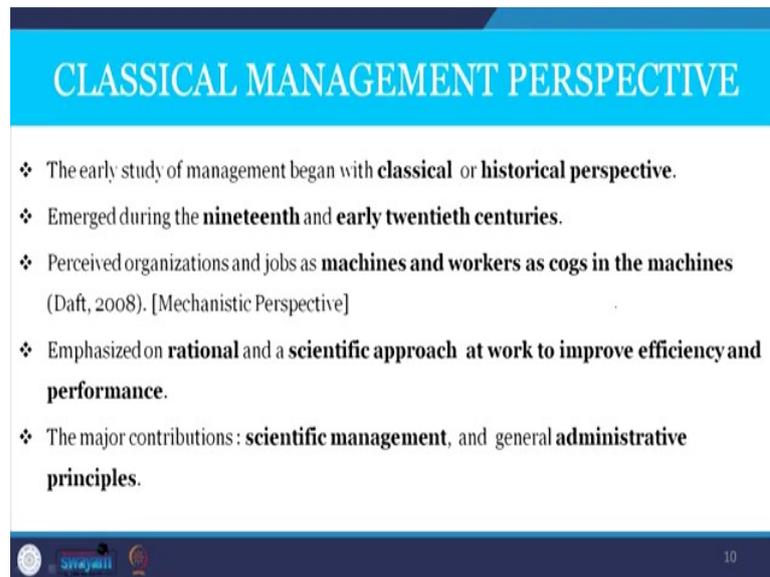
The behavioral approach which proposed in the year 1930s to 50s; the era of 1930s to 50s, they emphasized on human relations movement gave proposed by Elton Mayo; human resource management perspective – Abraham Maslow and Douglas McGregor; behavioral science perspective proposed by Mary Parker Follett. Quantitative approach to management in the decade of 1940s to 50s, the major highlights were operations research, operations management, total quality management.

Ishikawa, Joseph Juran and Edward Deming were the proponents of quantitative approach of management. Contemporary perspective was proposed by Chester Barnard who gave systems approach to management and the contingency view of management. So, this era was present from 1960s to date or till date the contemporary perspectives of management has been existing.

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CLASSICAL MANAGEMENT PERSPECTIVE

- ❖ The early study of management began with **classical** or **historical perspective**.
- ❖ Emerged during the **nineteenth** and **early twentieth centuries**.
- ❖ Perceived organizations and jobs as **machines and workers as cogs in the machines** (Daft, 2008). [Mechanistic Perspective]
- ❖ Emphasized on **rational** and a **scientific approach at work to improve efficiency and performance**.
- ❖ The major contributions: **scientific management**, and general **administrative principles**.

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So, classical management perspective, we will discuss about the major highlights of classical perspectives. Each contributor or proponents of classical management perspectives we will study in details. The early study of management began with classical or historical perspective. It emerged in the time period of nineteenth century and early twentieth century.

Perceived organizations and jobs as machines: in this time period organizations and jobs were perceived to be like a machine or the machine metaphor of organizations. And, workers were considered to be cogs in the machines. They emphasized on rational and scientific approach to management at work to improve efficiency and performance.

The major contributors of classical management perspective, scientific management and general administrative principles. the organization was perceived to be or having a mechanistic perspective. So, the proponents of this theory perceived overall the organization as a machine and workers were just cogs in the machine or workers were merely considered to be tools who can be optimally utilized to get maximum benefit for the organization to attain goals.

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FACTORS FOR EVOLUTION OF CLASSICAL MANAGEMENT PERSPECTIVE

- ❖ Factory system of 1800s caused problems of organizing task, training employees, scheduling complex operations, predicting demand, and dealing with labor dissatisfaction and strikes.
- ❖ Increasing challenges of organizing, coordinating, and controlling large numbers of people and increasing worker productivity led to the evolution of modern management with the classical perspective.

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Factors for evolution of classical management perspective: factory system of 1800s they were the reasons. As earlier discussed the industrial revolution which brought in the concept of factories or large number of factories production was possible because the manufacturing was happening and it took place in the factories caused problems of organizing task with large or mass production.

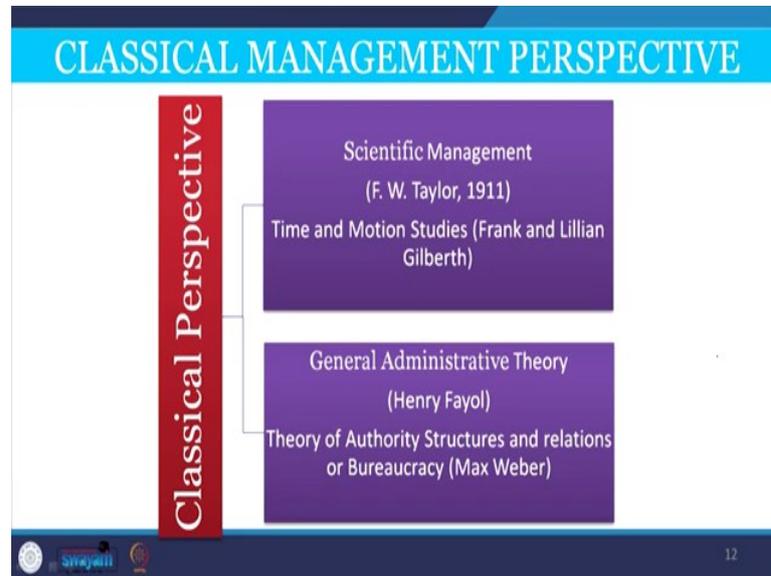
There were problems associated like organizing task, training employees, scheduling complex operations, predicting demand or forecasting demands dealing with labor dissatisfaction and strikes. In the industrial revolution or when the manufacturing capacity improved, these were the problems which the manufacturing units of the organizations encountered.

Efficiency of course, improved; production there was mass production, people were working on routine type of task which led to decline in or which led to monotony and boredom. Further which led to declining dealing with labour dissatisfaction; so, the issues were dissatisfaction of employees strikes started occurring very fast.

So, as a result there should be some kind of management concept. There should be somebody to organize task in order to have or to overcome chaos in the workplace, there need to be some principles which can put people in order, people and resources in order. So, the concept of management evolved.

Increasing challenges of organizing coordinating and controlling large number of people and increasing worker productivity led to evolution of modern management with the classical perspective.

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So, classical management perspective can be broadly categorized into scientific management and general administrative theory. Scientific Management proponents are Fredrick Winslow Taylor.

In the year 1911, he proposed this theories of scientific management; Time and motions studies was proposed by Frank and Lillian Gilbreth. General Administrative Theory proposed by Henry Fayol. Theory of authority structures and relations or, bureaucratic organizations were proposed by Max Weber.

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**CLASSICAL MANAGEMENT PERSPECTIVE :
SCIENTIFIC MANAGEMENT**

1. Scientific Management (Fredrick Winslow Taylor , 1911)

- ❖ "Father" of scientific management, Published **Principles of Scientific Management** .
- ❖ Contributions:
 1. **Work is done in principles of science.**
 2. **Scientific selection, training, and development of workers.**
 3. **Standardized method or One Best Way** of doing the job .
 4. Productivity increased with selection of right person **on the job** with correct tools and equipment.
 5. Division of labour
 6. Providing an **economic incentive** to the worker.



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So, classical management perspective the Scientific Management proposed by Fredrick Winslow Taylor in the year 1911. He is called the father of scientific management. He published a book Principles of Scientific Management. The major highlights or contributions of the of scientific management is work is done based on the principles of science.

Scientific selection, training and development of workers; he proposed that the work or the task in the carried out in the organization should be done. There should be some principles of science in order to have maximum production and minimum of fatigue. Scientific selection of workers – workers need not be given task as per the convenience of managers.

There should be a proper method of selection, training and development of workers. Standardization methods to be used or there is emphasis on one best method of doing the job. Productivity increased with selection of right person on the job with correct tools and equipment.

The right selection or selection procedure was given more emphasis on selection tools or scientific selection of workers. Allocation of responsibilities to the individual based on his or her skill type and also allocating tasks to an individual with correct tools and selection of correct tools and equipment.

Division of labour. Providing an economic incentive to the workers. Economic incentive – so, incentive system was also given emphasis; incentive to increase production or to motivate workers.

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**CLASSICAL MANAGEMENT PERSPECTIVE :
SCIENTIFIC MANAGEMENT**

2. Time and Motion Studies (Frank and Lillian Gilbreth)

❖ **Contributions:**

1. Optimum utilization of labor
2. Reduce fatigue and improve performance of workers by elimination of hand and body motions.
3. Designed an instrument 'Micro chronometer'



Frank Gilbreth
1868-1924Lillian Gilbreth
1878-1972

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Further, time and motion studies proposed by Frank and Lillian Gilbreth. Contributions of Frank and Lillian Gilbreth: optimum utilization of labour. So, the classical management perspective is more or less the scientific management focused on optimum utilization of labour. Reducing fatigue and improving performance or efficiency of workers by elimination of wasted motions. So, they carried out an experiment of bricklayers.

They observed the bricklayers and made an experiment. In that experiment they found that there were several wasted motions of hand and body movements or motions which can be eliminated in order to improve performance. So, they designed an instrument called micro chronometer to observe the hand and body movements of an individual which could not be otherwise observed through naked eye.

So, through the observation of hand and body move motions from micro chronometer they found out an optimum utilization of the human resource, optimum utilization of labour by reducing the wasted or eliminating the wasted motions.

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CLASSICAL MANAGEMENT PERSPECTIVE :
SCIENTIFIC MANAGEMENT

3. **Henry Gantt** advised an incentive system in order to improve worker efficiency.

- ❖ Created a graphic chart, known as **Gantt Chart**, for managers as a tool of planning and controlling work.
- ❖ Gantt chart shows the relationship between work planned and completed with reference to time elapsed.



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Further Henry Gantt came up with another concept of scientific management. Gantt advised an incentive system which was earlier proposed by Fredrick Winslow Taylor; incentive system to improve worker efficiency. Created a graphical chart, known as Gantt chart which is a famous chart, proposed by Henry Gantt, for managers as a tool for planning and controlling their work – planning, controlling and scheduling work.

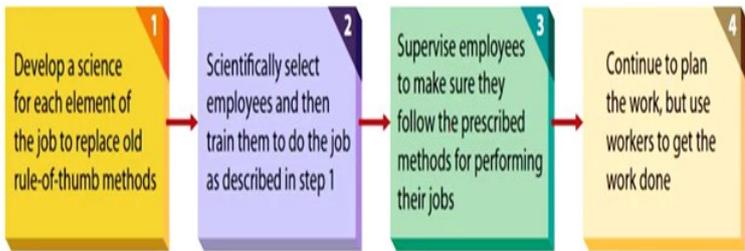
Gantt chart shows the relationship between work planned and completion of the task with reference to passage of time.

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CLASSICAL MANAGEMENT PERSPECTIVE :
SCIENTIFIC MANAGEMENT

LEARNING OUTCOME: 1

Steps of Scientific Management



1 Develop a science for each element of the job to replace old rule-of-thumb methods

2 Scientifically select employees and then train them to do the job as described in step 1

3 Supervise employees to make sure they follow the prescribed methods for performing their jobs

4 Continue to plan the work, but use workers to get the work done

Source: Griffin, R. (2016), *Fundamentals of Management*, Cengage Learning, Boston, USA.

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So, classical management perspective, the learning outcomes steps in scientific management. Steps carried out by the scientific management: developed a science for each element of the job to replace the old rule of thumb methods. So, they proposed that there is science in every activity performed. There is science in every job or find out how scientifically we can perform a job.

Scientific selection or selection of employees and training employees to improve performance on the job. Supervise employees to make sure that they follow the prescribed methods for performing the jobs.

The supervision of employees is also important in order to see that they perform the respective assigned task. Continue to plan the work, but use workers to get the work done. So, they emphasized on planning, scientific selection of jobs, scientific selection of employees, use of science in job and supervision of employees.

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CLASSICAL MANAGEMENT PERSPECTIVE :
SCIENTIFIC MANAGEMENT

LEARNING OUTCOME: 2

Principles of Scientific Management

- ❖ Replacing rules of thumb with science (organized knowledge)
- ❖ Obtaining harmony in group action, rather than discord
- ❖ Achieving cooperation of human beings, rather than chaotic individualism
- ❖ Working for maximum output, rather than restricted output *permanently*
- ❖ Developing all workers to the fullest extent possible for their own and their company's highest prosperity

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The learning outcome is replacing rules of thumb with science or organized knowledge. Obtaining harmony in group action, rather than discord. So, they also emphasize that there should be harmony in groups. Achieving cooperation of human beings – the employees can perform efficiently if there is cooperation, there is harmony in the group within the group rather than chaotic individualism.

To avoid discord, to avoid conflict harmony is important, cooperation is important. Working for maximum output rather than restricted output. They emphasized also on how to improve productivity. Developing all workers to the fullest extent for their own as well as the company's benefit.

So, the major highlights of principles of scientific management is organized knowledge. Harmony or group work; cooperation of human interdependence of task; emphasis on productivity and development of employees or development of workers for organizational performance as well as for the development of individuals.

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CLASSICAL MANAGEMENT PERSPECTIVE

Scientific Management in a nutshell

General Approach

- Developed standard method for performing each job. *Standardization*
- Selected workers with appropriate abilities for each job.
- Trained workers in standard methods.
- Supported workers by planning their work and eliminating interruptions.
- Provided wage incentives to workers for increased output.

Contributions

- Demonstrated the importance of compensation for performance. ✓
- Initiated the careful study of tasks and jobs.
- Demonstrated the importance of personnel selection and training.

Criticisms

- Did not appreciate the social context of work and higher needs of workers.
- Did not acknowledge variance among individuals.
- Tended to regard workers as uninformed and ignored their ideas and suggestions.

Source: Daft, R. L. (2008), *Management* (8th edition), Thomson South-Western, Mason, USA.

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Scientific management in a nutshell we can say the general approach to scientific management developed a standard method for performing each job. There is a standardized method. So, they emphasized on standardization of task. Selected workers with appropriate abilities, selection of employees based on their abilities for each job.

Trained workers – training is also given emphasis, trained workers in standard methods. Supported work workers by planning their work and eliminating interruptions. Provided wage incentives to workers, incentive system was brought into use and for increased output.

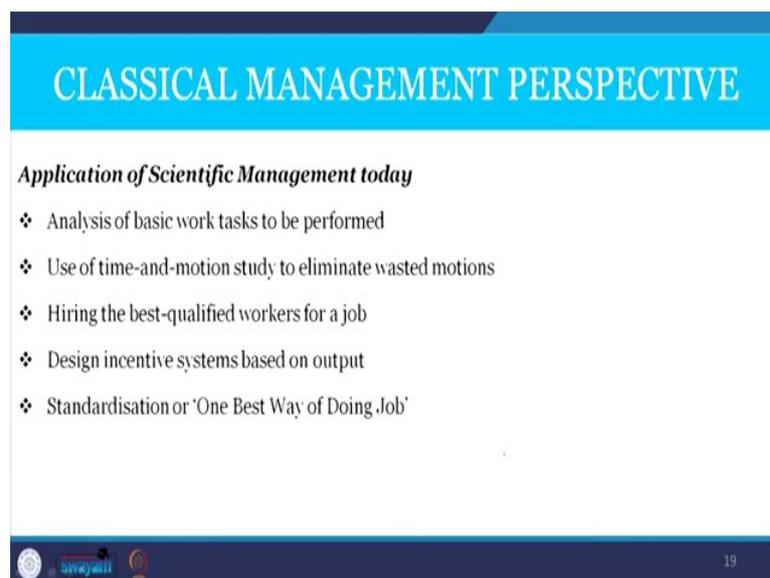
Contributions of scientific management is demonstrated the importance of compensation for performance. Compensation for each performance initiated the careful study of tasks

and jobs demonstrated importance of personnel selection and training. Criticism of scientific management – they did not appreciate the social context of work and higher needs of workers.

Did not acknowledge variance among individuals; tended to regard workers as uninformed and ignored their ideas and suggestions. So, workers were just merely considered as tools or their ideas were ignored. Their ideas and suggestions were not taken by the top management, did not acknowledge variance among individuals.

All individuals were treated on at par. They did not appreciate the social context, the influence of the environment and higher needs of workers. So, these were the major drawbacks or criticisms of scientific management.

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The slide features a blue header with the text 'CLASSICAL MANAGEMENT PERSPECTIVE' in white. Below the header, the text 'Application of Scientific Management today' is followed by a bulleted list of five items, each preceded by a blue diamond symbol. At the bottom of the slide, there are three logos on the left and the number '19' on the right.

CLASSICAL MANAGEMENT PERSPECTIVE

Application of Scientific Management today

- ❖ Analysis of basic work tasks to be performed
- ❖ Use of time-and-motion study to eliminate wasted motions
- ❖ Hiring the best-qualified workers for a job
- ❖ Design incentive systems based on output
- ❖ Standardisation or 'One Best Way of Doing Job'

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Do we really think scientific management is applicable today? Application of scientific management in the present context: analysis of basic work task to be performed. Yes, scientific management is applicable even today. The standardization of task is something which we still carry out.

Time-and-motion study to eliminate wasted motions or to reduce human fatigue and improve performance time and motion study is still in use. Hiring the best-qualified workers for a job. So, we have a selection technique. The selection technique should

match or to help organizations, identify the best worker or the best talent in the industry. Design incentive system based on an output.

Incentives are still given to the individuals based on the performance or performance based incentives system is still applicable today. Standardization or One Best Way of Doing Job - So, these practices are still present in the present management perspective.

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CLASSICAL MANAGEMENT PERSPECTIVE :
ADMINISTRATIVE THEORY OF MANAGEMENT

4. Bureaucratic Organizations

- ❖ **Max Weber**, a German theorist, introduced concept of **organizations**.
- ❖ Many European organizations were managed on a personal, family-type business. Employees were **loyal to an individual** rather than the organization or its mission.
- ❖ Weber envisioned organizations that would be **managed on an impersonal, rational basis**.



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Further, we will discuss about general administrative theory of management. Administrative theory of management: the bureaucratic organizations. The concept of bureaucracy was proposed by Max Weber, a German theorist who introduced the concept of organizations. Many European organizations were managed on a personal. Earlier the organizations were managed on a personal or family type business.

Employees were considered to be loyal. Employees were loyal to an individual rather than the organization or its mission. So, the concept of organization was; individual would be the owner of the organization and people were loyal to that person rather than being loyal to organization and its collective purpose.

Weber envisioned organizations that would be managed on an impersonal or rational basis the proponent. Max Weber gave a concept called bureaucratic organization. He redefined the concept of organization. He envisioned that organizations would be managed not on a businesses or should not be run by an individual, but organizations

would be managed on an impersonal or rational basis. So, he discussed about a logical approach of working in an organization.

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The slide features a blue header with the text "CLASSICAL MANAGEMENT PERSPECTIVE : ADMINISTRATIVE THEORY OF MANAGEMENT". Below the header, the title "Bureaucratic Organizations" is followed by five bullet points. The first bullet point states that bureaucracy is based on "rational authority" and "continuity". The second bullet point explains that "Rationality" means employee selection and advancement is based on "competence and technical qualifications". The third bullet point notes that the organization "relies on rules" and "written records". The fourth bullet point states that a "clear division of labor" arises from distinct definitions of "authority and responsibility". The fifth bullet point indicates that positions are "organized in a hierarchy". The slide footer includes a logo on the left and the number "21" on the right.

**CLASSICAL MANAGEMENT PERSPECTIVE :
ADMINISTRATIVE THEORY OF MANAGEMENT**

Bureaucratic Organizations

- ❖ Bureaucracy is based on rational authority and continuity due to formal structure.
- ❖ **Rationality** means employee selection and advancement is **based on competence and technical qualifications**, assessed by examination or according to training and experience.
- ❖ The organization **relies on rules** and **written records** for continuity.
- ❖ A **clear division of labor** arises from distinct definitions of authority and responsibility.
- ❖ Positions are **organized in a hierarchy**, with each position under the authority of a higher one.

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Bureaucratic organizations: he gave a term called bureaucratic organizations. Bureaucracy is based on rational authority; rational or logical approach to management rational authority and continuity due to formal structure. He proposed that an organization should have a formal structure. Arrangement of tasks rationality means employees selection and advancement is based on their competence and technical qualification.

Employees should be selected based on, what was proposed by the scientific theory which has been also adopted by the bureaucratic organizations. They emphasized on scientific selection of employees and advancement or carrier advancement to be based on competence and technical qualification.

Assessed by examination or according to training and experience an individual will be selected based on his or her professional competence on his technical abilities and the carrier advancement in the organization should be solely based on the experience, training and observation of his or her performance.

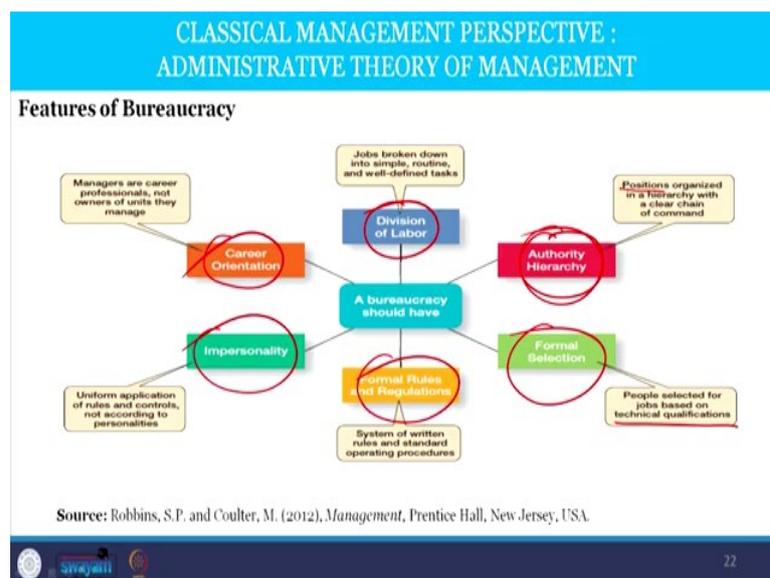
The organization relies on rules and written records for continuity. There must be some formal rules and regulations to guide the behavior of employee in the organization,

written records in order to maintain continuity in the organization. A clear division of labor; they emphasized that there is a need for division of labor which arises from the distinct definitions of authority and responsibility.

Division of labor based on work specialization and they also proposed that the individual should be given or employee should be given some authority or power based on the position, along with power comes responsibility. The individual having authority or power is also responsible towards the organization.

So, positions are organized in a hierarchy with each position under the authority of a higher one. Positions in the organizations they are in a hierarchical order, with each person under the authority of a higher order or higher manager.

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General administrative theory or administrative theory of management in the features of bureaucracy: in order to maintain order within the organization a bureaucracy should have certain elements like division of labor; as we earlier discussed division of labor based on specialization of task.

So, jobs are broken down into simple, routine and well defined tasks; simple tasks which are routine and repetitive in nature and which are well defined. So, the person who is working on those tasks becomes more efficient more specialized by working every day.

Authority is the next element which says that positions organized in the organization, in a hierarchy with a clear chain of command. Authority is the power given to an individual based on his or her positions. And positions are organized in a hierarchical order with a clear chain of command.

The third element is formal selection. So, the selection of individuals for different jobs are based on their technical qualifications, based on their experience. The fourth point is formal rules and regulations systems of written rules and standard operating procedures. There should be certain formalized rules and regulations in an organization which can guide individuals' behavior, systems of written rules and standard operating procedures.

The fifth point is impersonality: uniform application of rules and controls not according to personalities. So, they emphasized on uniform application of rules and regulations in order to maintain equity and justice or fairness perception within the organizations. There should not be any kind of biasness based on the individuals or personalities.

Uniform - it emphasizes on a uniformity in rules and regulations and control. It is not a based on the individuals or individuals' closeness to the power center. Career orientation - each individual or the individuals who work in an organization should be given career advancement based on the performance. Career orientation talks about managers are career professionals, not owners.

Every employee or a manager working in the organization is a part of an organization and they seek the career enhancement. Career professionals- they are not owners of units they manage. They are just working in the organization as any other employee.

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**CLASSICAL MANAGEMENT PERSPECTIVE :
ADMINISTRATIVE THEORY OF MANAGEMENT**

Application of bureaucracy today

- ❖ Bureaucracy has taken **on a negative meaning** in today's organizations.
- ❖ It is associated with **endless rules and red tape.**
- ❖ On a flip side, rules and other bureaucratic procedures **provide a standard way** of dealing with employees.
- ❖ Everyone gets **equal treatment**, and everyone knows what the rules are.
- ❖ Enables organizational efficiency.



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So, application of bureaucracy is a bureaucratic principles of management are still applicable in the contemporary organizations. Bureaucracy has taken on a negative meaning in today's organizations. However, though the bureaucratic principles or bureaucracy is the concepts of bureaucracy still applicable in the present context of management or in the present contemporary business organizations.

However, there is a negative connotation accorded to the concept of bureaucracy. It is associated with endless rules and regulations. It is also consider to be excessive red tapeism. Too many rules and regulations will lead to sometimes inefficiency.

So, on a flip side rules and other bureaucratic proceedings provides a standard way of dealing with employees. Everyone gets equal treatment and everyone knows what the rules and regulations are. Peoples behavior is guided and there is very less chance of deviating from the rules and regulations. However, it also enables organizational efficiency.

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The slide features a blue header with the text "CLASSICAL MANAGEMENT PERSPECTIVE : ADMINISTRATIVE THEORY OF MANAGEMENT". Below the header, the section "Administrative Principles" is introduced. It contains two bullet points: the first states that another major subfield within the classical perspective is the "administrative principles" approach; the second compares scientific management's focus on the "productivity of the individual worker" with the administrative principles approach's focus on the "total organization". The slide footer includes a logo, the name "Sri Jayanti", and the number "24".

So, administrative principles another major subfield within the classical perspective is known as administrative principles approach. If scientific management focused on productivity of the individual worker, administrative principles or administrative approaches focused on the entire organization.

So, with this we would conclude this lecture with the first half of scientific management administrative theory of management and in the next lecture, we will discuss about administrative principles proposed by Henry Fayol.