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**CONTINGENCY APPROACH TO MANAGEMENT**

The contingency approach emerged out of the system approach. This is also known as the situational theory. According to this theory, there is no best way to manage all situations. In other words, there is no one best way to manage. The contingency approach was developed by managers, consultant and researchers. Paul Hersey and Ken Blanchard developed the contingency of leadership. The contingency approach to management emerged from the real life experience of managers who found that no single approach worked consistently in every situation. The basic idea of this approach is that number management technique or theory is appropriate in all situations.

**MASLOW'S HIERARCHY OF NEEDS**

(1) **PHYSIOLOGICAL NEEDS** : These needs are related to the survival and maintenance of life. These include food, clothing, shelter etc.

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**MECGRREGOR'S THEORY X AND THEORY Y**

Douglas McGregor studied the general behavior of human beings. Theory X revolves around the traditional assumption about the human behavior that they are pessimistic in nature. The basic assumptions of Theory X about worker’s behavior are – they dislike the work, they are unwilling to assume responsibility, they are null and not ambitious, they avoid any assigned work and so should be supervised closely.

Theory Y poses optimistic behavior patterns of the workers. These assumptions highlights that workers are ready to do hard work, they are ready to assume responsibility, they exercise self-imposed discipline avoiding the need of close supervision, they possess the capacity to innovate, they get psychic pleasure in doing the work and consider work as rest or play. (please also refer Theory Z)

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The quantitative approach to management involves the use of quantitative techniques, such as statistics, information models, and computer simulations, to improve decision making. This school consists of several branches, described in the following sections.

**CLASSICAL APPROACH TO MANAGEMENT**

This approach considered management as a process. The process of management consists of several functions like planning, organizing, directing and controlling. The pioneering work was done by Henry Fayol. The process concept was universally accepted and became the base around which the modern theory of management developed.

(1) **MANAGEMENT** is a process consisting of several elements like planning, organizing, directing and controlling.

(2) The authority originates at top and flows downwards in an unbroken manner passing through scalar chain.

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**Soldering and Faulty Wage System** : Taylor observed that some workers were more talented than others but they are unmotivated. He observed that most workers who are forced to perform repetitive tasks work at slowest rate. Workers deliberately work at slowest rate because they will not get benefit if they give more output. Workers feared that if they gave more output, others would lose their job. He therefore proposed that the work practice that had been developed in most work environments was crafted, intentionally or unintentionally, to be very inefficient in its execution. Faulty Wage System is responsible for this problem. The Problem is often called “Soldering.” Soldering means deliberately work at slow rate.

**Rest Break** : Taylor suggested that labor should include rest breaks so that workers can recover themselves from mental or physical fatigue.

**Time and Motion Study** : Taylor observed that every work includes some necessary and unnecessary movements. Unnecessary movements take away some time and energy from workers. If these movements were avoided, the performance and the output would increase. The main steps are
1. Observing the motion of the workers while working
2. Identify necessary and unnecessary movements,
3. With a stop watch count time of unnecessary movements
4. Eliminate unnecessary movements,
5. Develop the movements that are necessary and standard.

**Pig Iron Experiment** : Taylor is best known for his pig iron experiments. Workers loaded pigs of iron onto rail cars. Their daily average output was 12.5. Taylor believed that output could be 48 tons by applying Scientific Management approach. After scientifically applying different combination of procedure, techniques and tools, Taylor succeeded in getting that level of productivity.

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Differential Piece Rate Payment motivates the workers to perform better than the standards set. Taylor proposed that there is one best method to do any Job. He believed that decisions based upon tradition and rules of thumb should be replaced by precise procedure developed after careful study of an individual at work.

**Criticism of Scientific Management** :
1. Taylor is only concerned with output / productivity. Taylor has totally overlooked other aspects of management like finance, accounting, marketing etc.
2. Union leaders felt that it was an exploitation of the workers.
3. Human element is absent in this theory.
4. The moral of the worker would go down if he did not complete his target.

**Extra Points in Scientific Management Theory** :
1. Scientific Management needs the cooperation of the workers and the management at various stages.
2. The workers should understand the point of view of the management in increasing the production and the profitability of the company.
3. Taylor advocates group harmony by eliminating the dissatisfaction amongst the works.
4. The movement of material within the company should be scientifically done.
5. Taylor emphasized the scientific selection of people and the need for appropriate training. He developed the concept of work : “one best way of doing a job”
6. He gave the concept of functional foremanship. As per this concept, he explained the division of functional authority. The supervisors were delegated the authorities in their specialized fields.

The theory was extended by Henry Grant, Frank Gilberth and Lillian Gilberth. Henry Grant had defined new payment system and flow chart for work. While Lillian couple had catalogued seventeen different hand motions such as “grasp”, “hold” for work.
Que : Explain the contribution of Henry Gantt and Gilbreth to Management History.

Henry Gantt's Contribution in Scientific Management:

Henry Gantt was a consulting engineer who specialized in control systems for shop scheduling. Gantt saw the importance of the human element in production and introduced the concept of motivation as used in industry today.

He introduced two new features in Taylor’s pay incentive scheme. First, every worker who finished a day’s assigned work load was to win a 50 cent bonus for that day. Second, even the foreman was rewarded with a bonus for each worker who reached the daily standard, plus an extra bonus if all the workers reached it. Gantt felt that this would motivate a foreman to teach his worker to do ‘he job well. Gantt also developed the idea of rating an employee publicly.

Gantt developed the Gantt Charts that provides a graphical representation of the flow of work required to complete a give task. The chart represent each Planned stage of the work, showing both scheduled times and actual time. This chart is precursor of modern day control techniques like Critical Path Techniques (CPM) and Programme Evaluation and Review Technique (PERT)

Frank Gilbreth and Lillian Gilbreth’s contribution to Scientific Management Theory:

Frank and Lillian Gilbreth made their contribution to the scientific management movement as a husband–wife team. The Gilbreths turned motion study into an exact science. They used motion pictures for studying and streamlining work motions. They catalogued seventeen different hand motions such as ‘grasp’, ‘hold’ thereby paving the way for work simplification. These they called ‘therbligs’. Thus, they focused more on the production system along with taking care of the human side of management.

Gilbreths had 12 children. Frank and Lillian Gilbreth were so dedicated to the idea of finding the one best way to do every job that two of their children wrote Cheaper by the Dozen, a humorous recollection of scientific management and motion study applied to Gilbreth household.

The use of the camera in motion study stems from this time and the Gilbreths used micro-motion study in order to record and examine detailed short-cycled movements as well as inventing cyclographs and chronocycle graphs to observe rhythm and movement.

Que : Explain Maslow’s Hierarchy of Needs.

Maslow’s hierarchy of needs is a theory in psychology, proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation." In 1943, Abraham H. Maslow theorized that people were motivated by a hierarchy of needs. These needs are:

1. **Physiological Needs**: These needs are related to the survival and maintenance of life. These include food, clothing, shelter etc. For the most part, physiological needs are obvious – they are the literal requirements for human survival. If these requirements are not met, the human body simply cannot continue to function.

2. **Safety Needs**: These consist of safety against murder, fire, accident, security against unemployment etc.

3. **Social Needs**: These needs include need for love, affection, belonging or association with family, friends and other social groups. After physiological and safety needs are fulfilled, the third layer of human needs are interpersonal and involve feelings of belongingness. The need is especially strong in childhood.

4. **Ego or esteem needs**: These are needs derived from recognition, status, achievement, power, prestige etc. Esteem presents the normal human desire to be accepted and valued by others.

5. **Self-fulfillment**: It is need to fulfill what a person considers to be his real mission of life. “What a man can be, he must be.” This forms the basis of the perceived need for self-actualization. This level of need pertains to what a person’s full potential is and realizing that potential.
que: Discuss the behavioral approach to management. Discuss the Hawthorne experiments in detail.

Scientific Management Approach was concerned with physical mechanical aspects of work. Human element is absent in it. Behavioral approach to management is concerned with human element and human behavior. The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. They believed that a better understanding of human behavior at work such as motivation, conflict, and expectation will improve productivity.

A theory of motivation had three assumptions:
1. Human needs are never completely satisfied
2. Human behavior is motivated by the need for satisfaction
3. Need can be classified according to a hierarchical structure of important

In 1927, a group of researchers led by Elton Mayo and Fritz Roethlisberger of the Harvard Business School were invited to join in the studies at the Hawthorne Works of Western Electric Company, Chicago. The experiment lasted up to 1932. The Hawthorne Experiments brought out that the productivity of the employees is not the function of only physical conditions of work and money wages paid to them. Productivity of employees depends heavily upon the satisfaction of the employees in their work situation.

The Hawthorne experiment consists of four parts.
1. Illumination Experiment.
2. Relay Assembly Test Room Experiment.
3. Interviewing Programme.
4. Bank Wiring Test Room Experiment.

(1) Illumination Experiment: This experiment was conducted to establish relationship between output and illumination. When the intensity of light was increased, the output also increased. The output showed an upward trend even when the illumination was gradually brought down to the normal level. Therefore, it was concluded that there is no consistent relationship between output of workers and illumination in the factory. There must be some other factor which affected productivity.

(2) Relay Assembly Test Room Experiment: This phase aimed at knowing not only the impact of illumination on production but also other factors like length of the working day, rest hours, and other physical conditions. In this experiment, a small homogeneous work-group of six girls was constituted. These girls were friendly to each other and were asked to work in a very informal atmosphere under the supervision of a researcher. Productivity and morale increased considerably during the period of the experiment. Productivity went on increasing and stabilized at a high level even when all the improvements were taken away and the pre-test conditions were reintroduced. The researchers concluded that socio-psychological factors such as feeling of being important, recognition, attention, participation, cohesive work-group, and non-directive supervision held the key for higher productivity.

(3) Mass Interview Program: Around 20000 workers have been interviewed. The researchers observed that the replies of the workmen were guarded. Therefore, this approach was replaced by an indirect technique, where the interviewer simply listened to what the workmen had to say. Researcher found that individual performance is motivated by group. Upward communication is important as workers felt that their voices have been heard by authority.

(4) Bank Wiring Test Room Experiment: The experiment was conducted to study a group of workers under conditions which were as close as possible to normal. This group comprised of 14 workers. After the experiment, the production records of this group were compared with their earlier production records. It was observed that the group evolved its own production norms for each individual worker, which was made lower than those set by the management. There are Informal Groups in Organization. Informal Groups sets their own standards which is not compatible with company’s standard. Because of this, workers would produce only that much, thereby defeating the incentive system. Those workers who tried to produce more than the group norms were isolated, harassed or punished by the group.

Conclusion: Behavioral science is concerned with the social and psychological aspects of human behavior in organization. Behavioral Approach proves that people working in an organization have their needs and goals, which may differ from the organization’s needs and goals. It also proves that individual behavior is closely linked with the behavior of the group to which he belongs. Informal leadership, rather than the formal authority of supervision is more important for group performance. Behavioral Approach considered the human variables within the organization only and the other variables which also played a major role in the functioning of the organization were ignored. In Behavioral approach, concentration was on the lower level of organization and not the middle and the upper level of the organization.
Que: Discuss Systems Approach of Management.

System Approach is the most acceptable approach in the modern management. The major contributories are Herbert A. Simon, George Homons, Philip Selznick etc. This approach considers organization as a unified, directed system of integrated parts. It emphasized that every organization is composed of different parts and one part affect all other parts in a varying degree.

The key concept of system approach is the holistic approach to a problem which indicates that no part or segment of the system can be analyzed accurately without considering the whole system and similarly no system can be conceived without understanding each of the parts of the system.

Following aspects of the system approach should be understood clearly:

1. **System**: The term system is derived from Greek Word “synistanai,” which means to bring together or combine. A System is a set of interdependent parts which together form a unitary whole. The organization is a sub system of four interdependent parts task, structure, people and technology.

2. **Sub-system**: Each part of the system as a whole is known as a sub-system. The entire system is integrated with such a characteristic of sub-system in a linear manner. For example, machine shop is a sub-system of production department.

3. **Synergy**: Synergy means that the whole (system) is greater than the sum of its parts. Synergy indicates two plus two is greater than four. This implies that departments within an organization which interact cooperative are more productive than they would be if they operated in isolation.

4. **Entropy**: Entropy is the tendency of system to run down or die if it does not receive fresh inputs from its environment.

5. **Open and Close System**: Open system interacts with external environment while close system do not interact with external environment.

6. **System Boundary**: Each system has its own boundary which separate it from other system in environment. The boundary is rigid in the close system and is flexible under open system. For example, chemical factory must consider the pollution control as it will affect the surrounding climate.

7. **Flow**: Input are translated into outputs through the flows. Such flows could be informational or physical. Information, Material and Energy enters into system as input then they undergo into process and results into output. Input comes from outer world and resulted output once again goes to outer world.

8. **Feedback**: Feedback is a key process in controlling the system. This is the mechanism of control. Under the feedback process, the results are feedback to original inputs or other parts of the system. Information can be fed back either during the transformation process or at the output stage.

A few years ago, product developers at Motorola Crop. Thought about building a stylish new mobile phone called the Razr. The developers consulted immediately with manufacturing, engineering, purchasing and dealers to discuss feasibility of their idea. Working together, the units of the organization produced a highly successful product in a tight competitive market.

Limitations/Criticisms: This approach is theoretical and abstract and is not amenable practice in reality. People have their individual goals. Organization goals and individual goals make the whole system confusing. The system approach is more suitable for a large complex organization, not for small units. The system approach does not contribute to any newer knowledge.

Conclusion: System approach to management advocates that manager should not accept limited view of responsibility. They should not consider their units / departments as an individual and isolated units. Subordinate, Manager and individual department should try to maximize their performance and contribution to all departments of organization.
The Contingency approach emerged out of the system approach. It is extension rather a refinement of the system approach. This is also known as the situational theory. According to this theory, there is no best way to manage all situations. In other words, there is no one best way to manage. The contingency approach was developed by managers, consultant and researchers. Paul Hersey and Ken Blanchard developed the contingency of leadership. The contingency approach to management emerged from the real life experience of managers who found that no single approach worked consistently in every situation. The basic idea of this approach is that number management technique or theory is appropriate in all situations. The main determinants of a contingency are related to the external and internal environment of an organization.

Contingency approach advocates that managerial actions and organizational design must be appropriate to the given situation and a particular action is valid only under certain conditions. There is no one best approach to management and it all depends on the situation. In other words, managerial action is contingent upon external environment. There is no one best approach for all situations. What a manager does depends upon a given situation and there is an active inter-relationship between the variables in a situation and the managerial action.

Under the contingency approach, the task of the manager can be as under:

1. To get familiarized with all available techniques
2. To possess the ability to diagnose the situation properly and in an objective manner by studying the prevailing conditions
3. The ability to decide that which technique will work best in a given situation.

According to Contingency approach, “The task of managers is to identify which technique will, in a particular situation, under particular circumstances, and at a particular time, best contribute to the attainment of management goals.

A Research Orientation: Contingency researcher believe in translating their observation into tools and situational refinements for more effective management. This is based on the assumption that practical research leads to effective management.

A Multivariate Approach: Multivariate analysis is used to determine how several variables interact to produce an outcome.

Features of Contingency approach

1. Management is externally situational: the conditions of the situation will determine which techniques and control system should be designed to fit the particular situation.
2. Management is entirely situational.
3. There is no best way of doing anything.
4. One needs to adapt himself to the circumstances.
5. It is kind of “if” “then” approach
6. It is a practically suited.
7. Management policies and procedures should respond to environment.

There are three major elements of the overall conceptual framework for contingency management: the environment, management concepts and techniques and the contingent relationship between them.

Limitations/ Criticisms of Contingency Approach

1. This approach suggests that “managerial act depends on situation” but it has not developed the techniques of identifying a particular situation and the appropriateness of a particular techniques to a given situation.
2. A particular management problem in a given situation might have tacked in a unique manner. But it is very difficult to conclude that it was the best solution in the given situation.
3. This approach highlights that manager should study the situation. However it fails to develop the skill of anticipating situations to control.
4. Critics of the contingency approach have blamed it to lack theoretical foundation and are basically intuitive.
5. Managers need to analyze a situation and use ideas from the various schools of thought to find solution. This is very complex and confusing process.
Que – What are the different approaches to management? Explain them taking the essence of each approach.

**ANSWER OF THIS QUESTION CAN BE GIVEN BY WRITING MAIN POINTS FROM SCIENTIFIC, BEHAVIORAL, SYSTEM AND CONTINGENCY APPROACH. THIS IS SAMPLE ANSWER. NO NEED TO READ IT AS YOU CAN WRITE DOWN FROM PREVIOUS QUESTIONS.**

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<td>Scientific Management Approach was concerned with physical mechanical aspects of work. Human element is absent in it. Behavioral approach to management is concerned with human element and human behavior. The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. They believed that a better understanding of human behavior at work such as motivation, conflict, and expectation will improve productivity. Behavioral science is concerned with the social and psychological aspects of human behavior in organization. Behavioral Approach proves that people working in an organization have their needs and goals, which may differ from the organization’s needs and goals. It also proves that individual behavior is closely linked with the behavior of the group to which he belongs. Informal leadership, rather than the formal authority of supervision is more important for group performance.</td>
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<td>According to this theory, there is no best way to manage all situations. In other words, there is no one best way to manage. The contingency approach was developed by managers, consultant and researchers. Paul Hersey and Ken Blanchard developed the contingency of leadership. The contingency approach to management emerged from the real life experience of managers who found that no single approach worked consistently in every situation.</td>
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<tr>
<th>Universal Approach to Management</th>
<th>Quantitative Approach</th>
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<tr>
<td>This approach considered management as a process. The process of management consists of several functions like planning, organizing, directing, controlling. The pioneering work was done by Henry Fayol. According to this approach, authority originates at top and flows downwards in unbroken manner,</td>
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<td>This approach primarily focuses on the use of mathematical models. This approach strived to resolve the problems amenable for quantitative analysis like transportation problems, linear programming etc. It provides an objective base for decision making.</td>
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Social psychologist Douglas McGregor studied the general behavior of human beings and classified such behavior into two parts which is popularly known as Theory X and Theory Y.

**Theory X**
Theory X revolves around the traditional assumption about the human behavior that they are pessimistic in nature. The basic assumptions of Theory X about worker's behavior are – they dislike the work, they are unwilling to assume responsibility, they are dull and not ambitious, they avoid any assigned work and so should be supervised closely. Douglas McGregor through his research support challenged these assumptions because they are untrue in most of the circumstances.

**Theory Y**
He propounded an alternative theory y which poses optimistic behavior patterns of the workers. These assumptions highlights that workers are ready to do hard work, they are ready to assume responsibility, they exercise self-imposed disciple avoiding the need of close supervision, they possess the capacity to innovate, they get psychic pleasure in doing the work and consider work as rest or play.

Theory X assumes that the average person:

- Dislikes work and attempts to avoid it.
- Has no ambition, wants no responsibility, and would rather follow than lead.
- Is self-centered and therefore does not care about organizational goals.
- Resists change.
- Is gullible and not particularly intelligent.

Theory Y makes the following general assumptions:

- Work can be as natural as play and rest.
- People will be self-directed to meet their work objectives if they are committed to them.
- Most people can handle responsibility because creativity and ingenuity are common in the population.

McGregor argued that the managers should change their mindset about theory X and should motivate the employees taking into account the set of theory Y assumptions. It will contribute to the better results through tapping the creative and innovative capabilities of the employees.

**Theory Z by William Ouchi**
William Ouchi conducted the research on both American and Japanese management approaches to identify the underlying critical factors for success. These research findings resulted into the evolution of new theory known as “Theory Z.” Theory Z combines the positive aspects of both American and Japanese management styles. Theory Z approaches considers the following issues:

**Main Points of Theory Z**

1. Job security to employees to ensure their loyalty, committed behavior and long-term association with the company they serve.
2. It also emphasizes the job rotation for the development of the cross-sectional skills.
3. It advocates the participation of employees in the decision-making process.
4. The organization is concerned about the development of employees through providing training opportunities and also in the well-being of the employees and their families.

Theory Z is an approach to management based upon a combination of American and Japanese management philosophies and characterized by, among other things, long-term job security, consensual decision making, slow evaluation and promotion procedures, and individual responsibility within a group context.

Research shows that, since the boom years of Japanese industry in the 1980’s and 90’s, the effect of Ouchi’s theory Z has been fairly mixed. Some suggest that its impact has been limited. Others suggest that organizations that adopt Theory Z-type practices reap big rewards in terms of employee satisfaction, motivation and performance. Either way, there is no doubt that William Ouchi left his mark on the development of management thinking.
<table>
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<tr>
<th>Que : Explain Quantitative Approach to Management. (Out of Syllabus)</th>
<th>Que : Explain Classical / Universal Approach to Management. (Out of Syllabus)</th>
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<tr>
<td>During World War II, mathematicians, physicists, and other scientists joined together to solve military problems. The quantitative school of management is a result of the research conducted during World War II. The quantitative approach to management involves the use of quantitative techniques, such as statistics, information models, and computer simulations, to improve decision making. This school consists of several branches, described in the following sections.</td>
<td>This approach considered management as a process. The process of management consists of several functions like planning, organizing, directing and controlling. The pioneering work was done by Henry Fayol. The process concept was universally accepted and became the base around which the modern theory of management developed. Some other contributors of this approach are Max. Weber, Marry Parker, Follett Chester 1 Barnard, Colonel L. Urwick, James Mooney, Railey etc.</td>
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<td><strong>Management Science</strong>&lt;br&gt;The management science school emerged to treat the problems associated with global warfare. Today, this view encourages managers to use mathematics, statistics, and other quantitative techniques to make management decisions. Managers can use computer models to figure out the best way to do something — saving both money and time. Managers use several science applications. Mathematical forecasting helps make projections that are useful in the planning process. Inventory modeling helps control inventories by mathematically establishing how and when to order a product. Queuing theory helps allocate service personnel or workstations to minimize customer waiting and service cost.</td>
<td><strong>Main points of this Classical / Universal approach</strong>&lt;br&gt;(1) Management is a process consisting of several elements like planning, organizing, directing and controlling.&lt;br&gt;(2) The authority originates at top and flows downwards in an unbroken manner passing through scalar chain.&lt;br&gt;(3) The authority and responsibility should be equated and be communication in writing.&lt;br&gt;(4) The span of control should be limited depending upon nature of work. In repetitive work, the span can be longer but for non-repetitive work, it should be shorter.&lt;br&gt;(5) Authorities can be delegated but responsibilities are absolute and cannot be delegated.&lt;br&gt;(6) This approach emphasized the important human resources as compared to non-human resources like machine and material.&lt;br&gt;(7) Max Webber’s concept of bureaucracy emphasized the rational division of activities to be integrated into a formal hierarchical structure.</td>
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<td><strong>Operations management</strong>&lt;br&gt;Operations management is a narrow branch of the quantitative approach to management. It focuses on managing the process of transforming materials, labor, and capital into useful goods and/or services. The product outputs can be either goods or services; effective operations management is a concern for both manufacturing and service organizations. Operations management today pays close attention to the demands of quality, customer service, and competition.</td>
<td><strong>Limitations / Criticisms</strong>&lt;br&gt;(1) This approach emphasized the mechanistic organization structure which ignored the psychological and social need of people like social acceptance, esteem and self-actualization. Some principles developed under this approach are contradictory e.g. the principles of unity of command of superior and the principles of specialization of subordinates do not stand simultaneously.</td>
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<td><strong>Management information systems</strong>&lt;br&gt;Management information systems (MIS) is the most recent subfield of the quantitative school. A management information system organizes past, present, and projected data from both internal and external sources and processes it into usable information, which it then makes available to managers at all organizational levels. The information systems are also able to organize data into usable and accessible formats. As a result, managers can identify alternatives quickly, evaluate alternatives by using a spreadsheet program, pose a series of “what-if” questions, and finally, select the best alternatives based on the answers to these questions.</td>
<td><strong>If any questions related to Henry Fayol, Classical Theory, Administration Theory, Modern Theory will be asked, then you need to merge this answer with “Principles of Management” (Unit-1)</strong></td>
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Que : Explain Schools (thoughts) of Management.

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<th>The schools of management thought are theoretical frameworks for the study of management. Each of the schools of management thought are based on somewhat different assumptions about human beings and the organizations for which they work. Disagreement exists as to the exact number of management schools. Different writers have identified from as few as three and as many as twelve. Those discussed below include (1) the classical school, (2) the behavioral school, (3) the quantitative or management science school, (4) the systems school, (5) and the contingency school.</th>
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<tr>
<td><strong>THE CLASSICAL SCHOOL</strong></td>
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<td>The classical school is the oldest formal school of management thought. Its roots pre-date the twentieth century. The classical school of thought generally concerns ways to manage work and organizations more efficiently. Three areas of study that can be grouped under the classical school are scientific management, administrative management, and bureaucratic management.</td>
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<td><strong>(1) SCIENTIFIC MANAGEMENT.</strong></td>
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<td>Scientific management was introduced in an attempt to create a mental revolution in the workplace. It can be defined as the systematic study of work methods in order to improve efficiency. Frederick W. Taylor was its main proponent. Other major contributors were Frank Gilbreth, Lillian Gilbreth, and Henry Gantt.</td>
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<td><strong>(2) ADMINISTRATIVE MANAGEMENT.</strong></td>
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<td>Administrative management focuses on the management process and principles of management. Henri Fayol is the major contributor to this school of management thought. Fayol argued that management was a universal process consisting of functions, which he termed planning, organizing, commanding, coordinating, and controlling. Fayol believed that all managers performed these functions and that the functions distinguished management as a separate discipline of study apart from accounting, finance, and production. Fayol also presented fourteen principles of management.</td>
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<td><strong>(3) BUREAUCRATIC MANAGEMENT</strong></td>
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<td>Bureaucratic management focuses on the ideal form of organization. Max Weber was the major contributor to bureaucratic management. Based on observation, Weber concluded that many early organizations were inefficiently managed, with decisions based on personal relationships and loyalty. He proposed that a form of organization, called a bureaucracy, characterized by division of labor, hierarchy, formalized rules, impersonality, and the selection and promotion of employees based on ability, would lead to more efficient management. Weber also contended that managers' authority in an organization should be based not on tradition or charisma but on the position held by managers in the organizational hierarchy.</td>
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<td><strong>THE BEHAVIORAL SCHOOL</strong></td>
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<td>The behavioral school of management thought developed, in part, because of perceived weaknesses in the assumptions of the classical school. The classical school emphasized efficiency, process, and principles. Some felt that this emphasis disregarded the important aspects of organizational life, particularly as it related to human behavior. Thus, the behavioral school focused on trying to understand the factors that affect human behavior at work. It includes:</td>
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<tr>
<td>(1) Human Relations (Hawthorne Experiments)</td>
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<td>(2) Behavioral Science</td>
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<td><strong>THE QUANTITATIVE SCHOOL</strong></td>
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<td>The quantitative school focuses on improving decision making via the application of quantitative techniques. Its roots can be traced back to scientific management. It includes:</td>
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<tr>
<td>(1) Management Science</td>
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<tr>
<td>(2) Operations Management</td>
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<tr>
<td>(3) Management Information Systems</td>
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<tr>
<td><strong>SYSTEMS SCHOOL</strong></td>
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<td>The systems school focuses on understanding the organization as an open system that transforms inputs into outputs. This school is based on the work of a biologist, Ludwig von Bertalanffy, who believed that a general systems model could be used to unite science. Early contributors to this school included Kenneth Boulding, Richard Johnson, Fremont Kast, and James Rosenzweig. The systems school began to have a strong impact on management thought in the 1960s as a way of thinking about managing techniques that would allow managers to relate different specialties and parts of the company to one another, as well as to external environmental factors. The systems school focuses on the organization as a whole, its interaction with the environment, and its need to achieve equilibrium.</td>
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<td><strong>CONTINGENCY SCHOOL</strong></td>
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<td>The contingency school focuses on applying management principles and processes as dictated by the unique characteristics of each situation. It emphasizes that there is no one best way to manage and that it depends on various situational factors, such as the external environment, technology, organizational characteristics, characteristics of the manager, and characteristics of the subordinates.</td>
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<td><strong>CONTEMPORARY &quot;SCHOOLS&quot; OF MANAGEMENT THOUGHT</strong></td>
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<td>Management research and practice continues to evolve and new approaches to the study of management continue to be advanced. This section briefly reviews two contemporary approaches: total quality management (TQM) and the learning organization. While neither of these management approaches offer a complete theory of management, they do offer additional insights into the management field.</td>
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