

only the mechanism to make a comparison with later management theories.

For instance, Ransard Likierd, in New Patterns of Management, which you may have read or seen in your library--it was selected as one of the five best books on management last year--on page 6 gives this model for scientific management, or what he calls classical management theory. Behaviorals conceive it as this way:

First, you break the total operation into simple component parts or tasks, namely, motion study. Second, you develop the best way to carry out each of the component parts or tasks. This would be the one best way of Frank Bunker Gilbreth, the industrial engineer. Third, you hire people with appropriate aptitudes or skills to perform each of these tasks. If you remember your background, this would be Taylor's concept of the first-class man, the man who was qualified mentally, physically, and morally to do the job. Fourth, you train people to do their respective tasks in the specified, best way. This was a mission of training workers to enable them to increase their earnings through the incentive system. Fifth, you provide supervision to see that they, the workers, perform the designated tasks, using the specified procedure and at an acceptable rate, as determined by such procedures as timing the job. Here entered the time study. Where feasible, incentives in the form of individual or group piece rates are provided.

This briefly outlined conceptual model considers the mechanism of scientific management but it ignores the philosophy or mental attitude that the pioneers of scientific management emphasized when it was introduced into the economy. Some management theorists tend to cast doubt and aspersions on the value of classical scientific management theory by criticism similar to the following quotation, as you will see:

"Classical management theories emphasize that the particular job and work