

In the name of the most high

Organizations as II Machines

*Rational enterprises
designed and structured
to
Achieve predetermined ends*

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1386



Given goals

Rational structure

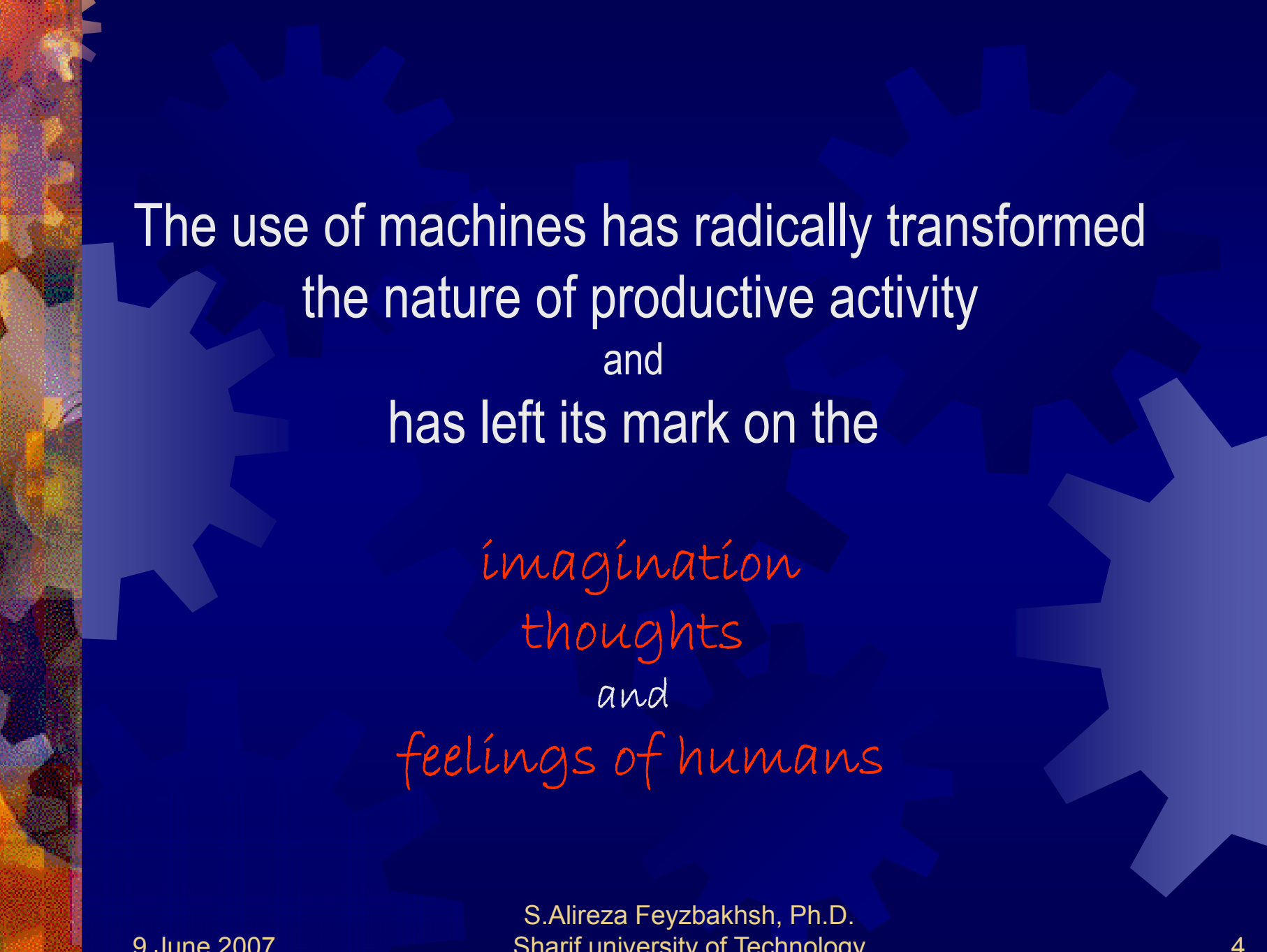
Organizational chart

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*

Machines, Mechanical thinking, Bureaucratic organization

- Routinized
- Efficient
- Reliable
- Predictable

“ Fixed goals”



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

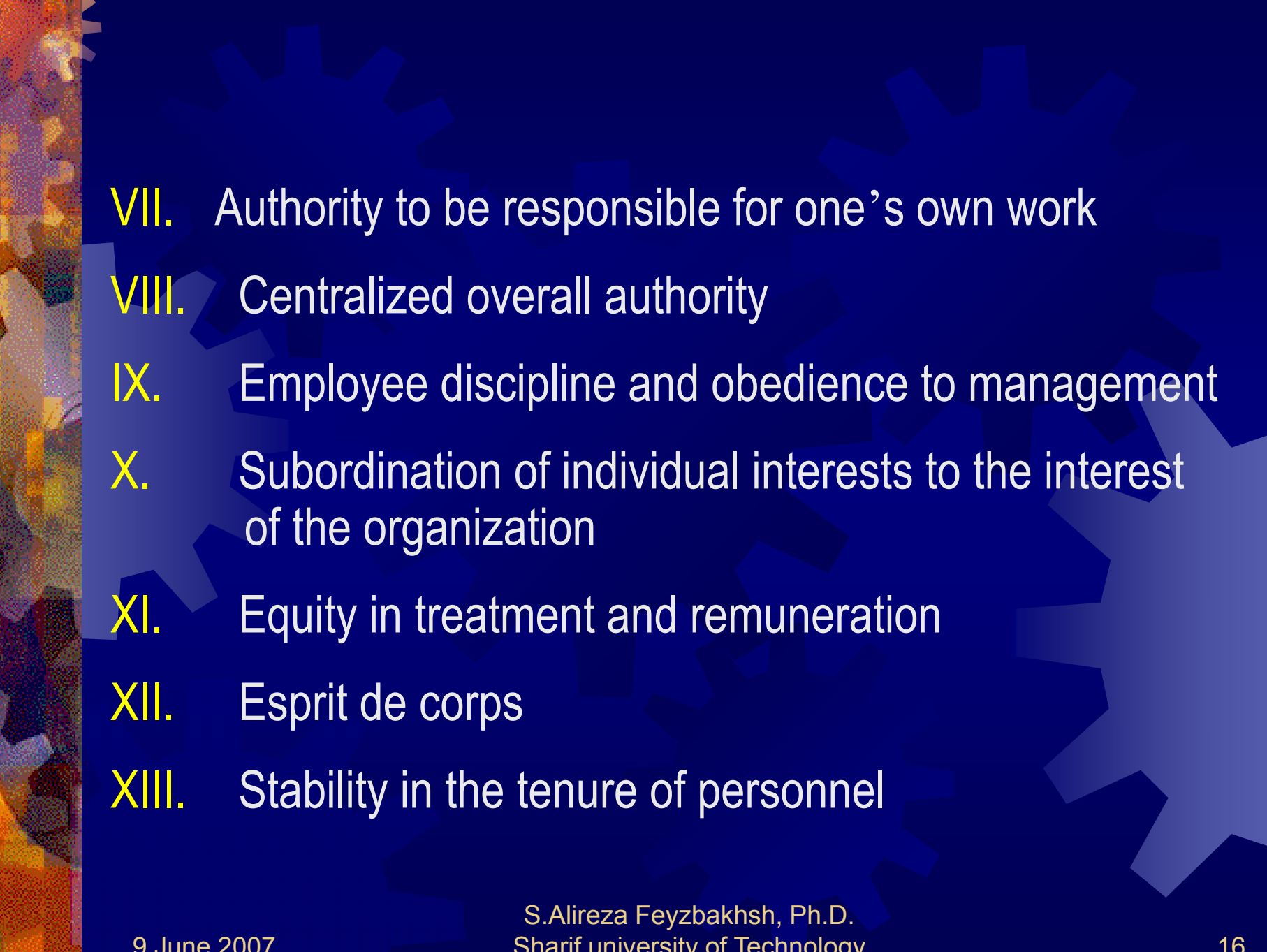
The basic thrust of their thinking is captured in the in the idea that management is a process of

- **PLANNING**
- ★ **ORGANIZATION**
- ★ **COMMAND**
- COORDINATION**
- CONTROL**

Modern management techniques such as

MOB **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:

1. shift all responsibility for the organization of work from the worker to the manager
2. use scientific methods
3. select
4. train
5. 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

“McDonaldization”

emphasis on:

efficiency

quantification

predictability

control

deskilled jobs

Human problems

assembly-line work is simply

boring or **alienating**

seven or eight separate operation

every forty or fifty seconds,

seven or eight hours a day,

fifty week a year

Human problems

Henry Ford

First assembly line the Model T
employee turnover rose to approximately
380 percent per annum

Human problems

General Motors (GM)

At the height of its commitment to this technology, the speed of the assembly line was raised

Increase output from 60 to 100 cars per hour

Some workers

Only thirty-six seconds to perform at least eight different operation

Human problems

*Separating the planning and design of work from its
execution*

Separation of **hand and brain**

As *Taylor*:

“You are not supposed to think.

There are other people paid for
thinking around here.”

Human problems

No more than “*hands*” or “*manpower*”

To propel the organizational machine

Cheap

easy to train

easy to supervise

easy to replace

Taylor's principles have crossed many ideological barriers

USSR

Eastern Europe

as well as

Capitalist countries

Taylorism is as much a tool for securing general control over the workplace as it is a means of generating profit



Taylor
came before his time

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

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

“organize **rationall y**, **efficientl y**, and **clearl y**.”

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

“pl an, organize, and **control , control , control .**”



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

Strengths and Limitations of

the

machine

metaphor

Strengths

Mechanistic approaches

Work well under conditions when machines work well

- Straightforward task
 - Environment is stable and predictable
 - The same product time and again
 - Precision and efficiency are at a premium
 - The human “machine” parts

Limitations

- Difficulty in adapting to change

Can result in mindless and unquestioning
bureaucracy

Limitations

- ✓ *Problems can be ignored*
- ✓ *Communications can be ineffective*
- ✓ *Lead to backlogs of work*
- ✓ *Senior managers become remote*
- ✓ *Myopic views*
- ✓ *Mechanistic definitions of job responsibilities*

Limitations

*It also lets them know
what is not expected of them*

Initiative is discouraged

People are expected to obey orders

Twenty-first century

Bureaucracies and other modes of mechanistic organization coming under increasing attack

Flexible

Team-based organization

How to Kill Creativity

In 1982 by Machine Design

- ✱ Always pretend to know more than anybody around you.
- ✱ Police your employees by procedural means that you can devise.
- ✱ Run daily checks on the progress of everyone's work.
- ✱ Be sure that your professionally-trained staff members do technicians' work for long period of time.
- ✱ Elect the highest possible barrier between commercial decision-makers and your technical staff.
- ✱ Be certain not speak to employees on a personal level, except when announcing raises.
- ✱ Try to be the exclusive spokesman for everything for which you are responsible.
- ✱ Say yes to new ideas, but do nothing about them.
- ✱ Call many meetings.
- ✱ Put every new idea through channels.
- ✱ Stick to protocol.
- ✱ Worry about the budget.
- ✱ Cultivate the not-invented-here syndrome.

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