

# **ADMINISTRATIVE THINKERS**

**Material prepared according to the Textbook and Reference Books given in  
the Syllabus**

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<b>2018 - 19 Onwards</b>	<b>Core 6 : Administrative Thinkers</b>	<b>II</b>	<b>18MPA23C</b>

### **Objective**

The purpose of this paper is to enable the students to understand the views of the Administrative Thinkers during classical, Neo classical and modern period which will make them to analyse further the various aspects of administration.

#### **UNIT – I: INTRODUCTION**

Kautilya – Thiruvalluvar - Woodrow Wilson.

#### **UNIT – II: CLASSICAL SCHOOL**

F. W. Taylor – Henri Fayol -Luther Gulick- Max Weber

#### **UNIT – III: NEO \_ CLASSICAL SCHOOL**

Elton Mayo- Mary Parker Follet – C. I. Barnard

#### **UNIT – IV: BEHAVIOURAL SCHOOL**

Herbert. A. Simon- Rensis Likert- Riggs

#### **UNIT – V: SOCIO-PSYCHOLOGICAL SCHOOL**

Abraham Maslow -McGregor- Herzberg

### **Textbook**

1. Ravindra Prasad and Sathyanarayanan - Administrative Thinkers, sterling publishers New Delhi 2004

### **Reference Books**

1. Anthony Tillet, Thomas Kemper & Gordon Willey – Management Thinkers, Penguin Books 1970.
2. Ramesh K Arora – Perspective in Administrative Theory, Associated Publishing House, New Delhi, 1979.
3. Sapru R.K.-Administrative Theories & management Thought, Prentice Hall, New Delhi 2000.
4. Singh R N – Management Thinkers, Sultan Chand Publishers, New Delhi.

## FREDERICK W. TAYLOR

Frederick W. Taylor was the first man in recorded history who deemed work deserving of systematic observation and study. On Taylor's 'scientific management' rests, above all, the tremendous surge of affluence in the last seventy-five years which has lifted the working masses in the developed countries well above any level recorded, even for the well-to-do. Taylor, though the Isaac Newton (or perhaps the Archimedes) of the science of work, laid only first foundations, however. Not much has been added to them since - even though he has been dead all of sixty years." (Peter Drucker, **Management: tasks, responsibilities, practices**. Heinemann, 1973).

Taylor was the son of a lawyer. He entered Phillips Exeter Academy in New Hampshire in 1872, where he led his class scholastically. After passing the entrance examination for Harvard University, he was forced to abandon plans for matriculation, as his eyesight had deteriorated from night study. With sight restored in 1875, he was apprenticed to learn the trades of patternmaker and machinist at the Enterprise Hydraulic Works in Philadelphia. Three years later he went to the Midvale Steel Company, where, starting as a machine shop labourer, he became successively shop clerk, machinist, gang boss, foreman, maintenance foreman, head of the drawing office, and chief engineer.

In 1881, at age 25, he introduced time study at the Midvale plant. The profession of time study was founded on the success of this project, which also formed the basis of Taylor's subsequent theories of management science. Essentially, Taylor suggested that production efficiency in a shop or factory could be greatly enhanced by close observation of individual workers and elimination of waste time and motion in their operation. Though the Taylor system provoked resentment and opposition from labour when carried to extremes, its value in rationalizing production was indisputable and its impact on the development of mass production techniques immense.

Studying at night, Taylor earned a degree in mechanical engineering from Stevens Institute of Technology in 1883. The following year he became chief engineer at Midvale and completed the design and construction of a novel machine shop. Taylor might have enjoyed a brilliant full-time career as an inventor - he had more than 40 patents to his credit - but his interest in what was soon called scientific management led him to resign his post at Midvale and to become general manager of the Manufacturing Investment Company (1890 - 93), which in

turn led him to become a consulting engineer in management,” a profession that Taylor himself developed. He served a long list of prominent firms ending with the Bethlehem Steel Corporation; while at Bethlehem he developed high-speed steel and performed notable experiments in shoveling and pig-iron handling.

In Taylor's seminal work, **The principles of scientific management**, he puts forward his ideas of 'Scientific Management' (sometimes referred to today as 'Taylorism') which differed from traditional 'Initiative and Incentive' methods of management.

### **Principles of Scientific Management by Taylor:**

Although Taylor passed the entrance examination for Harvard College, failing eyesight meant that he could not take up his place. Instead, in 1874, he took the unusual step for someone of his upper-class, almost aristocratic, background of becoming an apprentice patternmaker and machinist at the Enterprise Hydraulic Works.

Following his apprenticeship, Taylor took up an unskilled job at the Midvale Steel Works in 1878, and after several different jobs and a master's degree in mechanical engineering he was appointed chief engineer there. In 1890 he became general manager of Manufacturing Investment Company (MIC), eventually becoming an independent consulting engineer to management. By 1910, Taylor and his management methods had become well known.

Principles of scientific management propounded by Taylor are: 1. Science, Not Rule of Thumb 2. Harmony, Not Discord 3. Mental Revolution 4. Cooperation, Not Individualism 5. Development of each and every person to his or her greatest efficiency and prosperity.

#### ***1. Science, Not Rule of Thumb:***

In order to increase organisational efficiency, the 'Rule of Thumb' method should be substituted by the methods developed through scientific analysis of work.

Rule of Thumb means decisions taken by manager as per their personal judgments. According to Taylor, even a small production activity like loading iron sheets into box cars can be scientifically planned. This will help in saving time as well as human energy. Decisions should be based on scientific enquiry with cause and effect relationships.

This principle is concerned with selecting the best way of performing a job through the application of scientific analysis and not by intuition or hit and trial methods.

The work assigned to any employee should be observed and analyzed with respect to each element or part thereof and the time involved therein so as to decide the best way of performing that the work and to determine the standard output for same.

## ***2. Harmony, Not Discord:***

Taylor emphasized that there should be complete harmony between the workers and the management since if there is any conflict between the two, it will not be beneficial either for the workers or the management.

Both the management and the workers should realize the importance of each other. In order to achieve this state, Taylor suggested complete mental revolution on the part of both management and workers.

It means that there should be complete change in the attitude and outlook of workers and management towards each other. It should always be kept in mind that prosperity for an employer cannot exist for a long time unless it is accompanied by the prosperity of the employees of that organisation and vice versa.

It becomes possible by (a) sharing a part of surplus with workers (b) training of employees, (c) division of work (d) team spirit (e) positive attitude (f) sense of discipline (g) sincerity etc. Management should always be ready to share the gains of the company with the workers and the latter should provide their full cooperation and hard work for achieving organizational goals. Group action with mutual-trust and understanding should be perfect understanding the focus of working.

This principle requires that there should be perfect understanding between the management and workers and both should feel that they are part of same family. It helps to produce synergy effect since both management and workers work in unison.

For example, in most of the Japanese companies, paternalistic style of management is in practice and there is complete openness between workers and the management. Usually, workers don't go on the strike but, if at all they do so, they just wear a black badge and work even more than the normal hours just to impress upon the management that their focus is on their demands as well as organisational objectives.

### ***3. Mental Revolution:***

The technique of Mental Revolution involves a change in the attitude of workers and management towards each other. Both should realize the importance of each other and should work with full cooperation. Management as well as the workers should aim to increase the profits of the organisation.

For this the workers should put in their best efforts so that the company makes profit and on the other hand management should share part of profits with the workers. Thus, mental revolution requires a complete change in the outlook of both management and workers. There should be a spirit of togetherness between workers and management.

### ***4. Cooperation, Not Individualism:***

This principle is an extension of principle of 'Harmony, not discord' and lays stress on mutual cooperation between workers and the management. Cooperation, mutual confidence, sense of goodwill should prevail among both, managers as well as workers. The intention is to replace internal competition with cooperation.

Both 'Management' and 'Workers' should realize the importance of each other. Workers should be considered as part of management and should be allowed to take part in decision making process of the management. Management should always welcome their suggestions and should also reward them if their suggestions prove to be beneficial for the organisation viz. reduction of costs or increase in production etc.

At the same time, workers should also resist from going on strike or making unnecessary demands from management. Workers should be treated as integral part of organisation and all important decisions should be taken after due consultation with workers. Both of them should visualize themselves as two pillars whose soundness alone can ensure achievement of common goals of the organisation.

Taylor also suggested that there should be proper division of work and responsibility between the two. Management should always guide, encourage and help the workers.

### ***5. Development of each and every person to his or her greatest efficiency and prosperity:***

Efficiency of any organisation also depends on the skills and capabilities of its employees to a great extent. Thus, providing training to the workers was considered essential in order to

learn the best method developed through the use of scientific approach. To attain the efficiency, steps should be taken right from the process of selection of employees. Employees should be scientifically selected.

The work assigned to each employee should suit his/her physical, mental and intellectual capabilities. Efficient employees produce more to earn more. This ultimately helps to attain efficiency and prosperity for both organisation and the employees.

## **HENRI FAYOL (1841 – 1925)**

**Henri Fayol** (1841 – 1925) was a French coal-mine engineer, director of mines and modern management theoretician. His **scientific management theory** forms the base for business administration and business management. In the academic world, this is also known as **Fayolism**. Henri Fayol provided one of the most influential **modern management** concepts of his time. He is founder of the **14 Principles of management** and the **five functions of management**.

### **Biography of Henri Fayol**

Henri Fayol was born in a suburb of Istanbul, Turkey in 1841. His father, an engineer, was appointed building supervisor for the construction of a bridge over the Golden Horn (Galata Bridge). The family returned to France in 1847. He studied mining engineering at the 'École Nationale Supérieure des Mines' academy in Saint-Étienne.

Henri Fayol started his career as an engineer at the mining company Compagnie de Commentry Fourchambeau Decazeville in Commentry at the age of 19. In 1888, he became the Managing Director of this mining company that employed over 1,000 people.

Henri Fayol was very successful in this position for over 30 years (until 1918). Around 1900 the mining company was one of the largest producers of iron and steel in France. At that time this industry was considered to be vital for France.

In addition to being the Managing Director of the Commentry - Fourchambault mining company (1900), Fayol was also one of the founders of the principles of modern management. His research work was in competition with that of another great theoretician namely Frederick Taylor.

In 1916, Henri Fayol published his work experience in the book *Administration Industrielle et Generale* (General and Industrial Management). A few years later, Frederick Taylor published his theory about Scientific Management and Taylorism.

### **1.Division of Industrial Activities:**

Fayol observed the organizational functioning from manager's point of view.



He found that all activities of the industrial enterprise could be divided into six groups:

- (i) Technical (relating to production);
- (ii) Commercial (buying, selling and exchange);
- (iii) Financial (search for capital and its optimum use) ;
- (iv) Security (protection of property and persons);
- (v) Accounting (Preparation of various statements, accounts, returns etc.) and
- (vi) Managerial (planning, organisation, command, co-ordination and control)

He pointed out that these activities exist in every enterprise. He further said that the first five activities are well known to a manager and consequently devoted most of his book to analyse managerial activities.

## **2. Qualities of an Effective Manager:**

Henry Fayol was the first person to recognise the different qualities for manager.

### **According to him these qualities are:**

- (i) Physical (health, vigour, and address);
- (ii) Mental (ability to understand and learn, judgement, mental vigour, and adaptability) ;
- (iii) Moral (energy, firmness, willingness to accept responsibility, initiative, loyalty, tact and dignity)
- (iv) Educational (acquaintance with matters related to general functioning) ;
- (v) Technical (peculiar to the functions being performed); and
- (vi) Experience (arising from the work).

## **3. Functions of Management:**

Fayol classified the elements of management into five and all such elements were considered by him as the functions of management.

### **According to him following are the functions of management:**

#### **(i) Planning:**

Deciding in advance what to do. It involves thought and decision relating to a future course of action.

#### **(ii) Organizing:**

Providing everything that is useful to a business enterprise for its operation i.e., men, materials, machines and money etc.

**(iii) Commanding:**

Maintaining activity among personnel (lead the personnel in a better way).

**(iv) Co-ordinating:**

The channelisation of group efforts in the direction of achieving the desired objective of the enterprise (binding together-unifying and harmonizing all activity).

**(v) Controlling:**

Seeing that everything is being carried out according to the plan which has been adopted, the orders which have been given, and the principles which have been laid down. Its object is to point out mistakes in order that they may be rectified and prevented from occurring again.

Fayol observed that these principles apply not only to business enterprise, but also to political, religious, philanthropic or other undertakings.

**4.Principles of Management:**

The fourteen principles of management created by Henri Fayol are explained below.

**1. Division of Work-**

Henri believed that segregating work in the workforce amongst the worker will enhance the quality of the product. Similarly, he also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is appropriate for both the managerial as well as a technical work level.

**2. Authority and Responsibility-**

These are the two key aspects of management. Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.

**3. Discipline-**

Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employee's good behaviour also helps them smoothly build and progress in their professional careers.

**4. Unity of Command-**

This means an employee should have only one boss and follow his command. If an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.

### **5. Unity of Direction-**

Whoever is engaged in the same activity should have a unified goal. This means all the person working in a company should have one goal and motive which will make the work easier and achieve the set goal easily.

### **6. Subordination of Individual Interest-**

This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organization. This refers to the whole chain of command in a company.

### **7. Remuneration-**

This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. However, it should be according to an individual's efforts they have made.

### **8. Centralization-**

In any company, the management or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organization. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.

### **9. Scalar Chain-**

Fayol on this principle highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also they should be able to contact any, if needed.

### **10. Order-**

A company should maintain a well-defined work order to have a favourable work culture. The positive atmosphere in the workplace will boost more positive productivity.

### **11. Equity-**

All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination.

**12. Stability-**

An employee delivers the best if they feel secure in their job. It is the duty of the management to offer job security to their employees.

**13. Initiative-**

The management should support and encourage the employees to take initiatives in an organization. It will help them to increase their interest and make them worth.

**14. Esprit de Corps-**

It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment.

These 14 principles of management are used to manage an organization and are beneficial for prediction, planning, decision-making, organization and process management, control and co-ordination.



## **LUTHER HALSEY GULICK (1892-1993)**

Career He started his career in the U.S. army as a captain and staff member of the Statistics Branch of the General Staff. During 1920s, Gulick was appointed director of the Bureau of Municipal Research (later renamed Institute of Public Administration) and continued in that capacity until 1962. Between 1936 and 1937, he served as a member of the President's Committee on Administrative Management and co-edited the famous, "Papers on the Science of Administration", to which he contributed two papers. With the coming of the 1940s and the onset of World War II, Gulick went to Washington, serving in a wide array of capacities. He acted as a consultant to both the Treasury Department and the secretary of war. A central concern for him during the war years was postwar plans and operations. In 1950s, he moved back to New York, first to serve as executive director of the Mayor's Committee on Management Survey of the City of New York and then as its first city administrator. In order to honour his contributions, Gulick was appointed chairman emeritus of the Institute of Public Administration. His long career and life came to an end on January 10, 1993

Gulick's Major Thoughts Gulick belonged to a period when public administration as a field of study was highly influenced by positivism as a way of thinking and producing knowledge. Spicer (1995) argued that many,... early writers in the field of public administration were influenced by rationalism by emphasizing "the powers of reason to order human affairs". Gulick was a basically a practitioner first then a scholar, who gained knowledge from practical experience. At the same, he did not averse from reformation, concerned with what should be done in a given situation. Relationship between Politics and Administration Rejecting the common contention that the two domains can be, or should be, separate and distinct, Gulick argues that such a separation is impractical, impossible and undesirable. Instead, he supported idea of using administrative expertise and competence in matters of public policy. Thus, he was thinking much ahead of his times. Harmon (2006) is of the view that Gulick was one of the first to debunk the dichotomy. According to Gulick, administration involves the determination of major policy; the development and adoption of specific programmes; the creation of the organization; provision of personnel; authorization of finances; administrative supervision, coordination and control of activities; and the audit and review of results (Gulick, 1951). He applied the term politics in two ways either as a control by rulers for self advancement or control for actions. But, Gulick also understood that it is the motivation of the ruler which is crucial. Though, he was against the separation between

politics and administration, but distinguished the roles of politicians, political appointees, administrators, and technicians in determining degrees of political and policy involvement. The role of a politician is to maintain equilibrium in the overall system by monitoring and adjusting the relationship among the experts, bureaucrats, and interest groups. The administrator's role is to understand and coordinate public policy and to interpret public policy directives to the operating services, but with unquestioned loyalty to the decisions of elected officials (Gulick, 1951). *The Role of Government and Administration in Society*. Gulick felt the need to limit the role of market in society due to its unpredictable and cyclical nature of adequacy and inadequacy. But, he did not favour unilateral governmental acts. He was of the view, "in a pluralistic society, there is no place for an exclusive pursuit by the central government of national goals and programs embracing public and private activities." (Gulick, 1963). Therefore, the state should not encompass all human activity. Regarding the principle and practice of checks and balance, he argued that there has to be a demarcation between policy planning, execution, adoption and veto. Ideally speaking, the executive shall draw plans, the legislature scrutinizes them and then ask the executive to adopt them. The people participate through the political organization to exercise their general right to control. While defining the responsibilities of the governments, Gulick focused on the issue of centralization and decentralization. While perusing the federal legislation, he observed that the needs and requirements of the states and local governments were not been given due attention. Similarly, the state and local governments were taking decisions as if there was no federal power. Keeping this in mind he was averse of clear separation of powers. He contended for functional division into local, state and federal responsibilities but should be flexible and subject to change based on continuing planning and cooperation among authorities at each level of government (Gulick, 1947). He favoured delegation of powers for uniform enforcement of policy and protection and promotion of individual rights. In terms of administration there are at least three clear implications to be drawn. First, we must introduce into government a mechanism of central planning. The second implication...is the necessity for developing the technique of effective governmental partnership in business...(Gulick, 1933).

### **Luther Gulick Principles of Organization**

Inspired by earlier management thinkers particularly, F.W. Taylor and Henry Fayol, Gulick and Urwick developed the classical theory of organization on the basis of their belief that a science of administration is possible if certain principles are evolved basing on the practical

experience of administrators. But, the notable feature of the theories constructed by these two authors is that they overemphasized the structure and process of organization giving least importance to human beings working in it. Gulick identified 4 basis of departmental organization (popularly known as 4 p): Purpose, Process, Person and Place.

The principles of organization which are advocated by Luther Gulick as below:

1. Division of work
2. Basis of departmental organizations
3. Coordination through hierarchy
4. Deliberate coordination
5. Coordination through committees
6. Decentralization
7. Staff and line
8. Unity of Command
9. Delegation
10. Span of control

Among the ten principles of administration listed out, Gulick lays special emphasis on division of work. According to him large scale organizations require many men to carry out their different tasks. Wherever many men work together best results can be achieved when there is a division of work among these men. The theory of organization, therefore, has to do with the promotion of coordination among different units of an organization created by the principle of division of work. Thus, Gulick says that “division of work and integration are the boot straps by which mankind lifts in the process of civilization”.

Gulick made up an acronym POSDCORB which indicates those universal functions which every administrator should accomplish. Each letter in the POSDCORB stands for a task to be performed by the Chief Executive in the organization. POSDCORB, each letter of which stands for a particular function i.e., P-stands for Planning, O-stands for Organization, S-stands for Staffing, D-stands for Directing, CO-stands for Co-ordination, R-stands for Reporting, B-stands for Budgeting.

### **Planning:**

It needs a broad outline of the things that need to be done and the methods for doing them to accomplish the purpose or the goal of the organization.



**Organization:**

Establishment of a formal structure of authority through which division of work is done defined and coordinated for the achievement of the goals of organization.

**Staffing:**

The whole personnel function of selecting and training the staff and maintaining favourable conditions of work.

**Directing:**

This is the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise.

**Coordinating:**

The important duty of interrelating the various parts of the work.

**Reporting:**

Keeping those to whom the executive is responsible, informed about what is going on which includes keeping himself and his subordinates informed through records, research and inspection.

**Budgeting:**

All the activities connected with the planning, accounting and control.

In way POSDCORB outlines, an operational philosophy for public administration that has three consequences i.e.,

## **MAX WEBER**

Max Weber born April 21, 1864, Erfurt, Prussia, Germany - died June 14, 1920, Munich, Germany , German sociologist and political economist best known for his thesis of the “Protestant ethic,” relating Protestantism to capitalism, and for his ideas on bureaucracy. Weber’s profound influence on sociological theory stems from his demand for objectivity in scholarship and from his analysis of the motives behind human action.

### **Early Life and Family Relationships**

Weber was the eldest son of Max and Helene Weber. His father was an aspiring liberal politician who soon joined the more compliant, pro-Bismarckian “National-Liberals” and moved the family from Erfurt to Berlin, where he became a member of the Prussian House of Deputies (1868 - 97) and the Reichstag (1872-84). The elder Weber established himself as a fixture of the Berlin social milieu and entertained prominent politicians and scholars in the Weber household.

The sociologist’s mother was raised in Calvinist orthodoxy. Though she gradually accepted a more tolerant theology, her Puritan morality never diminished. As a result, her husband’s social activities distanced her from him, especially when he spurned her prolonged grief following the deaths of two of their children. He, in turn, adopted a traditionally authoritarian manner at home and demanded absolute obedience from wife and children. It is thought that this bleak home environment, marked by conflicts between Weber’s parents, contributed to the inner agonies that haunted Weber in his adult life.

Weber left home to enrol at the University of Heidelberg in 1882, interrupting his studies after two years to fulfil his year of military service at Strassburg. During this time he became very close to the family of his mother’s sister, Ida Baumgarten, and to her husband, the historian Hermann Baumgarten, who had a profound influence on Weber’s intellectual development.

After his release from the military, however, Weber was asked by his father to finish his studies at the University of Berlin so that he could live at home while pursuing scholarship in legal and economic history. This was perhaps because his father considered the Baumgartens’ influence subversive. From 1884 until his marriage in 1893, Weber left the family home only

for one semester of study at Göttingen in 1885 and for some brief periods with his military reserve unit.

### **Early Career**

Weber therefore spent most of his formative academic years in his childhood home, where he was continually subject to his parents' conflicting interests. Since he spent his mid- and late 20s working simultaneously in two unpaid apprenticeships - as a lawyer's assistant and as a university assistant - he could not afford to live on his own until the autumn of 1893. At that time he received a temporary position teaching jurisprudence at the University of Berlin and married Marianne Schnitger, a second cousin, who would become his biographer and the editor of his collected works. Marianne Weber was also a distinguished sociologist in her own right and an early figure in the field of feminist sociology.

After his marriage Weber followed a compulsive work regimen that he had begun after his return to Berlin in 1884. Only through such disciplined labour, believed Weber, could he stave off a natural tendency to self-indulgence and laziness, which could lead to an emotional and spiritual crisis.

Weber's great capacity for disciplined intellectual effort, together with his unquestionable brilliance, led to his meteoric professional advance. One year after his appointment at Berlin, he became a full professor in political economy at Freiburg, and the following year (1896) he attained that position at Heidelberg. Following his doctoral and postdoctoral theses on the agrarian history of ancient Rome and the evolution of medieval trading societies, respectively, Weber wrote a comprehensive analysis of the agrarian problems of eastern Germany for one of the country's most important academic societies, the Union for Social Policy (1890). He also wrote important essays on the German stock exchange and the social decline of Latin antiquity. He was politically active in these years, working with the left-liberal Protestant Social Union.

The bureaucratic theory of public administration owes its existence to Max Weber and his magnum opus *Economy and Society* published in 1922. It was Weber who popularized the term and in his book gave a glimpse of the extensive research he had carried out by studying ancient and modern states to understand the working of the bureaucracies in different eras. Before we dive into the details regarding Weber's ideas of bureaucracy, it would be

interesting to understand his background and education to appreciate his philosophy and thoughts that run like a common thread all through his work.

Max Weber was a German political economist, philosopher and a social scientist who along with Emile Durkheim and Karl Marx is considered to be one of the three founding pillars of sociology. Weber was a student of law and history throughout his career and later joined the Berlin University as a faculty and lectured and consulted for the Government. Weber was greatly influenced by the Neo-Kantianism wave that swept Germany during the 1860s. Heinrich Rickert the foremost scholars of Neo-Kantianism in Germany was a professional colleague of Weber in the University of Freiburg.

The Neo-Kantianism or the Back to Kant movement of 1860s was to revisit the theories of Immanuel Kant the most important and influential of German philosophers and scholars of the 18th century. The scope of this article is limited to throw light on Kant and his philosophies however it is advisable to the readers to read a little about Kant and his work to get a better understanding regarding Neo-Kantianism.

Influenced by Heinrich Rickert and Kant, Weber came to a central core of his theories and that was Rationalization. Weber promulgated rationalization in all areas of life like economy, politics, society, culture and even religion. He went on further to say that Rationalization was the basis of the modern western society. Having said that, let us now make an effort to understand Weber's work in the areas of social sciences.

In his seminal work *Economy and Society*, Weber goes to extreme lengths to trace the evolution of bureaucracy and the State and their relations with each other. He cites the Chinese and the African empires that degenerated because of the lack of bureaucracy and methods of administration and the ancient Roman Empire which disintegrated because of increasing bureaucratization.

Politics refers to the distribution and exercise of power within a society, and polity refers to the political institution through which power is distributed and exercised. In any society, decisions must be made regarding the allocation of resources and other matters. Except perhaps in the simplest societies, specific people and often specific organizations make these decisions. Depending on the society, they sometimes make these decisions solely to benefit themselves and other times make these decisions to benefit the society as a whole. Regardless

of who benefits, a central point is this: some individuals and groups have more power than others. Because power is so essential to an understanding of politics, we begin our discussion of politics with a discussion of power.

Power refers to the ability to have one's will carried out despite the resistance of others. Most of us have seen a striking example of raw power when we are driving a car and see a police car in our rearview mirror. At that particular moment, the driver of that car has enormous power over us. We make sure we strictly obey the speed limit and all other driving rules. If, alas, the police car's lights are flashing, we stop the car, as otherwise we may be in for even bigger trouble. When the officer approaches our car, we ordinarily try to be as polite as possible and pray we do not get a ticket. When you were 16 and your parents told you to be home by midnight or else, your arrival home by this curfew again illustrated the use of power, in this case parental power. If a child in middle school gives her lunch to a bully who threatens her, that again is an example of the use of power, or, in this case, the misuse of power.

These are all vivid examples of power, but the power that social scientists study is both grander and, often, more invisible (Wrong, 1996). Much of it occurs behind the scenes, and scholars continue to debate who is wielding it and for whose benefit they wield it. Many years ago Max Weber (1864/1920), one of the founders of sociology discussed in earlier chapters, distinguished legitimate authority as a special type of power. Legitimate authority (sometimes just called *authority*), Weber said, is power whose use is considered just and appropriate by those over whom the power is exercised. In short, if a society approves of the exercise of power in a particular way, then that power is also legitimate authority. The example of the police car in our rearview mirrors is an example of legitimate authority.

Weber's keen insight lay in distinguishing different types of legitimate authority that characterize different types of societies, especially as they evolve from simple to more complex societies. He called these three types traditional authority, rational-legal authority, and charismatic authority. We turn to these now.

### **Max Weber's Contribution on Authority**

Weber has classified authority into following 3 types

### **Traditional Authority**

As the name implies, traditional authority is power that is rooted in traditional, or long-standing, beliefs and practices of a society. It exists and is assigned to particular individuals because of that society's customs and traditions. Individuals enjoy traditional authority for at least one of two reasons. The first is inheritance, as certain individuals are granted traditional authority because they are the children or other relatives of people who already exercise traditional authority. The second reason individuals enjoy traditional authority is more religious: their societies believe they are anointed by God or the gods, depending on the society's religious beliefs, to lead their society. Traditional authority is common in many preindustrial societies, where tradition and custom are so important, but also in more modern monarchies (discussed shortly), where a king, queen, or prince enjoys power because she or he comes from a royal family.

Traditional authority is granted to individuals regardless of their qualifications. They do not have to possess any special skills to receive and wield their authority, as their claim to it is based solely on their bloodline or supposed divine designation. An individual granted traditional authority can be intelligent or stupid, fair or arbitrary, and exciting or boring but receives the authority just the same because of custom and tradition. As not all individuals granted traditional authority are particularly well qualified to use it, societies governed by traditional authority sometimes find that individuals bestowed it are not always up to the job.

### **Charismatic Authority**

Charismatic authority stems from an individual's extraordinary personal qualities and from that individual's hold over followers because of these qualities. Such charismatic individuals may exercise authority over a whole society or only a specific group within a larger society. They can exercise authority for good and for bad, as this brief list of charismatic leaders indicates: Joan of Arc, Adolf Hitler, Mahatma Gandhi, Martin Luther King Jr., Jesus Christ, Muhammad, and Buddha. Each of these individuals had extraordinary personal qualities that led their followers to admire them and to follow their orders or requests for action.

### **Rational-Legal Authority**

If traditional authority derives from custom and tradition, rational-legal authority derives from law and is based on a belief in the legitimacy of a society's laws and rules and in the right of leaders to act under these rules to make decisions and set policy. This form of authority is a hallmark of modern democracies, where power is given to people elected by

voters, and the rules for wielding that power are usually set forth in a constitution, a charter, or another written document. Whereas traditional authority resides in an individual because of inheritance or divine designation, rational-legal authority resides in the office that an individual fills, not in the individual per se. The authority of the president of the United States thus resides in the office of the presidency, not in the individual who happens to be president. When that individual leaves office, authority transfers to the next president. This transfer is usually smooth and stable, and one of the marvels of democracy is that officeholders are replaced in elections without revolutions having to be necessary. We might not have voted for the person who wins the presidency, but we accept that person's authority as our president when he (so far it has always been a "he") assumes office.

Rational-legal authority helps ensure an orderly transfer of power in a time of crisis. When John F. Kennedy was assassinated in 1963, Vice President Lyndon Johnson was immediately sworn in as the next president. When Richard Nixon resigned his office in disgrace in 1974 because of his involvement in the Watergate scandal, Vice President Gerald Ford (who himself had become vice president after Spiro Agnew resigned because of financial corruption) became president. Because the U.S. Constitution provided for the transfer of power when the presidency was vacant, and because U.S. leaders and members of the public accept the authority of the Constitution on these and so many other matters, the transfer of power in 1963 and 1974 was smooth and orderly.

### **Max Weber's Bureaucratic Form – 6 Major Principles**

Max Weber listed six major principles of the bureaucratic form as follows:

1. **A formal hierarchical structure** – In a bureaucratic organization, each level controls the level below it. Also, the level above it controls it. A formal hierarchy is the basis of central planning and centralized decision-making.
2. **Rules-based Management** – The organization uses rules to exert control. Therefore, the lower levels seamlessly execute the decisions made at higher levels.
3. **Functional Specialty organization** – Specialists do the work. Also, the organization divides employees into units based on the type of work they do or the skills they possess.
4. **Up-focused or In-focused Mission** – If the mission of the organization is to serve the stockholders, board, or any other agency that empowered it, then it is up-focused. On the other hand, if the mission is to serve the organization itself and those within it (like generating profits, etc.), then it is in-focused.

5. **Impersonal** – Bureaucratic organizations treat all employees equally. They also treat all customers equally and do not allow individual differences to influence them.
6. **Employment-based on Technical Qualifications** – Selection as well as the promotion of employees is based on technical qualifications and skills.

While these rules have received criticisms from many corners, the bureaucratic form of the organization continues to live on.

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