

CHAPTER I

THE DEVELOPMENT OF MANAGEMENT CONCEPTS

*Cualquier intento*  
 Any attempt to formulate general management concepts is based on the assumption that there is a common set of principles underlying successful managerial performance in a diversity of fields. The purpose of this chapter is to review briefly some of the influences on the development of management concepts during this century. From the standpoint of the history of human managerial activity, these are, of course, relatively recent influences. Thus, we shall discuss Taylor's scientific management, Fayol's general principles of management, the influence of the behavioral sciences, and the systems approach to management. We conclude the chapter by considering some of the cultural factors which have influenced managerial decisions during the past decade.

*en decisiones administrativas durante los últimos años.*

A. TAYLOR'S SCIENTIFIC MANAGEMENT

Frederick W. Taylor is generally acknowledged to be the founder of the scientific management movement. His overall goal was higher industrial efficiency, in the form of either higher productivity or lower unit cost. What distinguishes - -

scientific management from other approaches is not so much its goal, but the basic assumptions, specific objectives, and techniques by which industrial efficiency is to be achieved. The techniques of scientific management reflect Taylor's belief that the planning of tasks needs to be separated from the doing. His book, The Principles of Scientific Management, was first published in 1911.

1. One of the assumptions underlying scientific management is that the application of the methods of science to problems of management will lead to high industrial efficiency. It was in this sense that Frederick \_\_\_\_\_ believed management should be "scientific".

TAYLOR

2. Observation, measurement, and experimental comparison are among the principal methods of \_\_\_\_\_ that can be applied to problems of \_\_\_\_\_

SCIENCE  
MANAGEMENT

3. A second basic assumption is that the incentive of high wages will promote the mutuality of interest between workers and managers that will result in high industrial \_\_\_\_\_.

EFFICIENCY (or productivity, etc.)

4. Thus two basic assumptions underlying the techniques of scientific management are that industrial efficiency can be improved through the application of the methods of \_\_\_\_\_ and the payment of (high/low) wages.

SCIENCE  
HIGH

5. Several specific objectives are included in the scientific management approach to improving industrial efficiency. One is the standardization of working conditions. Determining the best temperature and humidity for achieving productivity has to do with the standarization of \_\_\_\_\_

WORKING  
CONDITIONS

6. The provision for work breaks of optimum dura-

tion and frequency is another example of standardization of \_\_\_\_\_ to achieve higher industrial \_\_\_\_\_.

#### WORKING CONDITIONS EFFICIENCY

- ✓7. Closely related to the objective of standardizing working conditions is the standardization of - - work methods. Determining the best procedure -- for doing a job is an example related to standardization of \_\_\_\_\_.

#### WORK METHODS

- ✓8. Motion study is the observation of all the motions that compose a particular job and the determination of the best set of motions that leads to the greatest efficiency. Therefore, \_\_\_\_\_ is a technique used to attain the specific objective of standardizing work methods.

#### MOTION STUDY

- ✓9. Taylor concentrated on observing and measuring - performance of high producers in order to disco-

ver and develop standardized \_\_\_\_\_ methods for particular jobs.

#### WORK

- ✓10. The use of motion-picture cameras to record - - worker movements and work methods is included - in the technique of \_\_\_\_\_.

#### MOTION STUDY

- ✓11. In addition to the standardization of \_\_\_\_\_ and the standardization of \_\_\_\_\_, Taylor believed that the planning of a large daily task promotes industrial efficiency.

#### WORKING CONDITIONS WORK METHODS

- ✓12. Just as motion study is a technique related to the standardization of \_\_\_\_\_, time study is related to the planning of a large \_\_\_\_\_ for each worker.

#### WORK METHODS DAILY TASK

13. The use of a stopwatch is related to the technique of \_\_\_\_\_.

TIME STUDY

14. Determining the appropriate production standard for a particular job can be accomplished by -- using the technique of \_\_\_\_\_.

TIME STUDY

15. On the other hand, observing the detailed job performance of a number of workers in order to discover the best way to do a job is related to the technique of \_\_\_\_\_.

MOTION STUDY

16. Another specific objective of scientific management is that encouragement to stay in a job -- should be given to (high low) producers, whereas encouragement to transfer to a different job -- should be given to (high low) producers.

HIGH

LOW

17. Accordingly, <sup>few qualify</sup> for those producing above standard <sup>level pay</sup> the per unit pay under the Taylor Differential Piecework Plan is (higher lower) than is for -- those producing below standard.

HIGHER (Note that not only overall pay but also per-unit pay is higher).

18. As a result, job transfers for employees producing above standard are (encouraged discouraged) by the use of the Taylor Differential Piecework Plan, whereas job transfers for those producing below standard are (encouraged/discouraged).

DISCOURAGED

ENCOURAGED

19. Thus two basic assumptions of scientific management are that industrial efficiency can be attained through the application of the methods of \_\_\_\_\_ and the payment of \_\_\_\_\_.

SCIENCE

HIGH WAGES

20. Of the techniques of scientific management, studies of rest breaks, lighting, and the like are

related to the objective of defining standardized \_\_\_\_\_.

#### WORKING CONDITIONS

21. Motion study is related to the objective of defining standardized \_\_\_\_\_.

#### WORK METHODS

22. The use of the Taylor Differential Piecework -- Plan is related to the objective of encouraging high producers to \_\_\_\_\_ while encouraging low producers to \_\_\_\_\_.

#### STAY IN THE JOB (etc.) TRANSFER TO ANOTHER JOB (etc.)

23. The production standard to be used in a wage incentive system can be determined by using the technique of \_\_\_\_\_.

#### TIME STUDY

24. Although the historical connection is not direct

recent work in operations research, which emphasizes the application of the methods of science to managerial decision making, is a further development of one of the operating assumptions of Taylor's scientific \_\_\_\_\_.

#### MANAGEMENT

#### B. FAYOL'S GENERAL PRINCIPLES OF MANAGEMENT

In contrast to Taylor's emphasis on management techniques applicable at the working, or operative, level. Henri Fayol's approach to developing management concepts is oriented toward the higher levels of the organization. The so-called "functional approach" to the study of management is a direct outgrowth of Fayol's work. Because all of Chapter 2 is devoted to describing the functional approach to management, our coverage of Fayol's work in this chapter is restricted to providing a brief exposure to the overall framework that Fayol followed in his development of management concepts.

Henri Fayol was a French industrialist who published his observations <sup>FRANCIS</sup> about general management -- <sup>quien publicó</sup> principles in 1916 in French, under the title <sup>Administración</sup> Administration Industrielle et Générale. <sup>bajo el título de</sup> However <sup>sin embargo</sup>