

DIFFERENT SCHOOLS OF MANAGEMENT THOUGHTS

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EVALUATION OF MANAGEMENT THOUGHT

The evolution of management thought is a process that started in the early days of man. It began since the period man saw the need to live in groups. Mighty men were able to organize the masses, share them into various groups. The sharing was done accord to the masses' strength, mental capacities, and intelligence

Since managers also supervise, management can be interpreted to mean literally "looking over" – i.e., making sure people do what they are supposed to do. ... Managers are, therefore, expected to ensure greater productivity or, using the current jargon, 'continuous improvement'.

EVOLUTION OF MANAGEMENT THOUGHT

- The concept of organisation and administration existed in Egypt in 1300 BC.
- In the field of business organisation, some contributions have come from Robert Owen, James Watt, Charles Babbage etc.
- Robert Owen- emphasised on personnel aspects in management and advocated a number of benefits to employers.
- It was unrecognized – two centuries ago.
- Central activity of our age and economy
- The Emergence of Management Thought can be classified under various schools of management and can be put into 3 broad categories as follows:
 - The Classical Approach
 - The Behavioural Approach
 - The Quantitative Approach

SCHOOLS OF MANAGEMENT THOUGHT

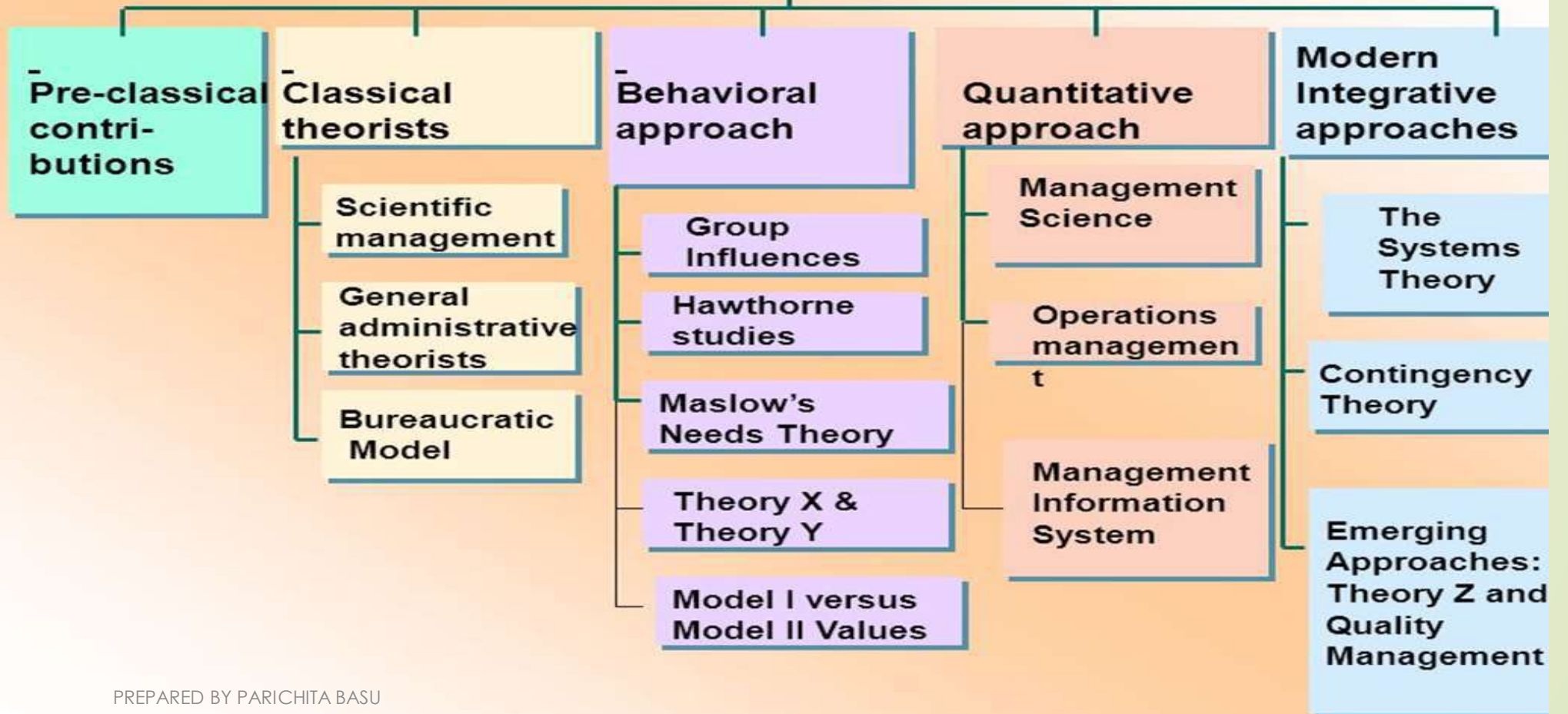
Five Major Schools of Management Thought

MANAGEMENT SCHOOLS	Beginning Dates	Emphasis
CLASSICAL SCHOOL Scientific Management Bureaucratic Management Administrative Management	1880s 1920s 1940s	Managing workers and organizations more efficiently
BEHAVIOURAL SCHOOL Human Relations Behavioral Science	1930s 1950s	Understanding human behavior in the organization
QUANTITATIVE SCHOOL Management Science Operations Management Management Information Systems	1940s 1940s 1950s-1970s	Increasing quality of managerial decision-making through the application of mathematical and statistical methods
SYSTEMS SCHOOL	1950S	Understanding the organizations as a system that transforms inputs into outputs while in constant interaction wit it's environment
CONTINGENCY SCHOOL <small>PREPARED BY PARICHITA BASU</small>	1960s	Applying management principles and processes as dictated by unique characteristics of each situation

MANAGEMENT THEORIES

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Development of Major Management Theories



CLASSICAL APPROACH

The classical management theory believes that employees are strongly motivated by their physical needs and more specifically, monetary incentives. As such, organizations that implement this management style often incorporate regular opportunities for employees to be rewarded for their productivity with incentives.

The classical approach emphasized rationality and making organizations and workers as efficient as possible. Two major theories comprise the classical approach: scientific management and general administrative. Definition (2): The classical approach is also called Management Process, Functional, and Empirical Approach.

DEFINITION OF CLASSICAL APPROACH

“Classical approach of management professes the body of management thought based on the belief that employees have only economical and physical needs and that the social needs & need for job satisfaction either does not exist or are unimportant. Accordingly it advocates high specialization of labour, centralized decision making & profit maximization.”

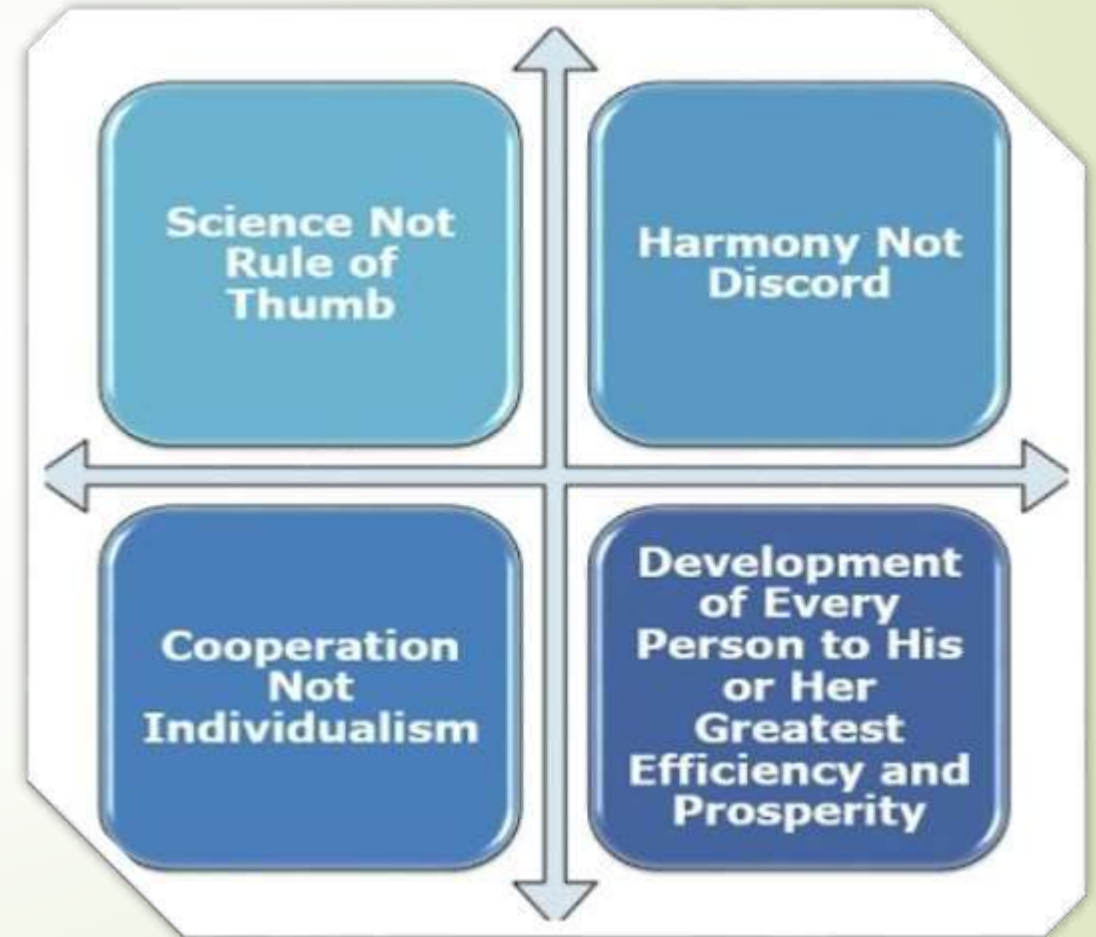
SCIENTIFIC MANAGEMENT BY TAYLOR

- ▶ Fredrick Winslow Taylor (March 20, 1856 - March 21, 1915) commonly known as 'Father of Scientific Management' started his career as an operator and rose to the position of chief engineer. He conducted various experiments during this process which forms the basis of scientific management. It implies application of scientific principles for studying & identifying management problems.
- ▶ According to Taylor, "Scientific Management is an art of knowing exactly what you want your men to do and seeing that they do it in the best and cheapest way". In Taylors view, if a work is analysed scientifically it will be possible to find one best way to do it.
- ▶ Hence scientific management is a thoughtful, organized, dual approach towards the job of management against hit or miss or Rule of Thumb.
- ▶ According to Drucker, "The cost of scientific management is the organized study of work, the analysis of work into simplest element & systematic management of worker's

PRINCIPLES OF SCIENTIFIC MANAGEMENT

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- Development of Science for each part of men's job (replacement of rule of thumb)
- Scientific Selection, Training & Development of Workers
- Co-operation between Management & workers or Harmony not discord
- Division of Responsibility
- Mental Revolution
- Maximum Prosperity for Employer & Employees



TECHNIQUES OF SCIENTIFIC MANAGEMENT

Method Study:

The purpose of the outlined study is to find out one vigorous way of performing the job. There are different ways of performing the job. To ascertain the best way, there are diverse parameters. Right from the obtainment of raw materials until the ultimate product is presented to the consumer, every pursuit is part of method research. Taylor devised the idea of the assembly line by applying the method study.

Motion Study:

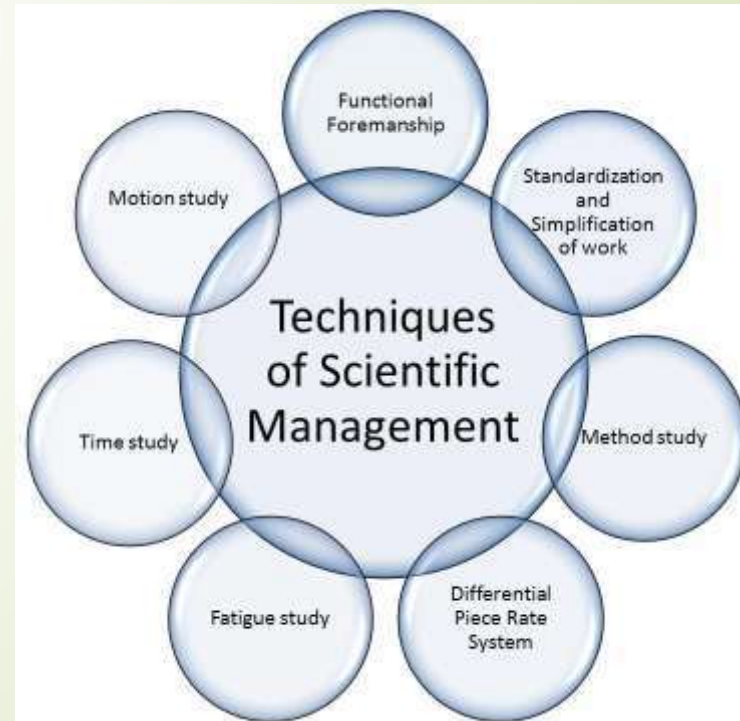
Motion study pertains to the study of movements like putting objects, lifting, changing positions and sitting etc., which are moved while doing a conventional job. Random movements are solicited to be reduced so that it takes less time to perform the job effectively.

Time Study:

It circumscribes the conventional time taken to complete a well-defined job. Time regulating devices are used for each part of the task. The standard time is set for the entirety of the task by taking different readings. The course of time study will rely upon the frequency and volume of the task, the cycle time of the process and time measurement costs.

Fatigue Study:

A person is obliged to feel tired mentally and physically if she or he does not relax while working. The rest periods will assist one to recover vitality and work again with the same capacity. This will result in improved potency. Fatigue study tries to define the amount and regularity of rest intervals in accomplishing a task.



CRITICISM OF SCIENTIFIC MANAGEMENT

- Unemployment - Workers feel that management reduces employment opportunities from them through replacement of men by machines and by increasing human productivity less workers are needed to do work leading to chucking out from their jobs.
- Exploitation - Workers feel they are exploited as they are not given due share in increasing profits which is due to their increased productivity. Wages do not rise in proportion as rise in production. Wage payment creates uncertainty & insecurity (beyond a standard output, there is no increase in wage rate).
- Monotony - Due to excessive specialization the workers are not able to take initiative on their own. Their status is reduced to being mere cogs in wheel. Jobs become dull. Workers loose interest in jobs and derive little pleasure from work.
- Weakening of Trade Union - To everything is fixed & predetermined by management. So it leaves no room for trade unions to bargain as everything is standardized, standard output, standard working conditions, standard time etc. This further weakens trade unions, creates a rift between efficient & in efficient workers according to their wages.
- Over speeding - the scientific management lays standard output, time so they have to rush up and finish the work in time. These have adverse effect on health of workers. The workers speed up to that standard output, so scientific management drives the workers to rush towards output and finish work in standard time.
- Expensive - Scientific management is a costly system and a huge investment is required in establishment of planning dept., standardization, work study, training of workers. It may be beyond reach of small firms. Heavy fixed investment leads to increase in overhead costs.
- Time Consuming - Scientific management requires mental revision and complete reorganizing of organization. A lot of time is required for work, study, standardization & specialization. During this overhauling of organization, the work suffers.

ADMINISTRATIVE MANAGEMENT- HENRI FAYOL AND CHESTER I. BARNARD

- Whereas scientific management focused on the productivity of the individual worker, the administrative theory focused on the total organization. Among the well-known contributors to this theory were Lyndall Urwick, Chester Barnard, Alvin Brown, Henry Dennison, Oliver Sheldon and Max Weber. However, **the most notable of all contributors was Henry Fayol**. His book, *General and Industrial Management*, had a major impact on the emerging field of management.
- Chester I. Barnard (1886-1961)-made significant contributions to management in his book, *The Functions of the Executive*. One of his contributions was the concept of the informal organization. Another significant contribution was the acceptance theory of authority, which states that people have free will and can choose whether to follow management orders. An order is accepted if the subordinate understands it, is able to comply with it, and views it as appropriate given the goals of the organization.

FAYOL'S 14 PRINCIPLES OF MANAGEMENT

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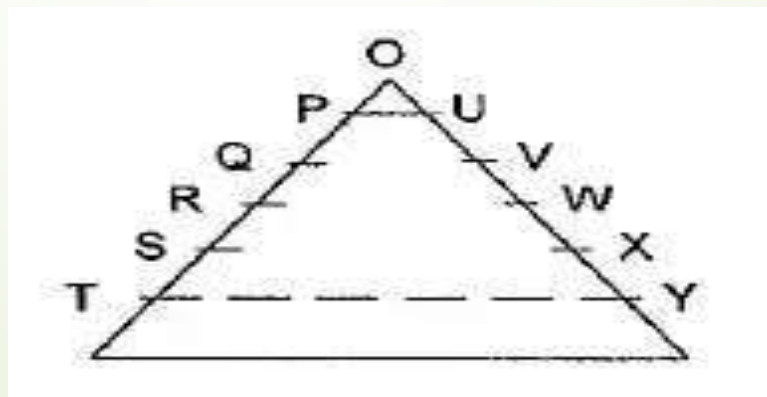
- 1. Division of labor. Specialization of labor results in increased productivity. Both managerial and technical work are amenable to specialization.
- 2. Authority. Authority was defined by Fayol as the "right to give orders and the power to exact obedience". It is needed to carry out managerial responsibilities.
- 3. Discipline. Employees must respect the rules that govern the organization.
- 4. Unity of command. Employees should receive orders from only one superior.
- 5. Unity of direction. Each group of activities in an organization should be grouped together under one head and one plan.
- 6. Subordination of individual interests to the general interest. The interests of one person should not be placed before the interests of the organization as a whole.
- 7. Remuneration. Compensation should be based on systematic attempt to reward good performance.

- 8. Centralization. The degree to which centralization or decentralization should be adopted depends on the specific organization, but managers should retain final responsibility to do the tasks successfully.
- 9. Scalar chain. A chain of authority should extend from the top to the bottom of the organization. This chain implements the unity-of-command principle and allows the orderly flow of information.
- 10. Order. Human and material resources must be in the right place at the right time.
- 11. Equity. Employees should be treated as equally as possible.
- 12. Stability of personnel. Successful firms usually had a stable group of employees.
- 13. Initiative. Employees should have the freedom to take initiative.
- 14. Esprit de corps. Managers should encourage a sense of unity of effort through harmony of interests

GANG PLANK

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- ▶ Fayol introduced the concept of Gang Plank in the principle of 'Scalar Chain' to overcome the problem of delay in taking decisions for urgent matters.
- ▶ Gang plank refers to an arrangement in which two managers working at the same level can communicate with each other directly for quick communication.
- ▶ GANG-PLANK is the term used in concern with the scalar chain. Scalar chain refers to the chain of superiors ranging from the ultimate authority to the lowest level in the organisation. It should be short-circuited and not carried to the extent it proves detrimental to the organization, this concept is known as Gang-Plank. In this figure if T wants to communicate with Y, usually message will move from T to O via S, R, Q and P and from O it will come down to Y through U, V, W and X. But if it is essential to communicate immediately a Gang-Plank (dotted line) may be created between T and Y without weakening the chain of command.



CRITICISM

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- ▶ Too formal: Fayol's theory is said to be very formal. However, in any scientific and analytical study facts and observations have to be presented in a formal manner.
- ▶ Vague: Some of the concepts have not been properly defined. For example, the principle of division of work does not tell how the task should be divided. Again, to say that an organization needs coordination is merely to state the obvious. In the words of Herbert Simon, administrative theory suffers from superficiality, oversimplification and lack of realism.
- ▶ Inconsistency: Principles of administrative theory were based on personal experience and limited observations. There is too much generalizations and lack empirical evidence. They have not been verified under controlled scientific conditions. Some of them are contradictory. For example, the unity of command principle is incompatible with division of work. The theory does not provide guidance as to which principle should be given precedence over the other.
- ▶ Pro-management Bias: Administrative theory does not pay adequate attention to workers. Workers are treated as biological machines or inert instruments in the work process.
- ▶ Historical value: Fayol's theory was relevant when organizations operated in a stable and predictable environment. It seems less appropriate in the turbulent environment of today. For example, present-day managers cannot depend entirely on formal authority and must use persuasion to get the work done. Similarly, the theory views organizations as power centers and do not recognize the role of a democratic form of organization.
- ▶ He neglected the structural aspect and his treatment of the organization was considered defective.
- ▶ Peter Drucker, observes that some of the worst mistakes of organization-building have been committed by imposing a mechanistic model of an 'ideal' or 'universal' organization on a living business.
- ▶ The empirical base used by Fayol for generating a full-fledged theory of management is too narrow.
- ▶ He proceeded too theories functionalism on the basis of functions undertaken in a manufacturing company. It would be unrealistic to expect that the insights and derivations from the mining organization would be equally applicable to the needs and challenges of other organizations.
- ▶ His model, functional structure rapidly becomes costly in terms of time and effort, and runs a high risk of misdirecting the energies of the organization away from performance.
- ▶ His ideas have also been criticised by critics of the classical administrative theory for their value judgments involving 'should' or 'ought' statements, for lack of a sufficient experimental basis and for their internal contradictions. Elaborating their criticisms, Barnard and Simon argue that a managerial organization cannot be explained purely in terms of a set of principles about formal organization structure.
- ▶ Fayol have mostly ignored the social-psychological or emotional needs of the employees.

BUREAUCRATIC MANAGEMENT – MAX WEBER (1884-1920)

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- The German sociologist Max Weber (1864-1920) argued that bureaucracy constitutes the most efficient and rational way in which human activity can be organized and that systematic processes and organized hierarchies are necessary to maintain order, to maximize efficiency, and to eliminate favoritism.

The 6 bureaucracy characteristics are:

- Task specialization (Specialization and Division of Labor)
- Hierarchical layers of authority
- Formal selection
- Rules and requirements
- Impersonal (Impersonality and Personal Indifference)
- Career orientation

- ▶ Weber defined such as ideal organization as follows:
- ▶ The administrative staff of the bureaucratic organisation are responsible for maintaining coordinated activities of the members.
- ▶ Division of labour by financial specialisation
- ▶ A well defined hierarchy of authority
- ▶ Right adherence to procedures for orderly performance of tasks
- ▶ Rules for governing the work behaviours, rights and duties of employees
- ▶ Professionalization and training
- ▶ Legal authority and power
- ▶ Extensive use of written documents
- ▶ Good interpersonal relationship
- ▶ Assign work and hire personnel based on competence and expensive etc.

WHAT IS A BUREAUCRATIC ORGANIZATION?

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- A bureaucratic organization is a form of management that has a pyramidal command structure. The bureaucratic organization is very organized with a high degree of formality in the way it operates. Organizational charts generally exist for every department, and decisions are made through an organized process. A strict command and control structure is present at all times. Bureaucracies are meant to be orderly, fair and highly efficient.
- Bureaucratic organizational structures have many layers of management, cascading down from senior executives to regional managers to departmental managers - all the way down to shift supervisors who work alongside frontline employees. So, authority is centered at the top, and information generally flows from the top down. For example, a senior executive may implement a new policy stating that employees must have all overtime approved by management before actually working the overtime. The new policy will go from the desk of the senior executive all the way down to the frontline employees.

CHARACTERISTICS OF BUREAUCRATIC ORGANIZATIONS

- ▶ Rules and job responsibilities are written down and clearly stated
- ▶ Clear hierarchy of power is concentrated among a few high-ranking managers
- ▶ Appointments and promotions of officers are formal because these officers will be held accountable
- ▶ Employees are hired based on their skills and knowledge, not because of favoritism or luck
- ▶ Salaries are tied to a pay-grade system
- ▶ Bureaucracies are unable or unwilling to adapt to changing conditions quickly
- ▶ Micro-managing is common

CRITICISM OF BUREAUCRATIC SCHOOL OF MANAGEMENT

- The emphasis only on rules and regulations.
- There will be unnecessary delays in decision-making due to formalities and rules of Bureaucratic Organization.
- Coordination and communication hampered because of too much formality and rules.
- Bureaucracy involves a lot of paperwork and has just too much level of authority which results in a lot of wastage of time, effort and money. Not ideal for efficiency.
- Because of its too much formality, a Bureaucratic approach is not suitable for business organizations. The bureaucratic model may be suitable for government organizations.
- Too much importance is given to the technical qualifications of the employees for promotion and transfers. Dedication and commitment of the employee are not considered.

NEOCLASSICAL APPROACH (BEHAVIOURAL APPROACH)

- ▶ The Neo-Classical approach was evolved over many years because it was found that classical approach did not achieve complete production efficiency and workplace harmony. Managers still encountered difficulties and frustrations because people did not always follow predicted or rational patterns of behaviour. Thus, there was increased interest in helping managers deal more effectively with the 'people side' of their organisation.

The basic features of neoclassical approach are:

- ▶ (i) The business organisation is a social system.
- ▶ (ii) Human factor is the most important element in the social system. It suggests a modification over classical theories.
- ▶ (iii) It revealed the importance of social and psychological factors in determining worker productivity and satisfaction.
- ▶ (iv) The behaviour of an individual is dominated by the informal group of which he is a member.
- ▶ (v) The aim of the management is to develop social and leadership skills in addition to technical skills. It must be done for the welfare of the workers.
- ▶ (vi) Morale and productivity go hand-to-hand in an organization.

HAWTHORNE'S EXPERIMENT

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- ▶ The Hawthorne effect refers to a tendency in some individuals to alter their behavior in response to their awareness of being observed. This phenomenon implies that when people become aware that they are subjects in an experiment, the attention they receive from the experimenters may cause them to change their conduct.

Key Takeaways: Hawthorne Effect

- ▶ The Hawthorne effect refers to the increase in performance of individuals who are noticed, watched, and paid attention to by researchers or supervisors.
- ▶ In 1958, Henry A. Landsberger coined the term 'Hawthorne effect' while evaluating a series of studies at a plant near Chicago, Western Electric's Hawthorne Works.
- ▶ The novelty effect, demand characteristics and feedback on performance may explain what is widely perceived as the Hawthorne effect.
- ▶ Although the possible implications of the Hawthorne effect remain relevant in many contexts, recent research findings challenge many of the original conclusions concerning the phenomenon.

There are 4 separate experiments in Hawthorne Studies:

- ▶ Illumination Experiments (1924-1927)
- ▶ Relay Assembly Test Room Experiments (1927-1932)
- ▶ Experiments in Interviewing Workers (1928- 1930)
- ▶ Bank Wiring Room Experiments (1931-1932)

Illumination Experiment

The first and most influential of these studies is known as the “Illumination Experiment”,
22 conducted between 1924 and 1927 (sponsored by the National Research Council).

The company had sought to ascertain whether there was a relationship between productivity and the work environments (e.g., level of lighting in a factory). During the first study, a group of workers who made electrical relays experienced several changes in lighting. Their performance was observed in response to the minutest alterations in illumination.

What the original researchers found was that any change in a variable, such as lighting levels, led to an improvement in productivity. This was true even when the change was negative, such as a return to poor lighting.

However, these gains in productivity disappeared when the attention faded (Roethlisberg & Dickson, 1939). The outcome implied that the increase in productivity was merely the result of a motivational effect upon the company's workers (Cox, 2000).

Their awareness of being observed had apparently led them to increase their output. It seemed that increased attention from supervisors could improve job performance.

Relay assembly experiments

In one of the studies, researchers chose two women as test subjects and asked them to choose four other workers to join the test group. Together the women worked in a separate room over the course of five years (1927–1932) assembling telephone relays.

Output was measured mechanically by counting how many finished relays each worker dropped down a chute. This measuring began in secret two weeks before moving the women to an experiment room and continued throughout the study. In the experiment room they had a supervisor who discussed changes with their productivity. Some of the variables were:

Giving two 5-minute breaks (after a discussion with them on the best length of time), and then changing to two 10-minute breaks (not their preference). Productivity increased, but when they received six 5-minute rests, they disliked it and reduced output.

Providing food during the breaks.

Shortening the day by 30 minutes (output went up); shortening it more (output per hour went up, but overall output decreased); returning to the first condition (where output peaked).

Changing a variable usually increased productivity, even if the variable was just a change back to the original condition. However, it is said that this is the natural process of the human being adapting to the environment, without knowing the objective of the experiment occurring. Researchers concluded that the workers worked harder because they thought that they were being monitored individually.

Researchers hypothesized that choosing one's own coworkers, working as a group, being treated as special (as evidenced by working in a separate room), and having a sympathetic supervisor were the real reasons for the productivity increase. One interpretation, mainly due to Elton Mayo,[10] was that "the six individuals became a team and the team gave itself wholeheartedly and spontaneously to cooperation in the experiment." (There was a second relay assembly test room study whose results were not as significant as the first experiment.)

Bank wiring room experiments

The purpose of the next study was to find out how payment incentives would affect productivity. The surprising result was that productivity actually decreased. Workers apparently had become suspicious that their productivity may have been boosted to justify firing some of the workers later on. The study was conducted by Elton Mayo and W. Lloyd Warner between 1931 and 1932 on a group of fourteen men who put together telephone switching equipment. The researchers found that although the workers were paid according to individual productivity, productivity decreased because the men were afraid that the company would lower the base rate. Detailed observation of the men revealed the existence of informal groups or "cliques" within the formal groups. These cliques developed informal rules of behavior as well as mechanisms to enforce them. The cliques served to control group members and to manage bosses; when bosses asked questions, clique members gave the same responses, even if they were untrue. These results show that workers were more responsive to the social force of their peer groups than to the control and incentives of management.

The Interview Process

Under Mayo and Roethlisberger's direction, the Hawthorne experiments began to incorporate extensive interviewing. The researchers hoped to glean details (such as home life or relationship with a spouse or parent) that might play a role in employees' attitudes towards work and interactions with supervisors. From 1928 to 1930 Mayo and Roethlisberger oversaw the process of conducting more than 21,000 interviews and worked closely training researchers in interviewing practices. Mayo and Roethlisberger's methodology shifted when they discovered that, rather than answering directed questions, employees expressed themselves more candidly if encouraged to speak openly in what was known as nondirected interviewing. "It became clear that if a channel for free expression were to be provided, the interview must be a listening rather than a questioning process," a research study report noted. "The interview is now defined as a conversation in which the employee is encouraged to express himself freely upon any topic of his own choosing."

Interviews, which averaged around 30 minutes, grew to 90 minutes or even two hours in length in a process meant to provide an emotional release. You always want to feel appreciated and taken into consideration from your boss or any other higher authority you are working with. This can create a trusting circle between both. Just like when you are supposed to learn from your teacher the materials she is giving you and at the same time you ask her for her advice on your personal life and start telling her what is going on with you in your daily life. You will feel a close relationship that connects you with the teacher and you will start to listen to her more and take into consideration what she is giving you as materials because there is a trust circle between both.

The resulting records, hundreds and hundreds of pages in which employees disclose personal details of their day to day lives, offer an astonishingly intimate portrait of the American industrial worker in the years leading to and following the Depression. In a pre-computer age, thousands of comments were sorted into employees' attitudes about general working conditions, specific jobs, or supervisors and among these categories into favorable and unfavorable comments used to support interpretations of the data. Both workers' and supervisors' comments would aid in the development of personnel policies and supervisory training, including the subsequent implementation of a routine counseling program for employees. Roethlisberger discovered that what employees found most deeply rewarding were close associations with one another, "informal relationships of interconnectedness," as he called them. "Whenever and where it was possible," he wrote, generated them like crazy. In many cases they found them so satisfying that they often did all sorts of non logical things in order to belong. In Mayo's broad view, the industrial revolution had shattered strong ties to the workplace and community experienced by workers in the skilled trades of the 19th century. The social cohesion holding democracy together, he wrote, was predicated on these collective relationships, and employees' belief in a sense of common purpose and value of their work.

Conclusion of the Hawthorne experiments

- Workers productivity: the productivity of the workers is dependent on social and psychological factors and good physical working conditions are not sufficient to increase their productivity.
- Participation in decision-making: the performance of the employees will improve if they are allowed to participate in the decision making affecting their interests.
- Informal relations: the behaviour and performance of the workers is more influenced by informal relations rather than formal relations.
- Interest in welfare: employees of the organisation will work with more efficiency when they find that management of the organisation is interested in their welfare.
- Performance improvement: the performance of the employees of any organisation is going to improve when they observe that they are treated with respect and dignity by their managers.
- Satisfaction of social and psychological needs: performance cannot be increased only on the basis of financial incentives. Social and psychological needs must also be satisfied in order to increase productivity.
- Communication: good communication between the superiors and subordinate can improve the relations and the productivity of the subordinates.
- Freedom of workers: special attention and freedom to express their views will improve the performance of the workers.

SYSTEMS APPROACH

- ▶ The systems approach of management states that organizations represent a complex collection of various components that work together to reach a common goal. An organization is made up of numerous subsystems, such as different departments. Managers using this theory examine how these subsystems interact with and affect one another, rather than analyzing them separately. They must also consider their surrounding environment and external factors that influence or affect these systems. The systems approach further defines an organization by dividing it into different components. These components demonstrate how different parts of the organization work together toward a common goal:
- ▶ Inputs: Inputs represent the factors that are needed to create goods and services. For example, inputs may include raw materials, capital, technology or information.
- ▶ Transformational process: Transformational processes represent the activities or abilities that convert the organization's inputs into outputs. For example, these processes may include employees' work tasks or operational activities.
- ▶ Outputs: Outputs represent the results produced by an organization. These outputs may include products, services and financial results, such as profits.
- ▶ Feedback: Feedback represents information related to the organizations' outcomes or outputs. Leaders can use this information to influence or make decisions related to the organization's inputs.
- ▶ In the systems approach, management staff members develop goals and processes that support their organization's overall objectives and performance. For example, department managers can look to the department above them in the hierarchy to determine their department's purpose and priorities. They may implement deadlines for their team that ensure that the other department can begin and complete its necessary tasks. Aligning their department's activities with the next department's goals can help processes run more smoothly and efficiently throughout the organization.

CONTINGENCY APPROACH

- ▶ The contingency management approach states that there is not just one management approach that fits every organization. It believes that the optimal management style depends on the situation. Leaders who utilize this theory do not adopt a single management style and instead must identify and use different styles for different situations. As a result, these leaders also develop additional traits and skills that ensure they can employ various management approaches effectively. The use of diverse styles can help make these leaders more flexible and adaptable in the workplace.
- ▶ This theory outlines three variables that it believes influence an organization's structure: the organization's size, the technology it uses and the leadership styles. An effective manager understands these factors and how they may impact performance. For example, a small organization may represent more flexibility and less separation between departments, whereas a large organization may be more complex and divided. Managers in smaller organizations can have more control over processes due to their flexibility and potentially make changes to them more easily.

OPERATIONAL APPROACH THEORY

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- An operational approach is an approach that is borrowed from Bridgman's work; this approach attempts to bring together the knowledge of management that is related to functions of management. The operational approach brings together management concepts, principles and techniques in the management practice (Fleet et al. 76). According to Koontz and Weihrich, management involves designing and maintaining a working environment where individuals or people working in groups achieve their objectives efficiently.
- This means that management cannot be successful without a strategic plan, proper coordination of activities and direction, as well as a reasonable control of decision-making processes; therefore, managers should be equipped with skills in managerial competence as well as effectiveness in human resource management, administration, problem-solving and leadership (Koontz and Weihrich 243).
- Deming and McGregor are the founders of modern management which applies the operational approach. Deming is known to influence the Japanese post-war economic miracle. He suggested the creation of constancy to improve products and services and advised Japan to cease mass inspection dependency and built quality together with price (Homans 46).
- He emphasized on training for management and adoption of leadership that is aimed at guiding people to do their best at work, ensure effective communication, discouraging fear and removing barriers between staffs and their departments and create adversarial relationships. He also encouraged the use of annual appraisal and objectives by the management and education for self-improvement. H also emphasized that the top management should commit themselves to the improvement of quality and productivity.

Thank
you!!!