2.4 Behavioral Approch:

Q1: Describe the contributions of the early advocates of OB?

Ans: As we know, managers get things done by working with people. This explains why some writers have chosen to look at management by focusing on the organization’s people. The field of study that researches the actions (behavior) of people at work is called organizational behavior (OB). Much of what managers do today when managing people—motivating, leading, building trust, working with a team, managing conflict, and so forth—has come out of OB research.

Q2: Explain the contributions of the Hawthorne Studies to the field of management?

Ans: Hawthorne Studies, a series of studies conducted at the Western Electric Company Works in Cicero, Illinois. These studies, which started in 1924, were initially designed by Western Electric industrial engineers as a scientific management experiment. They wanted to examine the effect of various lighting levels on worker productivity. Like any good scientific experiment, control and experimental groups were set up with the experimental group being exposed to various lighting intensities, and the control group working under a constant intensity. If you were the industrial engineers in charge of this experiment, what would you have expected to happen? It’s logical to think that individual output in the experimental group would be directly related to the intensity of the light. However, they found that as the level of light was increased in the experimental group, output for both groups increased. Then, much to the surprise of the engineers, as the light level was decreased in the experimental group, productivity continued to increase in both groups. In fact, a productivity decrease was observed in the experimental group only when the level of light was reduced to that of a moonlit night.

Scholars generally agree that the Hawthorne Studies had a game-changing impact on management beliefs about the role of people in organizations. Mayo concluded that people’s behavior and attitudes are closely related, that group factors significantly affect individual behavior, that group standards establish individual worker output, and that money is less a factor in determining output than are group standards, group attitudes, and security.

Q3: Discuss how today’s managers use the behavioral approach.

Ans: The behavioral approach has largely shaped how today’s organizations are managed. From the way that managers design jobs to the way that they work with employee teams to the way that they communicate, we see elements of the behavioral approach. Much of what the early OB advocates proposed and the conclusions from the Hawthorne studies have provided the foundation for our current theories of motivation, leadership, group behavior and development, and numerous other behavioral approaches.

2.5 Contemporary Approach

Q1: Describe an organization using the systems approach?

Ans: A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole. The two basic types of systems are closed and open. Closed systems are not influenced by and do not interact with their environment. In contrast, open systems are influenced by and do interact with their environment. Today, when we describe organizations as systems, we mean open systems. organization from an open systems perspective. As you can see, an organization takes in inputs (resources) from the environment and transforms or processes these resources into outputs that are distributed into the environment. The organization is “open” to and interacts with its environment.

Q2: Discuss how the systems approach helps us understand management?

Ans: Researchers envisioned an organization as being made up of “inter- dependent factors, including individuals, groups, attitudes, motives, formal structure, interactions, goals, status, and authority.”12 What this means is that as managers coordinate work activities in the various parts of the organization, they ensure that all these parts are working together so the organization’s goals can be achieved. For example, the systems approach recognizes that, no matter how efficient the production department might be, the marketing department must anticipate changes in customer tastes and work with the product development department in creating products customers want or the organization’s overall performance will suffer.

In addition, the systems approach implies that decisions and actions in one organizational area will affect other areas. For example, if the purchasing department doesn’t acquire the right quantity and quality of inputs, the production department won’t be able to do its job.

Finally, the systems approach recognizes that organizations are not self- contained. They rely on their environment for essential inputs and as outlets to absorb their outputs. No organization can survive for long if it ignores government regulations, supplier relations, or the varied external constituencies upon which it depends.

Q3: Explain how the contingency approach is appropriate for studying management.

Ans: The contingency approach (sometimes called the situational approach) says that organizations are different, face different situations (contingencies), and require different ways of managing.

A good way to describe contingency is “if, then.” If this is the way my situation is, then this is the best way for me to manage in this situation. It’s intuitively logical because organizations and even units within the same organization differ—in size, goals, work activities, and the like. It would be surprising to find universally applicable management rules that would work in all situations. But, of course, it’s one thing to say that the way to manage “depends on the situation” and another to say what the situation is. Management researchers continue working to identify these situational variables.

2.2

Q1 :

# **Frederick W. Taylor Contribution to Scientific Management**

The Scientific Management Theory owes its origin to Frederick W. Taylor who is regarded as “The Father of Scientific Management.”

He spent a large part of his life in Midvale Steel Company, Philadelphia, U.S.A. as an ordinary worker engaged in metal cutting. In 1833, he got an engineering degree and became an operating manager in the same company after some time.

He noticed that the industrial resources were not being fully used. Business enterprises are being managed by the rule of thumb. No systematic effort had ever been made to find the exact nature of the work to be done or the best way of doing it.

There was no proper division of responsibilities between management and workers. Management was mostly dependent for the successful performance of the work on the goodwill and skill of the workers. There was deliberate restriction of output which Taylor called ‘systematic soldering’ on the part of the workers.

This state of affairs forced and encouraged him to improve the then existing practices of management. “He aimed at making management a science based on “well recognized, clearly defined and fixed principles, instead of depending on more or less hazy (unclear) ideas.”

His thinking on management is the subject-matter of the two books: Shop Management and Principles of Scientific Management which were published in 1903 and 1911 respectively. It was owing to the efforts of Taylor that scientific management became popular in U.S.A. in the beginning of the twentieth century.

He placed stress in his philosophy on the following things for enhancing the productivity of the workers:

i. Science, not rule of thumb.

ii. Harmony, not discord.

iii. Co-operation, not individualism.

iv. Maximum output, in place of restricted output.

v. The development of each man to his greatest efficiency and prosperity.

#### **Meaning of Scientific Management:**

In simple words scientific management implies the art of knowing exactly what is to be done and how it is to be done. Under this approach, scientific techniques are applied in the recruitment, selection and training of workers and are also used in tackling various industrial problems.

According to F.W. Taylor, scientific management is “knowing exactly what you want men to do and seeing that they do in the best and the cheapest way.”

**Thus according to him scientific management implies the application of two fold techniques:**

1. The discovery of the best method of performing a particular work.

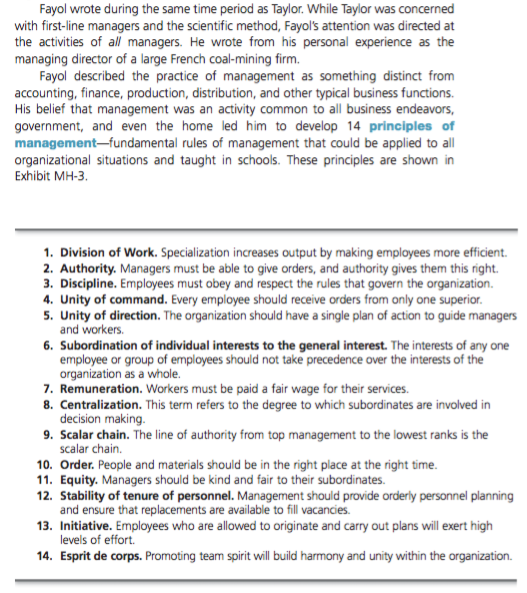
2. The best method or the fruitful method for meeting a given situation.

**Frank and Lillian Gilbreth were a husband-and-wife team who worked as engineers in the early part of the 20th century. Lillian carried ...**

Frank and Lillian Gilbreth were a husband-and-wife team who worked as engineers in the early part of the 20th century. Lillian carried on this work after the death of Frank in 1924. Their main focus was on the fields of motion study and time study, combined with an interest on the psychology of efficiency and work.  
  
The Gilbreth theory held that there was a “one best way” to do any task. Efficiency, according to the Gilbreth business management theory, could therefore be improved by finding this “one best way” and replicating it throughout the manufacturing process. The Gilbreths used new technologies such as film to break motions down into incremental parts, which they called “therbligs.” By reducing the number of “therbligs” for any task, one could increase the efficiency of the worker.  
  
The management theory of Frank and Lillian Gilbreth can be summed up by the following:  
  
1. Reduce the number of motions in a task to increase efficiency.  
  
2. Focus on the incremental study of motions and time to understand an entire task.

Q2: Discuss Fayol’s and Weber’s contributions to management theory?

Ans: 1)



2) Weber (pronounced VAY-ber) was a German sociologist who studied organizations.6 Writing in the early 1900s, he developed a theory of authority structures and relations based on an ideal type of organization he called a bureaucracy form of organization characterized by division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships.

Q3: Explain how today’s managers use scientific management and general administrative theory.

Ans) See Other Images.

2.3 Behavioral Approach:

1st Question not found…

Q 2)

Ans: **Total quality management**, or **TQM**, is a management philosophy devoted to continual improvement and responding to customer needs and expectations. (See Exhibit MH-6.) The term *customer* includes anyone who interacts with the organization’s product or services internally or externally. It encompasses employees and suppliers as well as the people who purchase the organization’s goods or services. *Continual improvement* isn’t possible without accurate measurements, which require statistical techniques that measure every critical variable in the organization’s work processes. These measurements are compared against standards to identify and correct problems.

1. **Intense focus on the customer.** The customer includes outsiders who buy the organization’s products or services and internal customers who interact with and serve others in the organization.
2. **Concern for continual improvement.** Quality management is a commitment to never being satisfied. “Very good” is not good enough. Quality can always be improved.
3. **Process focused.** Quality management focuses on work processes as the quality of goods and services is continually improved.
4. **Improvement in the quality of everything the organization does.** This relates to the final product, how the organization handles deliveries, how rapidly it responds to complaints, how politely the phones are answered, and the like.
5. **Accurate measurement.** Quality management uses statistical techniques to measure every critical variable in the organization’s operations. These are compared against standards to identify problems, trace them to their roots, and eliminate their causes.
6. **Empowerment of employees.** Quality management involves the people on the line in the improvement process. Teams are widely used in quality management programs as empowerment vehicles for finding and solving problems.

Q3:

Ans: No one likes long lines, especially residents of New York City. If they see a long checkout line, they often go somewhere else. However, at Whole Foods’ first gourmet supermarkets in Manhattan, customers found something different—that is, the longer the line, the shorter the wait. When ready to check out, customers are guided into serpentine single lines that feed into numerous checkout lanes. Whole Foods, widely known for its organic food selections, can charge premium prices, which allow it the luxury of staffing all those checkout lanes. And customers are finding that their wait times are shorter than expected.11 The science of keeping lines moving is known as queue management. And for Whole Foods, this quantitative technique has translated into strong sales at its Manhattan stores.

The quantitative approach contributes directly to management decision making in the areas of planning and control. For instance, when managers make budgeting, queuing, scheduling, quality control, and similar decisions, they typically rely on quantitative techniques. Specialized software has made the use of these techniques less intimidating for managers, although many still feel anxious about using them.