

Answer on Question #56285, Management / Other

Describe three schools of thought in management and organization theory.

Explanation:

Management and organization are products of their historical and social time and place. Early management theory consisted of numerous attempts at getting to know these newcomers to industrial life at the end of the nineteenth century and beginning of the twentieth century in Europe and United states. Each of the schools of management thought are based on different assumptions about human beings and the organizations for which they work.

Management theory includes the following three schools of thought: classical management theory, scientific management theory, and organizational theory.

The classical school of thought generally concerns ways to manage work and organizations more efficiently. Three areas of study that can be grouped under the classical school are scientific management, administrative management and bureaucratic management. The theorists promoted deskilling and believed that improved performance would follow from extending the principles of division of labor. Similar investigations undertaken by Weber (1947) concentrated on the sociological study of bureaucracy, which is considered to have the following features: a set of legal rules, a salaried administrative staff with specialized functions, an archive of written records, and authority vested in the position held. Classical theorists paid particular attention to sources and delegation of authority. For a manager, performance is measured in accounting terms. Management by objectives emerged out of this thinking. The traditional professionals in management, such as accountants and engineers, were educated in this school of thought. Finally, the shift from owner and shareholder to the professional manager, as advocated by the classical theorists, reflects the desired move toward the separation of ownership and control.

Scientific management had a tremendous influence on management practice in the early twentieth century. Division of labor and internal feedback marks the early scientific management theory. Taylor (1911) advocated that there should be a specialized workforce de-skilled as far as possible to enable workers' tasks to be easily measured so that performance can readily be assessed. He proposed time and motion study. This enabled alternative methods of work to be evaluated so that the optimum way could be chosen. This defined the manager's role as one of minimizing cost and maximizing efficiency, and led naturally to the production line that Ford made famous in the early days of car manufacturing. The approach, however, neglected the difficulty of motivating the manager and the managed, and the relationships between the firm and its surroundings.

Human relations is frequently used as a general term to describe the ways in which managers interact with their employees. The human relations movement arose from early attempts to systematically discover the social and psychological factors that would create effective human relations. The idea that to provide improved work conditions was not only

humanitarian, but also good business was proposed by Rowntree (1921) following the earlier ideas of Mill (1859). Amenities were perceived as desirable. Pension schemes and similar benefits improved productivity since concern over job security was reduced. Around the 1950s industrial psychologists and welfare and medical officers were to be found in management. In essence, the social and physical environments were each perceived as part determinants of behavior. Company identity and culture became prominent. This thinking has also extended beyond the firm to the market place, where results of motivation and attitude research (Dichter, 1960) and demographic characteristics of consumers were used to generate attitude change in the market.