

CHAPTER 1

NATURE OF MANAGEMENT

Unit Structure

- 1.0 Objectives
- 1.1 Introduction and Definition of Management
- 1.2 Features
- 1.3 Functions of Management
- 1.4 Importance of Management
- 1.5 Administration and Management
- 1.6 Manager
- 1.7 Functions of a Manager
- 1.8 Roles performed by managers
- 1.9 Summary
- 1.10 Exercise

1.0 OBJECTIVES

The purpose of this chapter is to introduce you to the field of management in business. In this respect this chapter will

- Introduce and define management.
- Discuss the features, functions and importance of management.
- The difference between administration and management will be explained in detail
- Finally the chapter will end with discussing the concept of manager, manager's functions and the role played in running the organization.

1.1 INTRODUCTION AND DEFINITION OF MANAGEMENT

Management is a universal phenomenon. It is a very popular and widely used term. All organizations - business, political, cultural or social are involved in management because it is the management which helps and directs the various efforts towards a definite purpose. According to *Harold Koontz*, "Management is an art of getting things done through and with the

people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals". According to *F.W. Taylor*, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way".

Management is a purposive activity. It is something that directs group efforts towards the attainment of certain pre – determined goals. It is the process of working with and through others to effectively achieve the goals of the organization, by efficiently using limited resources in the changing world. Of course, these goals may vary from one enterprise to another, e.g.: For one enterprise it may be launching of new products by conducting market surveys and for other it may be profit maximization by minimizing cost.

Management as a discipline refers to that branch of knowledge which is connected to study of principles & practices of basic administration. It specifies certain code of conduct to be followed by the manager & also various methods for managing resources efficiently.

Any branch of knowledge that fulfils following two requirements is known as discipline:

1. There must be scholars & thinkers who communicate relevant knowledge through research and publications.
2. The knowledge should be formally imparted by education and training programmes.

Since management satisfies both these problems, therefore it qualifies to be a discipline. Though it is comparatively a new discipline but it is growing at a faster pace.

It cannot be denied that management has a systematic body of knowledge but it is not as exact as that of other physical sciences like biology, physics, and chemistry etc. The main reason for the inexactness of science of management is that it deals with human beings and it is very difficult to predict their behavior accurately. Since it is a social process, therefore it falls in the area of social sciences. It is a flexible science & that is why its theories and principles may produce different results at different times and therefore it is a behavior science. Ernest Dale has called it as a *Soft Science*.

1. 2 FEATURES

Management is an activity concerned with guiding human and physical resources such that organizational goals can be achieved. Nature of management can be highlighted as: -

- i) **Management is Goal-Oriented:** The success of any management activity is assessed by its achievement of the predetermined goals or objective. Management is a purposeful activity. It is a tool which helps use of human & physical resources to fulfill the pre-determined goals. For example, the goal of an enterprise is maximum consumer satisfaction by producing quality goods and at reasonable prices. This can be achieved by employing efficient persons and making better use of scarce resources.
- ii) **Management integrates Human, Physical and Financial Resources:** In an organization, human beings work with non-human resources like machines. Materials, financial assets, buildings etc. Management integrates human efforts to those resources. It brings harmony among the human, physical and financial resources.
- iii) **Management is Continuous:** Management is an ongoing process. It involves continuous handling of problems and issues. It is concerned with identifying the problem and taking appropriate steps to solve it, e.g. the target of a company is maximum production. For achieving this target various policies have to be framed but this is not the end. Marketing and Advertising is also to be done. For this policies have to be again framed. Hence this is an ongoing process.
- iv) **Management is all Pervasive:** Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose. Thus clubs, hospitals, political parties, colleges, hospitals, business firms all require management. Whenever more than one person is engaged in working for a common goal, management is necessary. Whether it is a small business firm which may be engaged in trading or a large firm like Tata Iron & Steel, management is required everywhere irrespective of size or type of activity.
- v) **Management is a Group Activity:** Management is very much less concerned with individual's efforts. It is more concerned with groups. It involves the use of group effort to achieve predetermined goal of management of an organisation.

1.3 FUNCTIONS OF MANAGEMENT

The functions of Management are common to all alike; whether a business firm or a non-business firm. Management's primary function is the satisfaction of the stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities (for employees). This can be achieved only when management accomplishes its functions. A diagrammatic representation of the functions of management is as under:

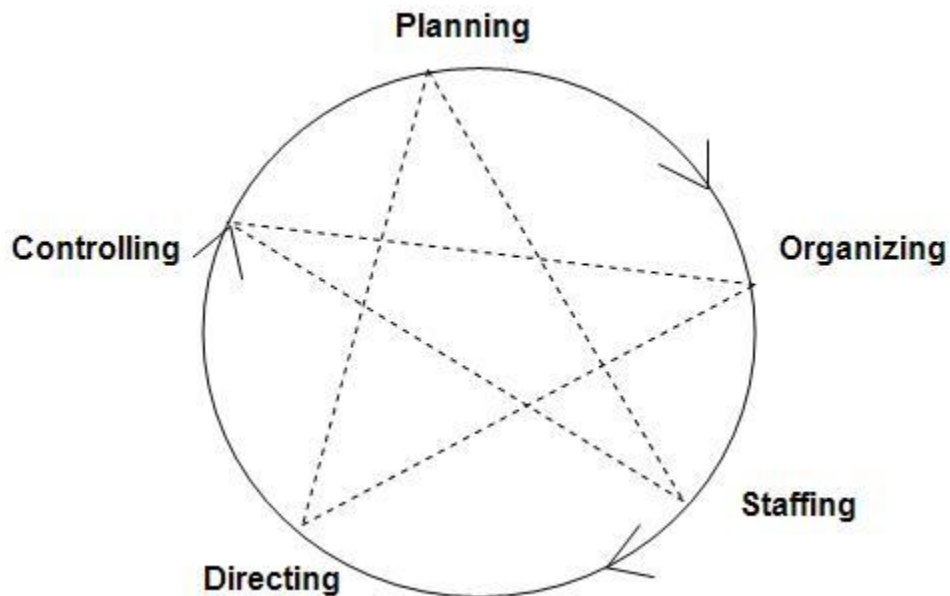


Figure 1

1.3.1 Following are the common Functions of Management:

1. PLANNING:

Planning means looking ahead and chalking out future courses of action to be followed taking into consideration available & prospective human and physical resources. It is a systematic activity which determines when, how and who is going to perform a specific job. It is rightly said "Well plan is half done".

According to Koontz & O'Donnell, "Planning is deciding in advance what to do, how to do and who is to do it. Planning bridges the gap between where we are to, where we want to go. It makes possible things to occur which would not otherwise occur".

Planning requires administration to assess appropriate course of action to attain the company's goals and objectives. For

management to do this efficiently, it has to be very practical and simple. Planning is important at all levels of management. However, its characteristics vary by level of management.

STEPS IN PLANNING FUNCTION:

i) Establishment of objectives:

- a. Setting of goals and objectives to be achieved.
- b. Stated in a clear, precise and unambiguous language.
- c. Stated in quantitative terms.
- d. Should be practical, acceptable, workable and achievable.

ii) Establishment of Planning Premises:

- a. Planning premises may be internal or external. Internal includes capital investment policy, management labour relations, philosophy of management, etc. Whereas external includes socio- economic, political and economical changes.
- b. Internal premises are controllable whereas external are non controllable.

iii) Choice of alternative course of action:

- a. A number of alternative course of actions have to be considered.
- b. Evaluated each alternative in the light of resources available
- c. Chose the best alternative.

iv) Securing Co-operation:

After the plans have been determined, it is necessary rather advisable to take subordinates or those who have to implement these plans into confidence. This motivates them, valuable suggestions can come and employees will be more interested in the execution of these plans.

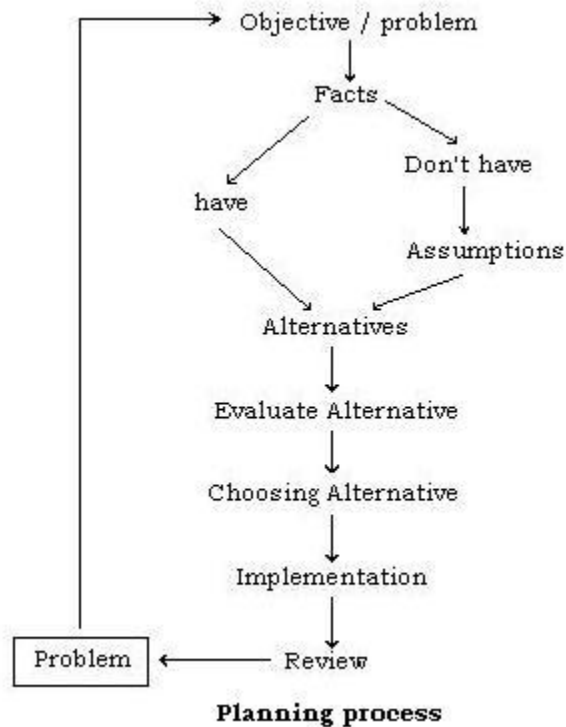


Figure 3

v) Follow up/Appraisal of plans:

After the selected plan is implemented, it is important to appraise its effectiveness and correct deviations or modify the plan as required.

Planning is basically a decision making function which involves creative thinking and imagination that ultimately leads to innovation of methods and operations for growth and prosperity of the enterprise

2. ORGANIZING:

Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources takes place. All the three resources are important to get results. Therefore, organizational function helps in achievement of results which in fact is important for the functioning of a concern. Hence, a manager always has to organize in order to get results.

A manager performs organizing function with the help of following steps:-

1. Identification of activities - All the activities which have to be performed in a concern have to be identified, grouped and classified into units.
2. Departmentally organizing the activities - dividing the whole concern into independent units and departments is called departmentation.
3. Classifying the authority - Authorities bringing smoothness in a concern's working.
4. Co-ordination between authority and responsibility: Each individual is made aware of his authority and knows whom they have to take orders from and to whom they are accountable and to whom they have to report.

Thus an organization structure should be designed to clarify who is to do what tasks and who is responsible for what results and to furnish decision-making and communications networks reflecting.

3. STAFFING:

The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the personals to fill the roles assigned to the employers/workforce. Staffing pertains to recruitment, selection, development and compensation of subordinates.

NATURE OF STAFFING FUNCTION:

- i) Staffing is an important managerial function
- ii) Staffing is a continuous activity
- iii) The basis of staffing function is efficient management of personals.
- iv) Staffing helps in placing right men at the right job
- v) Staffing is performed by all managers depending upon the nature of business, size of the company, qualifications and skills of managers, etc.
- vi) Since, the success of the organization depends upon the performance of the individual, staffing function of manager deserves sufficient care & attention of the management.

4. DIRECTING:

Directing is a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. Planning, organizing, staffing has got no importance if direction function does not take place.

- **CHARACTERISTICS OF DIRECTION:**

- i) **Pervasive Function** - Directing is required at all levels of organization.
- ii) **Continuous Activity** - Direction is a continuous activity as it continuous throughout the life of organization.
- iii) **Human Factor** - Since human factor is complex and behavior is unpredictable, direction function becomes important.
- iv) **Creative Activity** - Direction function helps in converting plans into performance
- v) **Executive Function** - Direction function is carried out by all managers and executives at all levels throughout the working of an enterprise;

To sum up, the plans may be the best feasible ones, the activities may be systematically organized, the staff may be highly efficient, but the organization will not succeed, if there is no proper direction. Mere planning, organizing and staffing are not sufficient to set the tasks in motion. Directing involves not only instructing people what to do, but also ensuring that they know what is expected from them.

5. CO-ORDINATION:

Co-ordination tries to achieve harmony between individual's efforts towards achievement of group goals and is a key to success of management. Management seeks to achieve co-ordination through its basic functions of planning, organizing, staffing, directing and controlling.

Co-ordination is achieved through planning, organizing, staffing, directing and controlling. Co-ordination is life-line of management. It is required in each and every function and at each and every stage and therefore it cannot be separated.

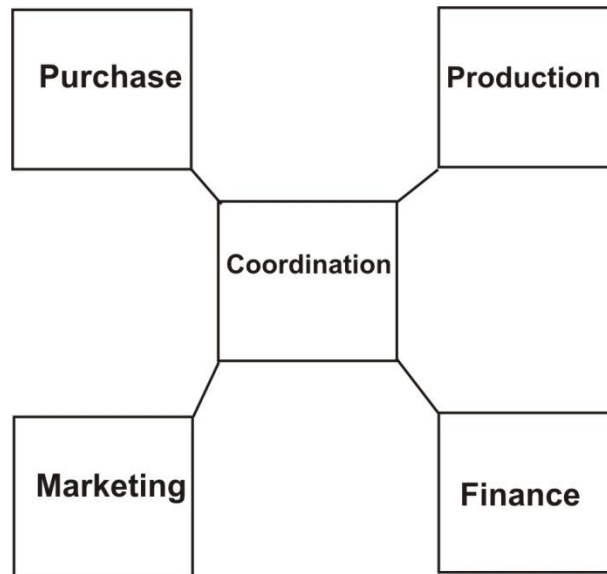


Figure 4

6. CONTROLLING:

Controlling is measuring and correcting individual or organizational performance to ensure that events conform to plans. It involves measuring performance against set goals and plans showing where deviations from the standards exist and helping to correct those deviations. The control process is cyclical which means it is never ending. Employees often view controlling negatively. No matter how positive the changes may be for the organization,

Controlling is a four-step process of establishing performance standards based on the firm's objectives, measuring and reporting actual performance, comparing the two, and taking corrective or preventive action as necessary.

1.4 IMPORTANCE OF MANAGEMENT

1. **It helps in Achieving Group Goals** – Management converts disorganized resources of men, machines, money etc. into useful enterprise. It arranges, assembles, organizes and integrates the factors of production. These resources are coordinated, directed and controlled in such a manner that enterprise work towards attainment of goals.
2. **Optimum Utilization of Resources** – Management utilizes all the physical and human resources productively. Management provides maximum utilization of scarce resources by selecting its best possible alternate use in industry from out of various uses. This leads to optimum utilization of resources and avoid wastage.

3. **Reduces Costs** – It gets maximum results through minimum input by proper planning and by using minimum input and getting maximum output. Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction.
4. **Establishes Sound Organization** –To establish sound organizational structure is one of the objective of management which is in tune with objective of organization and for fulfillment of this, it establishes effective authority and responsibility relationship i.e. who is accountable to whom, who can give instructions to whom, who are superiors and who are subordinates.
5. **Establishes Equilibrium** – It enables the organization to survive in changing environment. It adapts organization to changing demand of market / changing needs of societies. It is responsible for growth and survival of organization.
6. **Essentials for Prosperity of Society** – Efficient management leads to better economical production which helps in turn to increase the welfare of people.. It improves standard of living, increases the profit which is beneficial to business and society will get maximum output at minimum cost by creating employment opportunities which generate income.

CHECK YOUR PROGRESS

1. Define the following terms:
 - a. Management
 - b. Planning
 - c. Organizing
 - d. Directing
 - e. Coordinating
2. Give the chart of planning process.
3. “Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”. Explain.

1.5 ADMINISTRATION AND MANAGEMENT

According to *Theo Haimann*, “Administration means overall determination of policies, setting of major objectives, the identification of general purposes and laying down of broad programmes and projects”. It refers to the activities of higher level. It lays down basic principles of the enterprise. According to *Newman*, “Administration means guidance, leadership and control of the efforts of the groups towards some common goals”.

Whereas, management involves conceiving, initiating and bringing together the various elements; coordinating, actuating, integrating the diverse organizational components while sustaining the viability of the organization towards some pre-determined goals. In other words, it is an art of getting things done through and with the people in formally organized groups.

The difference between Management and Administration can be summarized under two categories: -

1. **Functions**
2. **Usage / Applicability**

Basis	Point of Difference	Management	Administration
On the Basis of Functions	Meaning	Management is an art of getting things done through others by directing their efforts towards achievement of pre-determined goals.	It is concerned with formulation of broad objectives, plans & policies
	Nature	Management is an executing function.	Administration is a decision-making function
	Process	Management decides who should do it & how should he do it.	Administration decides what is to be done & when it is to be done.
	Functions	Management is a doing function because managers get work done under their supervision.	Administration decides what is to be done & when it is to be done.
	Skills	Technical and Human skills	Conceptual and Human skills
	Level	Middle & lower level function	Top level function

On the Basis of Usage	Applicability	It is applicable to business concerns i.e. profit-making organization.	It is applicable to non-business concerns i.e. clubs, schools, hospitals etc.
	Influence	The management decisions are influenced by the values, opinions, beliefs & decisions of the managers.	The administration is influenced by public opinion, govt. policies, religious organizations, customs etc.
	Status	Management constitutes the employees of the organization who are paid remuneration (in the form of salaries & wages).	Administration represents owners of the enterprise who earn return on their capital invested & profits in the form of dividend.

Practically, there is no difference between management and administration. Every manager is concerned with both – administrative management function and operative management function as shown in the figure. However, the managers who are higher up in the hierarchy denote more time on administrative function and the lower level denote more time on directing and controlling worker's performance i.e. management.

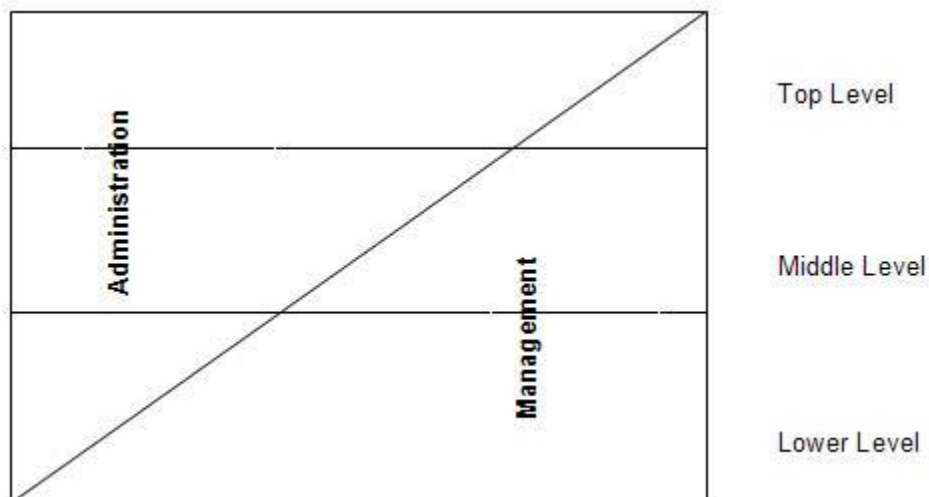


Figure 5

The Figure above clearly shows the degree of administration and management performed by the different levels of management

1.6 MANAGER

1.6.1 DEFINITION:

A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. For many people, this is their first step into a management career.

Managers may direct workers directly or they may direct several supervisors who direct the workers. The manager must be familiar with the work of all the groups he/she supervises, but does not need to be the best in any or all of the areas. It is more important for the manager to know how to manage the workers than to know how to do their work well.

A manager's title reflects what he/she is responsible for. An Accounting Manager supervises the Accounting function. An Operations Manager is responsible for the operations of the company. The Manager of Design Engineering supervises engineers and support staff engaged in design of a product or service. A Night Manager is responsible for the activities that take place at night. There are many management functions in business and, therefore, many manager titles. Regardless of title, the manager is responsible for planning, directing, monitoring and controlling the people and their work.

1.6.2 SKILLS REQUIRED BY A MANAGER:

Not everyone can be a manager. Certain **skills**, or abilities to translate knowledge into action that results in desired performance, are required to help other employees become more productive. These skills fall under the following categories:

- **Technical:** This skill requires the ability to use a special proficiency or expertise to perform particular tasks. Managers acquire these skills initially through formal education and then further develop them through training and job experience. Technical skills are most important at lower levels of management.
- **Human:** This skill demonstrates the ability to work well in cooperation with others. A manager with good human skills has a high degree of self-awareness and a capacity to understand or empathize with the feelings of others. Human

skills are critical for all managers because of the highly interpersonal nature of managerial work.

- **Conceptual:** This skill calls for the ability to think analytically. Analytical skills enable managers to break down problems into smaller parts, to see the relations among the parts, and to recognize the implications of any one problem for others. The higher the management level, the more important conceptual skills become.

Although all three categories contain skills essential for managers, their relative importance tends to vary by level of managerial responsibility.

Following are some of the skills and personal characteristics that a manager should acquire through observation, formal training or on the job:

- **Leadership** — ability to influence others to perform tasks
- **Self-objectivity** — ability to evaluate yourself realistically
- **Analytic thinking** — ability to interpret and explain patterns in information
- **Behavioral flexibility** — ability to modify personal behavior to react objectively rather than subjectively to accomplish organizational goals
- **Oral communication** — ability to express ideas clearly in words
- **Written communication** — ability to express ideas clearly in writing
- **Personal impact** — ability to create a good impression and instill confidence
- **Resistance to stress** — ability to perform under stressful conditions
- **Tolerance for uncertainty** — ability to perform in ambiguous situations

1.7 FUNCTIONS OF A MANAGER

Following are the main functions of manager:

- **Planning:** This step involves mapping out exactly how to achieve a particular goal. Say, for example, that the organization's goal is to improve company sales. The manager first needs to decide which steps are necessary to accomplish that goal. These steps may include increasing advertising, inventory, and sales staff. These necessary

steps are developed into a plan. When the plan is in place, the manager can follow it to accomplish the goal of improving company sales.

- **Organizing:** After a plan is in place, a manager needs to organize his team and materials according to the plan. Assigning work and granting authority are two important elements of organizing.
- **Staffing:** After a manager discerns his area's needs, he may decide to beef up his staffing by recruiting, selecting, training, and developing employees. A manager in a large organization often works with the company's human resources department to accomplish this goal.
- **Leading:** A manager needs to do more than just plan, organize, and staff her team to achieve a goal. She must also lead. Leading involves motivating, communicating, guiding, and encouraging. It requires the manager to coach, assist, and problem solve with employees.
- **Controlling:** After the other elements are in place, a manager's job is not finished. He needs to continuously check results against goals and take any corrective actions necessary to make sure that his area's plans remain on track.

All managers at all levels of every organization perform these functions, but the amount of time a manager spends on each one depends on both the level of management and the specific organization.

1.8 ROLE PERFORMED BY MANAGERS

A manager wears many hats. Not only is a manager a team leader, but he or she is also a planner, organizer, cheerleader, coach, problem solver, and decision maker — all rolled into one. And these are just a few of a manager's roles. In addition managers' schedules are usually jam-packed. Whether they're busy with employee meetings, unexpected problems, or strategy sessions, managers often find little spare time on their calendars.

In his classic book, *The Nature of Managerial Work*, Henry Mintzberg describes a set of ten roles that a manager fills. These roles fall into three categories:

- **Interpersonal:** This role involves human interaction.
- **Informational:** This role involves the sharing and analyzing of information.
- **Decisional:** This role involves decision making.

Mintzberg's Set of Ten Roles

Category	Role	Activity
Informational	Monitor	Seek and receive information; scan periodicals and reports; maintain personal contact with stakeholders.
	Disseminator	Forward information to organization members via memos, reports, and phone calls.
	Spokesperson	Transmit information to outsiders via reports, memos, and speeches.
Interpersonal	Figurehead	Perform ceremonial and symbolic duties, such as greeting visitors and signing legal documents.
	Leader	Direct and motivate subordinates; counsel and communicate with subordinates.
	Liaison	Maintain information links both inside and outside organization via mail, phone calls, and meetings.
Decisional	Entrepreneur	Initiate improvement projects; identify new ideas and delegate idea responsibility to others.
	Disturbance handler	Take corrective action during disputes or crises; resolve conflicts among subordinates; adapt to environments.
	Resource allocator	Decide who gets resources; prepare budgets; set schedules and determine priorities.
	Negotiator	Represent department during negotiations of union contracts, sales, purchases, and budgets.

Table 1

1.9 SUMMARY

“Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”. It has to be done through and with the people in formally organized groups. Some of its features are: it integrates human, physical and financial resources, it is goal-oriented, it is a continuous process, it is all pervasive and finally it is a group activity.

There are six functions of management viz. planning, organizing, staffing, directing, coordinating and controlling. All these functions are unique in themselves and they assist in smooth functioning of an organization.

Administration means setting of major objectives, and broad programmes and projects. Whereas, management involves conceiving, initiating and bringing together the various elements; together towards meeting organization pre-determined goals. A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. Managers need to acquire technical, human and conceptual skills. Manager has to perform all the functions of management. This is the first step into a management career.

1.10 EXERCISE

- i) Define and explain the concept of management.
- ii) Explain the features of management.
- iii) Discuss in detail the functions of management
- iv) Explain the importance of management for an organization.
- v) Practically, there is no difference between management & administration. Justify
- vi) Who is called a manager? What skills does he need to be successful?
- vii) What functions do managers perform?
- viii) Explain the role of a manager according to Mintzberg?**



Chapter 2

DEVELOPMENT OF MANAGEMENT THOUGHTS

Unit Structure

- 2.0 Objectives
- 2.1 Introductions
- 2.2 The Evolution of Management Thought
- 2.3 *Contingency Approach to Management*
- 2.4 Contribution of Frederick Winslow Taylor, Henri Fayol, Elton Mayo
- 2.5 Lessons for Management Theory & Practice from India: Gandhi's Philosophy on Trusteeship the Concept of Seven Sins
- 2.6 Arthashastra - Lessons for Management Theory and Practice
- 2.7 *Summary*
- 2.8 Exercise

2.0 OBJECTIVES

After studying the unit the students will be able to:

- Know the evolution of management thoughts through various schools of thoughts.
- Discuss the System contingency approaches to management.
- Understand the contribution of F. W. Taylor, Henri Fayol and Elton Mayo to the development of management.
- Elaborate the various management functions.
- Discuss the responsibilities of business/management to the society

2.1 INTRODUCTIONS

Through the practice of management and the continued development of commerce and wealth we are transforming our lives. While appreciating the past success of 'management' we would also recognise that today's accelerating pace of change is

putting pressure on our organisations to be at the forefront of management thinking.

In his comprehensive book 'The Evolution of Management Thought' Daniel A Wren writes, *"Within the practices of the past there are lessons of history for tomorrow in a continuous stream. We occupy but one point in this stream. The purpose... is to present...the past as a prologue to the future."*

So with the aim of accelerating the development of our management practice for the future let us examine that stream of evolving management thought of the past.

2.2 THE EVOLUTION OF MANAGEMENT THOUGHT

The evolution of the discipline of management has helped to develop a body of knowledge about the practice of management. Within the field of management, eight schools of thought have contributed significantly to the development of management.

The following table brings together the theories of management and the issues that they address.

Theories of management and the problems they address

Theories of management skills	
The human relations school	The motivational problem
The organisation behaviour school	Improving the integration of people into organisations
The information and decision school	The management decision-skills problem
Theories of management functions	
Scientific management	The human productivity problem
The quantitative school	The application of objective functions to management
The strategic management school	The organisation long-range planning problem
Theories of organisation systems	

Administrative management	The organisation problem
The organisation theory school	The organisation design problem

Table 1

In this chapter, we will focus on four well-established schools of management thought: the scientific management school, the classical organization theory school, the behavioral school, and the management science school. Although these schools or theoretical approaches developed historical sequence, later ideas have not replaced earlier ones. Instead, each new school has tended to complement or coexist with previous ones. At the same time, each school has continued to evolve, and some have even merged with others.

2.2.1 THE SCIENTIFIC MANAGEMENT SCHOOL:

Scientific Management theory arose in part from the need to increase productivity. In the United States especially, skilled labor was in short supply at the beginning of the twentieth century. The only way to expand productivity was to raise the efficiency of workers. Therefore, Frederick W. Taylor, Henry L. Gantt, and Frank and Lillian Gilbert devised the body of principles known as scientific management theory.

F W Taylor is considered to be the father of scientific management. Henry Gantt, Frank and Lillian Gilberth and Harrington Emerson supported Taylor in his efforts. Together with Taylor they revolutionized management thinking. Scientific management is the name given to the principles and practices that grew out of their work of Taylor and his followers and that are characterized by concern for efficiency and systematization in management. Four basic part of a series of ideas developed by Taylor are as follows:

- Each person's job should be broken down into elements and performed in a scientific way.
- Workers should be scientifically selected and trained to do the work.
- There should be co-operation between management and workers. And
- There should be division of labour between managers and workers.

Among the other significant contribution to this school of thought was Henry L Grant. He emphasized the psychology of the worker and the importance of morale in production. Grant devised a wage payment system and developed a chart in system of control for scheduling production operation which became the basis for modern scheduling techniques like CPM and PERT.

Frank and Lillian Gilbert concentrated on time-and-motion study to develop more efficient ways of performing repetitive tasks. Time-and-motion study and piece-rate incentives are two major managerial practices developed and widely in use today.

Harrington Emerson in his book “Twelve Principles of Efficiency” states that a manager should carefully define objectives, use the scientific method of analysis, develop and use standardized procedure, and reward employees for good work.

2.2.2 CLASSICAL ORGANIZATION SCHOOL:

Scientific management theory concerned the optimization of individual workers and work processes. During the same period, classical organization theory complimented scientific management by providing a framework for the structuring the organization. The leading proponents of classical organization theory were Henri Fayol (a French engineer), Lyndall Urwick (a British company manager), and Max Weber (a German sociologist).

Classical organization theory is the “B” in bureaucracy. Weber defined the organization elements which comprised the “ideal bureaucracy.” These included:

- A clearly defined set of rules and procedures
- Division of labor according to functional expertise
- A clear chain of command
- Individual advancement based on merit
- Professional managers

As you can see, many aspects of Weber’s “ideal bureaucracy” are simply measures that ensure fairness and objectivity.

The Classic organizational theory has been derived from organizational structures and procedures during the industrial revolution which emphasis the Economic rationale for the factory system and believed that all formal organizations are force multipliers. It main features:

- Organizations exist to accomplish production-related and economic goals.

- There is one best way to organize for production, and that way can be found through systematic, scientific inquiry.
- Production is maximized through specialization and division of labor.
- People and organizations act in accordance with rational economic principles.

The Classic organizational theory is followed by Neoclassical Organization Theory and the Modern Structural Organization Theory which talked about the important source of the power and politics, organizational culture, systems theory, specialization and division of labor.

2.2.3 BEHAVIORAL MANAGEMENT SCHOOL:

The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

The theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with — not as machines, as in the past. Several individuals and experiments contributed to this theory.

The Elton Mayo and Roethlisberger Hawthorne experiment in Chicago from 1924 to 1932 concludes that human relations and the social needs of workers are crucial aspects of business management. Abraham Maslow, developed one of the most widely recognized need theories, a theory of motivation based upon a consideration of human needs. His theory of human needs had three assumptions:

- Human needs are never completely satisfied.
- Human behavior is purposeful and is motivated by the need for satisfaction.
- Needs can be classified according to a hierarchical structure of importance, from the lowest to highest.

The Two Factor theory of Douglas McGregor that, the Theory X manager has a negative view of employees and assumes that they are lazy, untrustworthy, and incapable of assuming responsibility. On the other hand, the Theory Y manager assumes that employees are not only trustworthy and capable of assuming responsibility, but also have high levels of motivation.

As a group, these theorists discovered that people worked for inner satisfaction and not materialistic rewards, shifting the focus to the role of individuals in an organization's performance.

2.2.4 MANAGEMENT SCIENCE SCHOOL:

During World War II the allies faced many complex problems and to overcome these problems operational research teams were set up, consisting of mathematicians, physicists and other scientists, who pooled their knowledge to solve problems. After the war, their ideas were applied to industrial problems which were previously unsuccessfully solved by conventional means. With the aid of the electronic computer, these procedures became known as the “management science” school relying heavily on quantitative methods.

The contribution of the quantitative school was greatest in the areas of planning and control. However, many doubted the ability of this school to deal effectively with “people.” The techniques in this school consisted of capital budgeting, production scheduling, optimum inventory levels and development of product strategies

The management science school differs from the classical and behavioral schools in the following ways:

- The classical or scientific management approach concentrates on the efficiency of the manufacturing process. The management science school places greater weight on the overall planning and decision-making process.
- It relies heavily on the use of computers and mathematical models in planning;
- It is focused on the evaluation of effectiveness of models like the techniques of the use of models in managerial decision making: the return on investment analysis for example. .

In essence, by using computers and quantitative analysis techniques, the management science school has made it possible to consider the effect of a number of variables in organizations which may otherwise have been overlooked. It must be emphasized that statistical evidence alone may not be sufficient to solve various management problems. The more comprehensive techniques of the behavioral school or the administrative management approach may still be needed to complement. Especially the behavioral school has the ability to look at the welfare of staff and can identify the reasons behind certain behavior.

2.3 CONTINGENCY APPROACH TO MANAGEMENT

The contingency approach believes that it is impossible to select one way of managing that works best in all situations like promoted by Taylor.

The contingency approach believes that it is impossible to select one way of managing that works best in all situations like promoted by Taylor. Their approach is to identify the conditions of a task (scientific management school), managerial job (administrative management school) and person (human relations school) as parts of a complete management situation and attempt to integrate them all into a solution which is most appropriate for a specific circumstance. Contingency refers to the immediate (contingent or touching) circumstances.

The manager has to systematically try to identify which technique or approach will be the best solution for a problem which exists in a particular circumstance or context.

An example of this is the never ending problem of increasing productivity. The different experts would offer the following solutions:

- Behavioral scientist: create a climate which is psychologically motivating;
- Classical management approach: create a new incentive scheme;
- Contingency approach: both ideas are viable and it depends on the possible fit of each solution with the goals, structure and resources of the organization.

The contingency approach may consider, for policy reasons, that an incentive scheme was not relevant. The complexity of each situation should be noted and decisions made in each individual circumstances.

It should be realized that the contingency approach is not really new because Taylor already emphasized the importance of choosing the general type of management best suited to a particular case. Henri Fayol, in turn, also found that there is nothing rigid or absolute in management affairs.

Similar ideas were expressed in the 1920s, by Mary Parker Follett (1865-1933) who was greatly interested in social work and was a genius for relating individual experience to general principles. Her concept of the law of the situation referred to the necessity of acting in accordance with the specific requirements of

a given situation. She noted that these requirements were constantly changing and needed continuous efforts to maintain effective working relationships.

The contingency approach seeks to apply to real life situations ideas drawn from various schools of management thought. They claim that no one approach is universally applicable and different problems and situations require different approaches. Managers must try to find the approach that is the best for them in a certain given situation, so they can achieve their goals.

It is important to note that the contingency approach stresses the need for managers to examine the relationship between the internal and external environment of an organization. Critics of the contingency approach have blamed it to lack theoretical foundation and are basically intuitive. Managers today are advised to analyze a situation and use ideas from the various schools of thought to find an appropriate combination of management techniques to meet the needs of the situation.

2.4 CONTRIBUTION OF FREDERICK WINSLOW TAYLOR, HENRI FAYOL, ELTON MAYO

2.4.1 FREDERICK WINSLOW TAYLOR:

Taylor was born in 1856 to a wealthy [Quaker](#) family in [Germantown, Philadelphia, Pennsylvania](#). After the [depression of 1873](#), Taylor became an industrial apprentice patternmaker, gaining shop-floor experience at a pump-manufacturing company.

Taylor is regarded as the father of [scientific management](#). In [Peter Drucker](#)'s description; Frederick W. Taylor was the first man in recorded history who deemed work deserving of systematic observation and study. On Taylor's 'scientific management' rests, above all, the tremendous surge of affluence in the last seventy-five years which has lifted the working masses in the developed countries well above any level recorded before, even for the well-to-do.

Taylor believed that the industrial management of his day was amateurish, that management could be formulated as an academic discipline, and that the best results would come from the partnership between a trained and qualified management and a cooperative and innovative workforce. Each side needed the other, and there was no need for [trade unions](#).

Taylor's approach is also often referred to, as *Taylor's Principles*, or frequently disparagingly, as *Taylorism*. Taylor's scientific management consisted of four principles:

1. Replace rule-of-thumb work methods with methods based on a scientific study of the tasks.
2. Scientifically select, train, and develop each employee rather than passively leaving them to train themselves.
3. Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task" (Montgomery 1997: 250).
4. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

Taylor had very precise ideas about how to introduce his system. It is only through *enforced* standardization of methods, *enforced* adoption of the best implements and working conditions, and *enforced* cooperation that faster work can be assured. And the duty of enforcing the adoption of standards and enforcing this cooperation rests with *management* alone.

Taylor thought that by analyzing work, the "One Best Way" to do it would be found. He is most remembered for developing the [time and motion study](#). Taylor's system was widely adopted in the United States and the world until its demise in the 1930's as organized labor pushed for a minimum wage based on hourly pay, as opposed to Taylor's contention that pay ought to be based on performance. In practice "Taylorism" too often fell short of collaboration between labor and management and, frequently, was a mask for business exploitation of workers. The enduring and unquestionable contribution of Frederick Taylor is that management is firmly established as something done by trained, professional practitioners and is elevated as the subject of legitimate scholarship.

2.4.2 GEORGE ELTON JOHN MAYO (26 DECEMBER 1880 - 7 SEPTEMBER 1949):

Mayo was an [Australian psychologist](#), [sociologist](#) and [organization theorist](#). He lectured at the [University of Queensland](#) from 1911 to 1923 before moving to the [University of Pennsylvania](#), but spent most of his career at [Harvard Business School](#) (1926 - 1947), where he was professor of industrial research. Mayo is known as the founder of the [Human Relations Movement](#), and is known for his research including the [Hawthorne Studies](#), and his book *The Human Problems of an Industrialized Civilization* (1933). The research he conducted under the

Hawthorne Studies of the 1930s showed the importance of groups in affecting the behavior of individuals at work. However it was not Mayo who conducted the practical experiments but his employees Roethlisberger and Dickinson. This enabled him to make certain deductions about how managers should behave. He carried out a number of investigations to look at ways of improving productivity, for example changing lighting conditions in the workplace. What he found however was that work satisfaction depended to a large extent on the informal social pattern of the work group. Where norms of cooperation and higher output were established because of a feeling of importance, physical conditions or financial incentives had little motivational value. People will form work groups and this can be used by management to benefit the organization. He concluded that people's work performance is dependent on both social issues and job content. He suggested a tension between workers' 'logic of sentiment' and managers' 'logic of cost and efficiency' which could lead to conflict within organizations.

Flowing from the findings of these investigations he came to certain conclusions as follows:

- Work is a group activity.
- The social world of the adult is primarily patterned about work activity.
- The need for recognition, security and sense of belonging is more important in determining workers' morale and productivity than the physical conditions under which he works.
- A complaint is not necessarily an objective recital of facts; it is commonly a symptom manifesting disturbance of an individual's status position.
- The worker is a person whose attitudes and effectiveness are conditioned by social demands from both inside and outside the work plant.
- [Informal groups](#) within the work plant exercise strong social controls over the work habits and attitudes of the individual worker.
- The change from an established society in the home to an adaptive society in the work plant resulting from the use of new techniques tends continually to disrupt the social organization of a work plant and industry generally.
- Group collaboration does not occur by accident; it must be planned and developed.

2.4.3 HENRI FAYOL, (1841-1925):

Fayol's career began as a mining engineer. He then moved into research geology and in 1888 joined Comambault as Director. Comambault was in difficulty but Fayol turned the operation round. On retirement he published his work - a comprehensive theory of administration - described and classified administrative management roles and processes that became recognized and referenced by others in the growing discourse about management. He is frequently seen as a key, early contributor to a classical or administrative management school of thought.

His aspiration for an "administrative science" sought a consistent set of principles that all organizations must apply in order to run properly.

F. W. Taylor published "The Principles of Scientific Management" in the USA in 1911, and Fayol in 1916 examined the nature of management and administration on the basis of his French mining organisation experiences.

Fayol argued that principles existed which all organisations - in order to operate and be administered efficiently - could implement. This type of assertion typifies a "one best way" approach to management thinking. Fayol's five functions are still relevant to discussion today about management roles and action.

1. to forecast and plan – purveyance examine the future and draw up plans of action.
2. to organise build up the structure, material and human of the undertaking.
3. to command maintain activity among the personnel.
4. to bind together, unify and harmonise activity and effort.
5. to see that everything occurs in conformity with policy and practice.

Fayol also synthesised 14 principles for organisational design and effective administration as under:

1. Division of work: Division of work and specialization produces more and better work with the same effort.
2. Authority and responsibility: Authority is the right to give orders and the power to exact obedience. Authority creates responsibility.
3. Discipline: Good discipline requires managers to apply sanctions whenever violations become apparent.
4. Unity of command: An employee should receive orders from only one superior.

5. Unity of direction: Organizational activities must have one central authority and one plan of action.
6. Subordination of individual interest to general interest: The interests of one employee or group of employees are subordinate to the interests and goals of the organization.
7. Remuneration of personnel: Salaries to employees should be fair and provide satisfaction both to the employee and employer.
8. Centralization: The objective of centralization is the best utilization of personnel.
9. Scalar chain: A chain of authority exists from the highest organizational authority to the lowest ranks.
10. Order: The right materials and the right employees are necessary for each organizational function and activity.
11. Equity: equity is a combination of kindness and justice. Both should be considered when dealing with employees.
12. Stability of tenure of personnel: To attain the maximum productivity of personnel, a stable work force is needed.
13. Initiative: Zeal, energy, and initiative are desired at all levels of the organizational ladder.
14. Esprit de corps: Teamwork is fundamentally important to an organization.

2.4.4 PETER FERDINAND DRUCKER (NOVEMBER 19, 1909 – NOVEMBER 11, 2005):

The Man Who Invented Management He took Schumpeter's advice to heart, beginning a career in consulting while continuing his life as a teacher and writer. Drucker's most famous text, *The Practice of Management*, published in 1954, laid out the American corporation like a well-dissected frog in a college laboratory, with chapter headings such as "What is a Business?" and "Managing Growth." It became his first popular book about management, and its title was, in effect, a manifesto. He was saying that management was not a science or an art. It was a profession, like medicine or law. It was about getting the very best out of people. As he himself put it: "I wrote *The Practice of Management* because there was no book on management. I had been working for 10 years consulting and teaching, and there simply was nothing or very little. So I kind of sat down and wrote it, very conscious of the fact that I was laying the foundations of a discipline."

Drucker emerged as one of Corporate America's most important critics. When conglomerates were the rage, he

preached against reckless mergers and acquisitions. When executives were engaged in empire-building, he argued against excess staff and the inefficiencies of numerous "assistants to." In a 1984 essay he persuasively argued that CEO pay had rocketed out of control and implored boards to hold CEO compensation to no more than 20 times what the rank and file made. What particularly enraged him was the tendency of corporate managers to reap massive earnings while firing thousands of their workers. "This is morally and socially unforgivable," wrote Drucker, "and we will pay a heavy price for it."

- It was Drucker who introduced the idea of decentralization -- in the 1940s -- which became a bedrock principle for virtually every large organization in the world. He was the first to assert -- in the 1950s -- that workers should be treated as assets, not as liabilities to be eliminated.
- He originated the view of the corporation as a human community -- again, in the 1950s -- built on trust and respect for the worker and not just a profit-making machine, a perspective that won Drucker an almost godlike reverence among the Japanese.
- He first made clear -- still the '50s -- that there is "no business without a customer," a simple notion that ushered in a new marketing mind-set.
- He argued in the 1960s -- long before others -- for the importance of substance over style, for institutionalized practices over charismatic, cult leaders.
- And it was Drucker again who wrote about the contribution of knowledge workers -- in the 1970s -- long before anyone knew or understood how knowledge would trump raw material as the essential capital of the New Economy.

CHECK YOUR PROGRESS

1. Match the following

The human relations school	Improving the integration of people into organisations
The organisation behaviour school	The motivational problem
The information and decision school	The human productivity problem

Scientific management	The management decision-skills problem
The quantitative school	The organisation problem
The strategic management school	The organisation long-range planning problem
Administrative management	The organisation design problem
The organisation theory school	The application of objective functions to management

2. Fill in the blanks:

- is regarded as the father of [scientific management](#).
- F. W. Taylor published ----- in the USA in 1911.
- is known as the founder of the [Human Relations Movement](#).
- introduced the idea of decentralization in the 1940.

2.5 LESSONS FOR MANAGEMENT THEORY AND PRACTICE FROM INDIA: GANDHI'S PHILOSOPHY ON TRUSTEESHIP THE CONCEPT OF SEVEN SINS

Gandhi has propagated the Philosophy of Trusteeship for the people who practice entrepreneurship where he emphasized that the wealth that they possess is not theirs, they are only trustees for the common man. They are accountable for its use and misuse.

Similarly he dwells on the concept of Seven Sins which lays down the ways to lead personnel, social and political lives for an individual.

2.5.1 THEORY OF TRUSTEESHIP:

Gandhiji said that everything belonged to God and was from God. Therefore it was for His people as a whole, not for a particular individual. When an individual had more than his proportionate portion he became a trustee of that portion for God's people. God who was all-powerful had no need to store. He created from day to day; hence men also should in theory live from day to day and not stock things. If this truth was imbibed by the people generally, it would become legalized and trusteeship would become a legalized institution.

He further explained, "Supposing I have come by a fair amount of wealth – either by way of legacy, or by means of trade and industry – I must know that all that wealth does not belong to me; what belongs to me is the right to an honorable livelihood, no better than that enjoyed by millions of others. The rest of my wealth belongs to the community and must be used for the welfare of the community. I want them (zamindars) to outgrow their greed and sense of possession, and to come down in spite of their wealth to the level of those who earn their bread by labour. The labourer has to realize that the wealthy man is less owner of his wealth than the labourer is owner of his own, viz., the power to work.

As for the present owners of wealth, they would have to make their choice between class war and voluntarily converting themselves into trustees of their wealth. They would be allowed to retain the stewardship of their possessions and to use their talent to increase the wealth, not for their own sakes, but for the sake of the nation and, therefore, without exploitation. The State would regulate the rate of commission which they would get commensurate with the service rendered and its value to society. Their children would inherit the stewardship only if they proved their fitness for it.

Gandhiji's talked of economic equality which did not mean that everyone would literally have the same amount. It simply meant that everybody should have enough for his or her needs. The real meaning of economic equality was: "To each according to his need". If a single man demanded as much as a man with wife and four children that would be a violation of economic equality.

• **PRACTICAL TRUSTEESHIP FORMULA:**

The practical trusteeship formula endorsed by Gandhiji is as follows:

1. Trusteeship provides a means of transforming the present capitalist order of society into an egalitarian one. It gives no quarter to capitalism, but gives the present owning class a chance of reforming itself. It is based on the faith that human nature is never beyond redemption.
2. It does not recognize any right of private ownership of property except so far as it may be permitted by society for its own welfare.

3. It does not exclude legislative regulation of the ownership and use of wealth.
4. Thus under State-regulated trusteeship, an individual will not be free to hold or use his wealth for selfish satisfaction or in disregard of the interests of society.
5. Just as it is proposed to fix a decent minimum living wage, even so a limit should be fixed for the maximum income that would be allowed to any person in society. The difference between such minimum and maximum incomes should be reasonable and equitable and variable from time to time so much so that the tendency would be towards obliteration of the difference.
6. Under the Gandhian economic order the character of production will be determined by social necessity and not by personal whim or greed.

The philosophy of Trusteeship believes in inherent goodness of human beings. It involves the capitalists and landlords in the service of society without any element of coercion. It doesn't want the destruction of capitalists. Gandhiji himself believed that their destruction would result in the end of the workers

2.5.2 THE CONCEPT OF SEVEN SINS:

Mahatma Gandhi said that seven things will destroy us. All of them have to do with social and political conditions.

- Wealth Without Work
- Pleasure Without Conscience
- Knowledge Without Character
- Commerce (Business) Without Morality (Ethics)
- Science Without Humanity
- Religion Without Sacrifice
- Politics Without Principle

Wealth without Work: This means that a person gets something for nothing by just manipulating markets and assets. There are professionals and businessmen who are able to accumulate wealth without working. Enjoy benefits from government programs without any financial burden. No risk and no responsibilities.

Pleasure without Conscience: The pleasurable activities are devoid of any social responsibility or accountability. We don't learn to give and take, we live selflessly, we are not sensitive neither considerate. We are just self-centered. We want to indulge and

gratify ourselves. We are least bothered about the effect of our acts on others.

Knowledge without Character: Building character of students in academics while imparting knowledge is one of the primary tasks of a teacher. As dangerous as a little knowledge is, even more dangerous is much knowledge without a strong, principled character. Inculcating the concept of kindness, fairness, dignity, contribution, honesty and integrity are worth in developing character. Knowledge with strong inbuilt character will create people with conviction and empathy.

Commerce (Business) without Morality (Ethics): If we ignore the moral foundation and allow economic systems to operate without moral foundation and without continued education, we will soon create an amoral, if not immoral, society and business. Economic and political systems are ultimately based on a moral foundation. Business and ethics should go hand in hand for both to prosper i.e. business and society.

Science without Humanity: If science becomes all technique and technology, it quickly degenerates into man against humanity. Technologies come from the paradigms of science. And if there's very little understanding of the higher human purposes that the technology is striving to serve, we become victims of our own technocracy.

Religion without Sacrifice: Practicing religion without sacrifice means like reading the holy books for the sake of it but not putting it in practice. It takes sacrifice to serve the needs of other people - the sacrifice of our own pride and prejudice, among other things. If this happens then it can be called as real worship. Pride and selfishness will destroy the union between man and god, between man and woman, between man and man, between self and self. Humility is the hallmark of inner religion.

Politics without Principle: We see politicians spending millions of rupees to create an image, even though it's superficial, lacking substance, in order to get votes and gain office. And when it works, it leads to a political system operating independently of the natural laws that should govern the society and the country. This leads to a society with distorted values. In the best societies, natural laws and principles govern - that's the Constitution - and even the top people must bow to the principle. No one is above it.

2.6 ARTHASHASTRA - LESSONS FOR MANAGEMENT THEORY AND PRACTICE

Arthashastra, the treatise on Economic Administration was written by Kautilya in the 4th century before Christ. It consists of 15 chapters, 380 Shlokas and 4968 Sutras. In all probability, this treatise is the first ever book written on Practice of Management. It is essentially on the art of governance and has an instructional tone.

Kautilya wrote this treatise for his swamy (the king) Chandragupta Maurya and stated in its preface that it has been written as a guide for "those who govern".

As in the present day management, the importance of vision, mission and motivation was captured in Arthashastra. Kautilya advise his swamy to rule through Prabhu Shakti (vision), Mantra Shakti (mission) and Utsah Sahkti (motivation). Kautilya's concepts of the objectives of a king seem to be virtually adopted by Peter Drucker in his book, Managing for Results.

Kautilya reminds his swamy that his objectives for his rule are:

1. Acquire power; (Making present business effective)
2. Consolidate what has been acquired; (Making present business effective)
3. Expand what has been acquired; and (Identify potential and realize it)
4. Enjoy what has been acquired. (Making it a different business for a different future)

On the organizational aspects, Kautilya evolves an elaborate hierarchy under the king. The king appoints Amatya, the Prime Minister, who operates the day-to-day machinery of the State through a council of officials consisting of Mantris, the Ministers, Senapati, the warlord or the Defence Minister, Purohit, the Chief Justice and Yuvaraj, the Heir Apparent or identified successor to the throne

Arthashashtra has detailed policies for the society, individual industries, labor and employment, calamities and control of vices. He observes that the State, as an organization, is a social organization with economic aim. Here again, Peter Drucker and Kautilya go hand in hand as Drucker defines an organization as having 'social dimension and economic objective'.

Finally, from the point of view of management of the kingdom, Kautilya's advice to his Swamy is indeed introspective and valid to the corporate world of the 21st century. His advice to his Swamy is as under:

- i. Run a diversified economy actively, efficiently, profitably and prudently.
- ii. Bear in his mind that a king with depleted treasury is a weak king and the easiest target for a takeover.
- iii. Ensure enactment of prudent policies.
- iv. Reign only with the help of others.
- v. Take proper care in appointing advisors.
- vi. An ideal Swamy is the one who has the highest qualities of leadership, intellect, energy and personal attributes.
- vii. Wealth lies in economic activities.
- viii. Profitability should not only mean surplus over costs. It should also mean provision of investment for future growth.
- ix. Diversified economy should consist of productive forests, water reservoirs, mines, productive activities, trade, markets, roads, ports, and storages.
- x. Efficient management means setting up of realistic targets and meeting targets without using overzealous methods.

Arthashastra is the evidence of the intellectual capital India possessed in its glorious past. We have the tradition of the past. We need the attitude for resurrecting and recreating the intellectual capital for the future.

2.7 SUMMARY

Over the years various theories of management have addressed various problems. Theories of Management Skills, Management Functions and Organisation Systems have been developed. Further various Management Schools have evolved such as Scientific Management School, Classical Organization School, Behavioral Management School and Management Science School.

Frederick Winslow Taylor, George Elton John Mayo, Henri Fayol, Peter Ferdinand Drucker and others have contributed in furthering the development of management thoughts and theories. Taylor's scientific management of four principles, Mayo Human Relations Movement, Fayol 14 principles for organisational design and effective administration and Drucker's Management have all enriched the process of management development.

Indian Management concepts and thoughts can be traced back into the 4th century before Christ. Kautilya's Arthashastra, the treatise on Economic Administration written for his Swamy

Chandragupta Maurya is relevant even today. Peter Druker has been influenced by it in shaping his concepts and thoughts. Mahatma Gandhi's Philosophy on Trusteeship the Concept of Seven Sins has influenced the entrepreneurs to accept the concept of corporate social responsibility.

2.8 EXERCISE

1. Briefly explain the evolution of management thoughts along with the theories of management and the problems they address
2. In a nut shell discuss the four management schools that you have studied.
3. What is contingency approach to management?
4. Write a brief note on contingency approach management
5. Explain Taylor's Principles of management
6. Explain the findings of George Elton John Mayo regarding the connection between cooperation and higher output
7. What are the five functions of Fayol
8. Discuss Fayol's 14 principles of management
9. Explain Taylor's Principles of management
10. Explain the findings of George Elton John Mayo regarding the connection between cooperation and higher output
11. What are the five functions of Fayol
12. Discuss Fayol's 14 principles of management
13. Discuss the contribution of Peter Drucker in the modern thoughts of management.
14. Explain the Gandhi's Theory of Trusteeship.
15. Elaborate on the concepts of Seven Sins as propagated by Gandhi.
16. Briefly explain Kautilya's Arthashastra.

