

Genesis of Scientific Study of Management

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GENESIS

- **MANAGEMENT IS AN OLD ART AND YOUNG SCIENCE. AS AN ART IT IS AS OLD AS MANKIND. BUT AS SCIENCE IT EMERGED SINCE THE LAST QUARTER OF 20TH CENTURY.**
- **ORGANIZATIONS, MANAGEMENT AND EMPLOYMENT RELATIONS ARE INTRICATELY RELATED.**
- **THE ORGANIZED HUMAN CIVILIZATION BEGAN WITH ASIATIC MODE OF PRODUCTION, AGRICULTURAL SETTLEMENTS UNDER FEUDAL SYSTEM, FOLLOWED BY DOMESTIC PRODUCTION SYSTEM AND INDUSTRIALIZATION. THE EMPLOYMENT RELATIONS AND MANAGEMENT PATTERNS WERE DIFFERENT DURING EACH OF THESE PERIODS.**
- **LARGE SCALE INDUSTRIALIZATION DEMANDED THE NEED FOR MANAGEMENT AS A PROFESSIONAL SKILL AND MANAGEMENT DISCIPLINE AND PRACTICE COULD BE UNIVERSALLY TAUGHT AND APPLIED.**
- **GLOBALIZATION, INFORMATION TECHNOLOGY MADE THE WORLD A GLOBAL VILLAGE WHEN MANAGEMENT HAD TO THINK GLOBALLY AND ACT LOCALLY.**

COMPARATIVE PROFILE OF MANAGEMENT THOUGHT

- **HENRY FAYOL, A FRENCH ENGINEER DRAWING FROM HIS RICH EXPERIENCE WROTE A BOOK “ GENERAL AND INDUSTRIAL MANAGEMENT” (1916) EMBODYING ELEMENTS OF MANAGEMENT, 14 PRINCIPLES OF MANAGEMENT, AND TEACHING OF MANAGEMENT IDENTIFYING AREAS OF TEACHING (1841-1918)**

- FREDERICK WINSLOW TAYLOR, FATHER OF SCIENTIFIC MANAGEMENT, BASED ON HIS HUMAN ENGINEERING EXPERIMENTS HAS PUBLISHED A BOOK CALLED “PRINCIPLES OF SCIENTIFIC MANAGEMENT” (1911). HE WAS OBSESSED WITH EFFICIENCY AND HE SUGGESTED THAT MANAGEMENT SHALL KNOW A FAIR DAY’S WORK THROUGH WORK, METHOD AND TIME & MOTION STUDIES (STANDARDIZATION OF WORK). THEN IT SHALL IMPROVE WORK TOOLS MAKING WORK EASY. THEN IT SHALL RECRUIT RIGHT PERSON FOR THE RIGHT JOB; TRAIN THEM IN NEW WORK METHODS AND USE OF TOOLS AND MAKE PAYMENT ON THE BASIS OF PERFORMANCE AS AN INCENTIVE. MONEY IS THE SOLE MOTIVATOR OF HUMAN BEHAVIOR.(1956-1920)

- MARY PARKER FOLLET, A HUMANIST LADY PHILOSOPHER OF USA IS KNOWN FOR INTEGRATION THEORY. SHE ARGUED FOR INTEGRATION AS A METHOD OF RESOLVING CONFLICT AS AGAINST COMPROMISE OR DOMINANCE. THE ART OF LEADING AND GIVING ORDERS ALONG WITH PROFESSIONALIZING MANAGEMENT WAS HER OTHER CONTRIBUTIONS

COMPARATIVE PROFILE OF MANAGEMENT THOUGHT (CONTD)

- ELTON MAYO A HARVARD PROFESSOR OF SOCIAL PSYCHOLOGY LED THE TEAM OF F.J.ROETHLISBERGER , DICKSON, AND PENNOCK TO CONDUCT THE FAMOUS HAWTHORNE EXPERIMENTS. THE CONCLUSION OF THE EXPERIMENT INTERPRETED IN HIS BOOK “ HUMAN PROBLEMS OF INDUSTRIAL CIVILIZATION” HIGHLIGHTED THE IMPORTANCE OF SOCIAL GROUPS IN SHAPING HUMAN BEHAVIOR AT WORK. INTER-PERSONAL RELATIONSHIP BETWEEN THE INDIVIDUAL AND INDIVIDUAL, INDIVIDUAL AND GROUP AND GROUP AND GROUP CAME TO BE KNOWN AS HUMAN RELATIONS. (1880-1950)

- HUMAN RELATIONS WAS A GOOD PHILOSOPHY, BUT CRITICISED FOR NOT BEING A SYSTEMATIC PRACTICE.
- BEHAVIOURAL THEORY WAS A QUICK OFF- SHOOT OF HUMAN RELATIONS THEORY. BUT IT INTEGRATED ALL THOUGHTS BY FOCUSING ON THE INDIVIDUAL, GROUP AND ORGANIZATION. X.Y THEORY OF DOUGLAS McGREGOR SET THE PACE OF BEHAVIOURAL THEORY WHICH IS EVER CHANGING AND EMERGING.
- TEMPORAL, CONTEXTUAL AND CONTENT BASED ANALYSIS OF ALL THESE THEORIES REVEAL HOW THEY ARE NOT CONFLICTING WITH ONE ANOTHER BUT COMPLEMENTARY TO ONE ANOTHER.