

1.1. Which conceptions of work characterize Scientific Management and Sociotechnical approach? To answer this question, place each one of the two approaches on the four fields chart used to define work in the first session of the course. Also specify in a few lines why you think that the given approach is located in the chosen field.

Scientific Management (SM) falls in the paid [and continuous prod act]-individual quadrant  
- applied to industrial work (> paid)  
[- contradiction: Taylor insisted that SM should be applied also to household and other activities]  
- addresses individual worker

Sociotechnical approach (ST) falls in the paid-collective quadrant  
- applied to industrial work (> paid) and technology  
- concentrated on the enterprise as a social system

1.2. Which conceptions of development characterize Scientific Management and Sociotechnical approach? To answer this question, place each one of the two approaches on the four fields chart used to define development in the first session of the course. Also specify in a few lines why you think that the given approach is located in the chosen field.

Scientific Management (SM) falls in the teleological-self-contained quadrant  
- the manager knows better what, how and when (>direction towards pretermind end)  
- the exercise is to improve individual worker's output

Sociotechnical approach (ST) falls in the teleological-interactive quadrant  
- concentrated on the enterprise as a social system in which personnel was trained to better relate with others (interactive)  
- work tasks remained the same; jobs continued to be designed according to the principles of scientific management (teleology)

1.3. Both Scientific Management and Sociotechnical approach can be considered normative intervention traditions, because they have a direction towards a pretermind end. Scientific Management carries the normative character in bringing in the manager as the source of knowledge (what, how, when) and exercise. In sociotechnical approach

- personnel was trained to better relate with others
- personnel was supervised person-centered rather than task-based
- two-way communication with and inside personnel instead of one-way, but still persuasion
- democratic rather the authoritarian style of leadership\*

but still jobs continued to be designed according to the principles of scientific management, which means there's only the pretermind direction of development.

\*I am not going into details here, but more detailed study on ST leadership is needed to find out whether this ST paradigm carries "the manager still owns the vision" principle. If, instead, we had a shared vision approach, I could see also an opportunity to open-ended development.

2. I guess Isännöinti Oy Annankatu office falls in the category of paid-collective. The property management (PM) business is governed by legislation, market-wide service level agreements and quite standardised market mechanism and pricing. Multi-disciplinary profession needs collective work to succeed.