

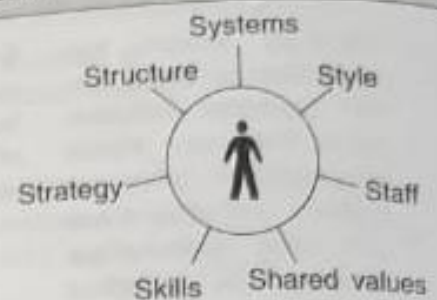
Characteristics/
Contributions

The seven S's are
(1) strategy, (2) structure,
(3) systems, (4) style,
(5) staff, (6) shared values,
(7) skills.

Limitations

Although this experienced consulting firm now uses a framework similar to the one found useful by Koontz et al. since 1955 (see Table 2.2) and confirms its practicality, the terms used are not precise and topics are not discussed in depth.

McKINSEY's FRAMEWORK



TOTAL QUALITY MANAGEMENT APPROACH

Dependable satisfying products and services (Deming)
Product or services that is fit for use (Juran)
Conformance to quality requirements (Crosby)
General Concepts: Continuous improvement
Attention to details
Teamwork
Quality education

No complete agreement of what Total Quality Management is

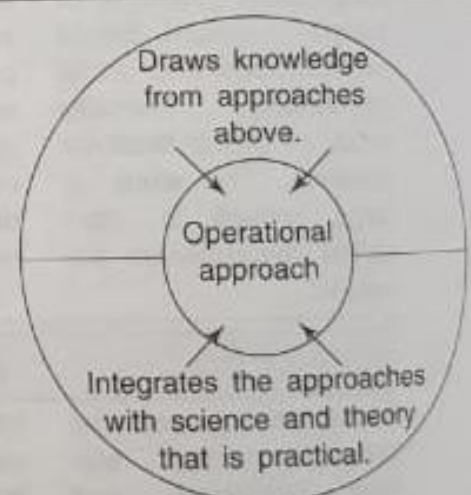


Focus:
Customer needs;
Quality Products and Services
Concern for quality and cost

MANAGEMENT PROCESS OR OPERATIONAL APPROACH

Draws together concepts, principles, techniques, and knowledge from other fields and managerial approaches. The attempt is to develop science and theory with practical application. Distinguishes between managerial and non-managerial knowledge. Develops classification system built around the managerial functions of planning, organizing, staffing, leading, and controlling.

Does not, as some authors do, identify "representing" or "coordination" as a separate function. Coordination, for example, is the essence of managership and is the purpose of managing.



Characteristics/
Contributions

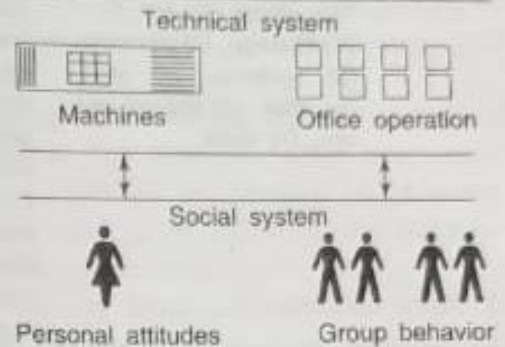
Limitations

Illustration

SOCIOTECHNICAL SYSTEMS APPROACH

Technical system has great effect on social system (personal attitudes, group behavior). Focus on production, office operations, and other areas with close relationships between the technical system and people.

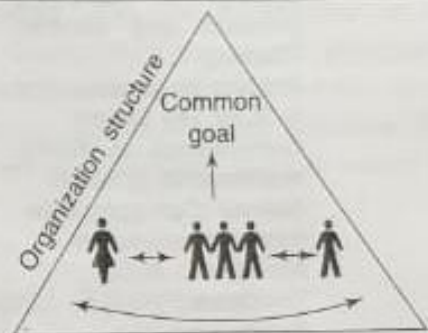
Emphasis only on blue-collar and lower-level office work. Ignores much of other managerial knowledge.



COOPERATIVE SOCIAL SYSTEMS APPROACH

Concerned with both interpersonal and group behavioral aspects leading to a system of cooperation. Expanded concept includes any cooperative group with a clear purpose.

Too broad a field for the study of management. At the same time, it overlooks many managerial concepts, principles, and techniques.

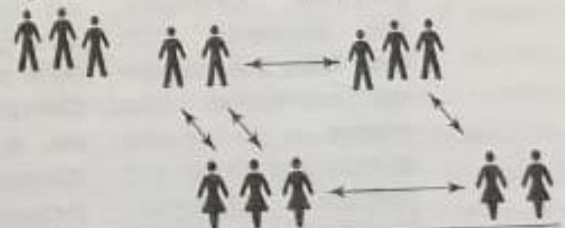


GROUP BEHAVIOUR APPROACH

Emphasis on behavior of people in groups. Based on sociology and social psychology. Primarily study of group behavior patterns. The study of large groups is often called "organization behavior."

Often not integrated with management concepts, principles, theory, and techniques. Need for closer integration with organization structure design, staffing, planning, and controlling.

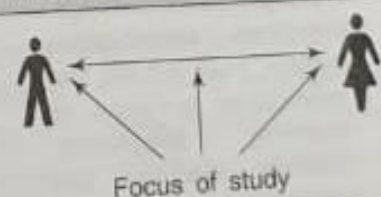
Study of a group Study of groups interacting with each other



INTERPERSONAL BEHAVIOUR APPROACH

Focus on interpersonal behavior, human relations, leadership, and motivation. Based on individual psychology.

Ignores planning, organizing, and controlling. Psychological training is not enough to become an effective manager.



(Contd.)

Characteristics/ Contributions

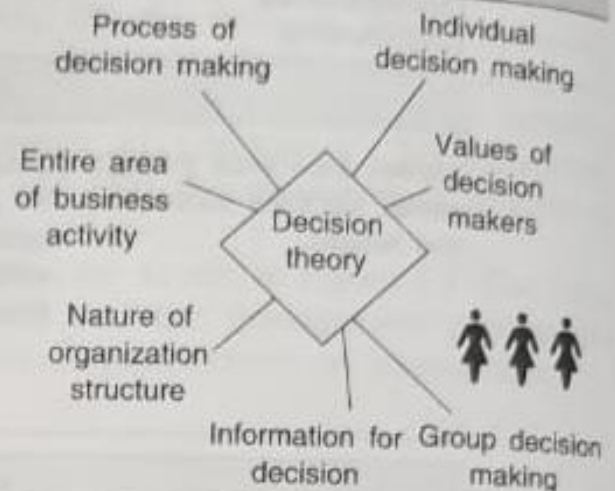
Limitations

Illustration

DECISION THEORY APPROACH

Focus on the making of decisions, persons or groups making decisions, and the decision-making process. Some theorists use decision making as a springboard to study all enterprise activities. The boundaries of study are no longer clearly defined.

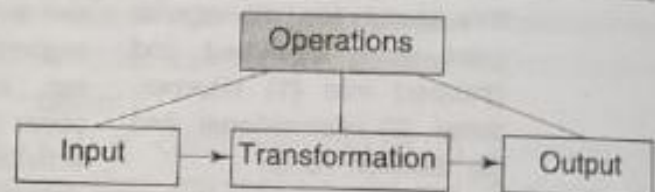
There is more to managing than making decisions. The focus is at the same time too narrow and too wide.



REENGINEERING APPROACH

Fundamental rethinking
Process analysis
Radical redesign
Dramatic results

Neglect of external environment, possibly ignoring customers' needs.
Neglect of human needs ignores total management system as in the management process, or operational approach



SYSTEMS APPROACH

Systems concepts have broad applicability. Systems have boundaries, but they also interact with the external environment; i.e., organizations are open systems. Recognizes importance of studying interrelatedness of planning, organizing, and controlling in an organization as well as the many subsystems.

Can hardly be considered a new approach to management, as claimed by some proponents of this approach.

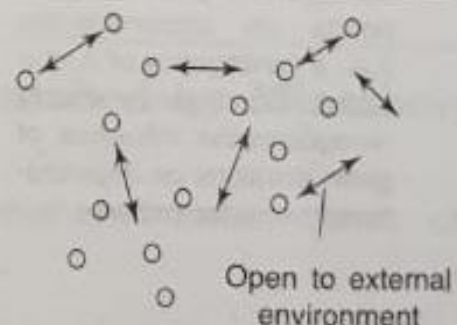


Figure 1.3

Approaches to Management

Characteristics/
Contributions

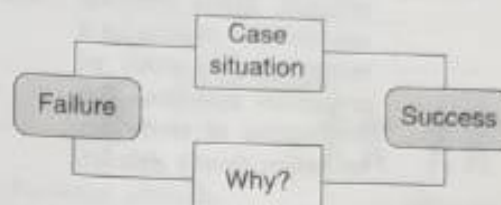
Limitations

Illustration

EMPIRICAL OR CASE APPROACH

Studies experience through cases. Identifies successes and failures.

Situations are all different. No attempt to identify principles. Limited value for developing management theory.



MANAGERIAL ROLES APPROACH

Original study consisted of observations of five chief executives. On the basis of this study, ten managerial roles were identified and grouped into (1) interpersonal, (2) informational, and (3) decision roles.

Original sample was very small. Some activities are not managerial. Activities are evidence of planning, organizing, staffing, leading, and controlling. But some important managerial activities were left out (e.g., appraising managers).

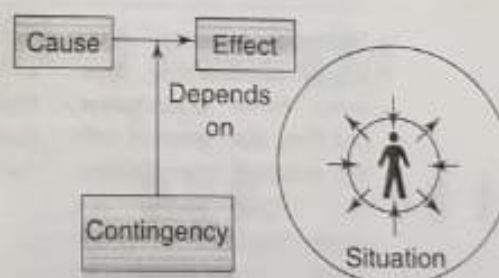
Roles of managers



CONTINGENCY OR SITUATIONAL APPROACH

Managerial practice depends on circumstances (i.e., a contingency or a situation). Contingency theory recognizes the influence of given solutions on organizational behavior patterns.

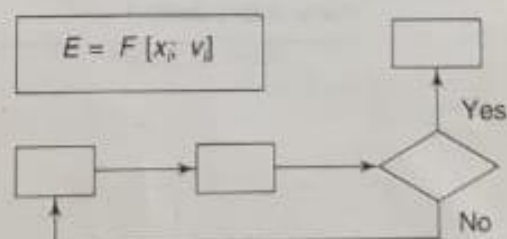
Managers have long realized that there is *no* one best way to do things. Difficulty in determining all relevant contingency factors and showing their relationships can be very complex.



MATHEMATICAL OR "MANAGEMENT SCIENCE" APPROACH

Managing is seen as mathematical processes, concepts, symbols, and models. Looks at management as a purely logical process, expressed in mathematical symbols and relationships.

Preoccupation with mathematical models. Many aspects in managing cannot be modeled. Mathematics is a useful tool, but hardly a school or an approach to management.



(Contd.)