

## EARLY FOUNDERS OF ADMINISTRATIVE THEORY

Outline by Prof. Brack Brown

### MAX WEBER (1864–1920) German Sociologist

- Concerned with the evolution of major types of 'legitimate authority systems & their staffs
- One of the founders of modern sociology and devised one of first theories of bureaucracy
- Books: The Protestant Ethic & the Spirit of Capitalism; The Theory of Soc & Econ Organization
- Works not translated into English until 1947. A sensational reception by Amer social science
- Postulated there were 3 "Ideal Types" (formal types) of legitimate authority systems
  - CHARISMATIC: based on special qualities of leaders that were admired by followers
  - TRADITIONAL: based on custom, precedent, customary practices, eg. monarchy
  - LEGAL-RATIONAL: based on fixed lawful jurisdiction, rationality, and records
- Weber thought best term for the 3<sup>rd</sup> type was "Bureaucracy," despite its pejorative meanings
- Bureaucracy was becoming the dominant authority type – it was technically the most efficient
- He empirically specified the typical characteristics/properties/features of a bureaucracy: --- Hierarchical, Impersonal, Rational, Secular, Careerist, Merit-based, has Written records, etc.

### WOODROW WILSON (1856–1924) Professor, Univ. President, Governor, U.S. President

- Concerned with government reform – relations between executive & legis' & the civil service
- Wilson often called the father of public administration study in America – wrote earliest article
- Book, Congressional Government & famous article, "The Study of Administration" PSQ 1887
- Practical details of running government ignored due to emphasis on politics and constitution
- Growth in size & complexity of government requires a "more businesslike" approach in govt
- There should be a more explicit "separation between politics (policy) & administration"
- Though we distrust the "Old World" ways, Europe has moved far ahead in govt administration
- U.S. would not be contaminated by 'monarchy' if we borrow their effective admin methods
- Remembered for the "politics-administration dichotomy" technology transfer, & admin study

### Frederick W. Taylor (1856–1915) Industrial (mechanical) Engineer & Mgt Theorist

- Concerned with raising Amer. efficiency & productivity & improving employee-mgt relations
- First Amer author of a popular "theory of management," called SCIENTIFIC MANAGEMENT
- Wrote 2 books: Shop Management, and Scientific Management (call to testify before Congress)
- He postulated that there existed (or could be scientifically established) A ONE BEST WAY to perform any task, to select workers, to design tools, and to devise pay schemes
- He used time and motion studies (e.g. stop-watch & time-lapse photos) to study work
- Taylor started career as mechanic-laborer at Mid-Vale Steel (Phil.) & became top mgt consultant
- Numerous "Taylor Societies" were established In America & Europe (and the USSR)
- Taylor famously testified re: his method to Congress & emphasized the case of worker Schmidt
- Taylor celebrated by many industrialists but despised by Unions who he accused of "soldiering"
- Advocated a "mental revolution" among managers to replace what he called 'rule of thumb' mgt
- Taylor worked closely with several famous collaborators: Gantt, Gilbraith, & Muybridge (photos)