

*In the name of the most high*

# Essential of Management Theory

•Sharif University of  
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**S. Alireza**

**Fayzolkhan, Ph.D.**

1385

**Given goals**

**Rational structure**

**Organizational chart**

**People are hired to operate**

**Behave in a predetermined way**

**Machines now  
influence virtually  
every aspect of our  
existence**

The use of machines has radically  
transformed  
the nature of productive activity  
and  
has left its mark on the

**imagination**  
**thoughts**  
**and**  
**feelings of humans**

# Scientists

“Mechanistic interpretations of the natural world”

# Philosophers and Psychologists

“Mechanistic theories  
of human mind and behavior”

# Machines, Mechanical thinking, Bureaucratic organization

- **Routinized**
- **Efficient**
- **Reliable**
- **Predictable**

“ Fixed goals”

Division of labor

Reducing the discretion of  
workers

# Frederick the great of Prussia

Who ruled

from

1740 to 1786

Automated toys such as  
mechanical men



- ❖ The introduction of **ranks** and **uniforms**
- ❖ The extension and **standardization** of **regulations**
- ❖ Increased **specialization of tasks**
- ❖ The use of **standardized equipment**
- ❖ The creation of a **command language**
- ❖ **Systematic training** that involved army drills

shaping army by:

**Training procedures**

**Fear**

**A distinction between advisory and  
command functions**

**Decentralization**

**The Origins of Classical  
Management Theory and  
Scientific Management**

**Weber's  
Bureaucracy**

The first comprehensive definition of  
*bureaucracy*

- ✓ **Precision**
- ✓ **Speed**
- ✓ **Clarity**
- ✓ **Regularity**
- ✓ **Reliability**
- ✓ **Efficiency**

# Achieved through the creation of

- ✓ A fixed division of tasks
- ✓ Hierarchical supervision
- ✓ Detailed rules and regulations

# Classical management

focused on  
the design of the total organization

# Scientific managers

Focused on  
the design and management of  
individual jobs

# Typical of the classical theorists

Henri fayol

F. W. Mooney

Col. Lyndall Urwick

The basic thrust of their thinking is captured in the in the idea that management is a process of

Planning

Organization

Command

Coordination

Control



# Modern management techniques such as

MBO

PPBS

- I. Unity of command
- II. Lines of authority
- III. A limited span of control in terms of the ratio of workers reporting to one manager
- IV. A distinction between staff and line workers
- V. Encouraging initiative
- VI. The division of labor into specialized jobs

- VII. Authority to be responsible for one's own work
- VIII. Centralized overall authority
- IX. Employee discipline and obedience to management
- X. Subordination of individual interests to the interest of the organization
- XI. Equity in treatment and remuneration
- XII. Esprit de corps
- XIII. Stability in the tenure of personnel

# Organization chart

Precisely defined **jobs**

in

Hierarchical manner

through

Precisely defined lines of **command** or **communication**

# Organization becomes a form of engineering

**They conceived organizations as a network  
of parts**

**They designed the organizational structure  
to operate as precisely as possible**

## Main orientation

Make humans fit the requirements of mechanical organization

*Organization was a technical problem*

“Scientific management” : perfecting technical design

# Frederick Taylor

increasing efficiency by breaking work into its  
smallest parts

**Taylor**

An American engineer

The cornerstone for work design

His message:

shift all responsibility for the  
organization of work from the  
worker to the manager

use scientific methods

select

train

monitor



# scientific management in fast food, assembly lines, and office work

fast-food  
work is often organized in the minutest detail  
all the thinking  
all the doing

Traditional forms of assembly-line manufacturing

# Taylor's scientific management on the workplace

increasing **productivity**  
replacement of skilled craftspeople by **unskilled**  
**workers**

but  
**at great human cost**

The ultimate goal:  
finding **the one best way to organize**

“set **goals** and **objectives** and go for them.”

“organize **rationally**, **efficiently**, and **clearly**.”

“specify **every detail** so that all involved will be sure of the jobs that they have to perform.”

“plan, organize, and **control, control, control**.”

The early theorists  
believed that  
the **principles of organization**  
**Solve managerial problems forever**

# Twenty-first century

Bureaucracies and other modes of mechanistic organization coming under increasing attack

**Flexible**  
**Team-based**  
**organization**