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1.1 Evolution of Management Science

The concept of management has acquired special significance in the present competitive and complex business world (Certo & Certo, 2018). Efficient and purposeful management is absolutely essential for the survival of a business unit. Management concept is comprehensive and covers all aspects of business. In simple words, management means utilising available resources in the best possible manner and also for achieving well defined objectives. It is a distinct and dynamic process involving use of different resources for achieving well defined objectives. **The resources are: men, money, materials, machines, methods and markets (Robbins and Coulter, 2019).** These are the six basic inputs in management process (six M's of management) and the output is in the form of achievement of objectives. It is the end result of inputs and is available through efficient management process (Daft, 2018).

As defined by Certo and Certo (2018), management is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading, coordinating and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the development and manipulation of human resources, financial resources, technological resources and natural resources. Management is essential for the conduct of business activity in an orderly manner. It is a vital function concerned with all aspects of working of an enterprise.

Manpower:

Manpower refers to the human resources or personnel available within an organization. It encompasses all individuals employed by the organization, including employees, contractors, consultants, and temporary workers. Managing manpower effectively is crucial for organizational success as it involves optimizing the workforce to achieve strategic objectives, meet operational needs, and foster a productive and engaged work environment (Heneman & Judge, 2009; Aguinis, 2019; Rothwell et al., 2015; Kaufman, 2018).

1. **Recruitment and Selection**: The process of manpower management begins with recruitment and selection, which involves attracting, identifying, and hiring individuals with the skills, qualifications, and experience needed to fill specific roles within the

organization. This may include conducting job analyses, writing job descriptions, advertising job openings, screening resumes, interviewing candidates, and making hiring decisions. Effective recruitment and selection practices are essential for building a talented and diverse workforce that can contribute to the organization's success.

2. **Training and Development**: Once employees are hired, it's essential to invest in their training and development to enhance their skills, knowledge, and abilities. This involves providing orientation programs for new hires, ongoing training opportunities to develop job-specific skills and competencies, and career development initiatives to support employee growth and advancement within the organization. Training and development initiatives not only improve individual performance but also contribute to employee engagement, job satisfaction, and retention.
3. **Performance Management**: Managing manpower also involves monitoring and evaluating employee performance to ensure that individual and organizational goals are being met. This includes setting clear performance expectations, providing regular feedback and coaching, conducting performance evaluations, and recognizing and rewarding high performers. Performance management helps identify areas for improvement, address performance issues, and align individual efforts with organizational objectives.
4. **Employee Relations and Engagement**: Maintaining positive employee relations and fostering a culture of employee engagement are essential for maximizing the potential of manpower. This involves creating a supportive and inclusive work environment where employees feel valued, respected, and motivated to contribute their best efforts. Effective communication, conflict resolution mechanisms, employee recognition programs, and opportunities for feedback and involvement can help enhance employee morale, loyalty, and commitment to the organization.
5. **Workforce Planning and Succession Planning**: Manpower management also involves strategic workforce planning to ensure that the organization has the right people in the right roles at the right time to meet current and future business needs. This may include analyzing workforce trends, forecasting future manpower requirements, identifying critical skills gaps, and developing strategies to recruit, retain, and develop talent. Additionally,

succession planning involves identifying and developing potential successors for key leadership positions to ensure continuity and sustainability in leadership roles.

Money

Money represents the financial resources available to the organization (Brigham and Ehrhardt, 2019). Managing finances involves budgeting, allocating funds, financial forecasting, and ensuring financial stability and sustainability in management, money is often used as a tool for:

1. **Motivation:** Monetary rewards such as salaries, bonuses, and incentives are commonly used to motivate employees to achieve organizational goals and objectives.
2. **Retention:** Competitive compensation packages can attract and retain top talent within an organization, reducing turnover rates and ensuring stability.
3. **Performance Management:** Performance-based pay systems link financial rewards to individual or team performance, encouraging employees to strive for higher levels of productivity and efficiency.
4. **Resource Allocation:** Financial resources are allocated strategically across various departments and projects to support organizational objectives and ensure optimal utilization of funds.
5. **Investment:** Organizations invest money in research and development, infrastructure, technology, and other resources to enhance competitiveness and future growth prospects.
6. **Risk Management:** Financial management involves assessing and mitigating risks associated with investments, budgeting, and financial operations to safeguard the organization's financial health (Brigham and Ehrhardt, 2019)

Money serves as a critical tool for managing resources, motivating employees, and achieving organizational objectives in the dynamic landscape of modern businesses (Brigham and Ehrhardt, 2019).

Materials

Materials encompass the physical resources needed for production or operations. This category includes raw materials, supplies, components, and any other tangible assets required to carry out tasks or produce goods and services. Managing materials effectively is essential for ensuring smooth operations, maintaining product quality, and controlling costs within an organization (Jacobs and Chase, 2018).

1. **Raw Materials**: Raw materials are the basic materials or substances used in the production process to create finished goods. These can include natural resources such as wood, minerals, metals, and agricultural products, as well as synthetic materials like plastics and chemicals. Raw materials are typically transformed or processed into intermediate or finished products through manufacturing processes.
2. **Supplies**: Supplies refer to consumable items or materials used in day-to-day operations to support production, maintenance, and administrative activities. This includes items such as office supplies, cleaning supplies, packaging materials, safety equipment, and maintenance tools. Effective management of supplies involves ensuring adequate inventory levels, optimizing procurement processes, and controlling costs to minimize waste and avoid shortages.
3. **Components**: Components are parts or elements used in the assembly or construction of larger products or systems. These can include mechanical parts, electronic components, structural materials, and other specialized components required to build or assemble finished products. Managing components involves sourcing quality suppliers, coordinating deliveries, and maintaining inventory levels to support production schedules and meet customer demand.
4. **Inventory Management**: Inventory management is a critical aspect of materials management that involves monitoring and controlling the flow of materials throughout the supply chain. This includes activities such as forecasting demand, ordering materials, receiving and storing inventory, tracking inventory levels, and managing stockouts and excess inventory. Effective inventory management helps organizations optimize working capital, reduce carrying costs, and minimize the risk of stockouts or production delays.
5. **Quality Control**: Quality control is another important aspect of materials management that focuses on ensuring the quality and consistency of materials used in production. This involves establishing quality standards, conducting inspections and tests on incoming materials, identifying and addressing quality issues, and implementing corrective actions

to prevent defects or non-conformities. By maintaining high standards of material quality, organizations can enhance product reliability, customer satisfaction, and brand reputation.

Effective management of materials is essential for optimizing production processes, controlling costs, and delivering high-quality products and services to customers. By implementing strategies and practices to manage raw materials, supplies, components, inventory, and quality effectively, organizations can improve operational efficiency, competitiveness, and profitability in the marketplace.

Machinery

Machinery refers to the equipment, tools, and technology utilized in the production process. It encompasses a wide range of physical assets, from simple hand tools to complex industrial machinery and advanced technology systems. Managing machinery effectively is essential for optimizing production processes, improving productivity, and maintaining operational efficiency within an organization (Russell and Taylor, 2018).

1. **Equipment and Tools**: Machinery includes various types of equipment and tools used in production and operations, such as manufacturing machinery, vehicles, forklifts, cranes, and hand tools. These assets are essential for carrying out specific tasks, processes, or operations within the organization. Managing equipment and tools involves ensuring they are properly maintained, serviced, and operated to maximize their lifespan and performance.
2. **Technology Systems**: In addition to traditional machinery, modern organizations rely on technology systems and automation solutions to streamline operations and improve efficiency. This includes computer systems, software applications, robotics, and other advanced technologies used in production, logistics, inventory management, and quality control. Managing technology systems involves implementing and maintaining IT infrastructure, software platforms, and data management systems to support organizational processes and decision-making.
3. **Maintenance and Repair**: Effective management of machinery includes implementing proactive maintenance and repair programs to prevent equipment downtime and ensure

operational reliability. This involves conducting routine inspections, servicing machinery according to manufacturer specifications, and addressing maintenance issues promptly to avoid costly breakdowns or disruptions to production. Planned maintenance schedules, predictive maintenance techniques, and spare parts inventory management are essential components of a comprehensive maintenance strategy.

4. **Asset Tracking and Management**: Managing machinery also involves tracking and monitoring equipment usage, performance, and condition to optimize asset utilization and resource allocation. This may include implementing asset tracking systems, collecting data on equipment uptime and downtime, analyzing maintenance records, and identifying opportunities to improve

Methods:

Method pertains to the systematic approaches and procedures used to accomplish tasks and achieve objectives within an organization (Robbins and Coulter, 2019). It involves planning, organizing, and coordinating activities to optimize processes, reduce waste, and enhance productivity. Effective methods streamline workflows, ensure consistency, and promote quality in the execution of work. Methods involves:

1. **Planning**: Planning is the first step in developing effective methods within an organization. This involves defining objectives, identifying tasks and activities required to achieve those objectives, and determining the sequence and resources needed to carry out the work. Effective planning sets the foundation for successful execution and helps ensure that resources are allocated efficiently to achieve desired outcomes.
2. **Standard Operating Procedures (SOPs)**: Standard operating procedures are documented guidelines or instructions that outline the steps and protocols for performing specific tasks or activities within an organization. SOPs provide consistency and uniformity in operations, facilitate training and onboarding of employees, and ensure compliance with quality standards and regulatory requirements. Developing and implementing SOPs is essential for establishing efficient and reliable methods for executing routine tasks and processes.

3. **Process Improvement**: Continuous process improvement involves evaluating existing methods and workflows to identify opportunities for optimization and efficiency gains. This may include conducting process analyses, gathering data on performance metrics, identifying bottlenecks or inefficiencies, and implementing changes to streamline operations and eliminate waste. Process improvement initiatives such as Lean Six Sigma, Kaizen, and Total Quality Management (TQM) aim to enhance productivity, reduce costs, and improve overall organizational performance through systematic problem-solving and innovation.
4. **Project Management Methodologies**: Project management methodologies provide structured frameworks for planning, executing, and controlling projects within an organization. These methodologies, such as Agile, Waterfall, and Scrum, outline specific processes, roles, and techniques for managing project scope, schedules, budgets, and resources effectively. By adopting project management methodologies, organizations can increase project success rates, minimize risks, and deliver projects on time and within budget.
5. **Quality Assurance and Control**: Quality assurance and control involve implementing processes and measures to ensure that products or services meet established quality standards and customer expectations. This includes defining quality criteria, performing inspections and audits, conducting tests and evaluations, and implementing corrective actions to address quality issues. By integrating quality assurance and control practices into methods and workflows, organizations can enhance product reliability, customer satisfaction, and brand reputation.

Market:

In the context of management, the term "market" refers to the external environment in which an organization operates, including customers, competitors, suppliers, and other stakeholders. Understanding and effectively managing the market is crucial for organizations to identify opportunities, anticipate challenges, and develop strategies to compete and succeed in their industry (Kotler and Keller, 2016). Below breakdown of key aspects related to the market:

1. **Market Analysis**: Market analysis involves evaluating the dynamics and trends of the market in which the organization operates. This includes analyzing customer needs and preferences, identifying market segments and target audiences, assessing competitors and their strategies, and understanding regulatory and economic factors that may impact the industry. Market analysis provides valuable insights that inform decision-making and strategy development within the organization.
2. **Market Segmentation**: Market segmentation involves dividing the market into distinct groups of customers with similar characteristics, needs, or behaviors. This allows organizations to tailor their products, services, and marketing strategies to specific customer segments more effectively. By understanding the unique requirements and preferences of different market segments, organizations can better meet customer needs, improve customer satisfaction, and gain a competitive advantage in the marketplace.
3. **Market Positioning**: Market positioning refers to the way in which an organization's products or services are perceived relative to competitors in the minds of customers. Effective market positioning involves differentiating the organization's offerings from competitors, communicating unique value propositions to target customers, and establishing a strong brand identity and reputation. By positioning themselves strategically in the market, organizations can attract customers, build loyalty, and command premium prices for their products or services.
4. **Market Strategy**: Market strategy encompasses the overall approach and tactics that an organization adopts to achieve its objectives in the marketplace. This includes setting strategic goals, defining target markets, developing marketing plans, pricing strategies, distribution channels, and promotional activities. Market strategy aligns the organization's resources and capabilities with market opportunities to maximize competitive advantage and drive business growth.
5. **Market Monitoring and Adaptation**: Markets are dynamic and subject to constant change due to shifts in consumer preferences, technological advancements, competitive pressures, and other external factors. Effective market management involves monitoring market trends and performance indicators regularly, gathering feedback from customers and stakeholders, and adapting strategies and tactics accordingly. By staying agile and

responsive to market changes, organizations can capitalize on opportunities and mitigate risks in a rapidly evolving business environment.

1.2 Selected Definitions of Management

Mary Parker Follett explained Management as the act of getting things done through other people. Meaning that ‘‘Management is rolling a stone that no single individual can roll’’

According to Harold Koontz, "Management is the art of getting things done through and with people in formally organized groups"

According to Chester Barnard "Management is a systematic process of achieving organizational goals by working with and through people and other organizational resources.

Frederick Winslow Taylor "Management is knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way"

"Management is the task of making people more productive than they would have been without you."

According to Henry Fayol, "To manage is to forecast and to plan, to organise, to command, to coordinate and to control".

According to Peter Drucker, "Management is a multi-purpose organ that manages business and manages managers and manages workers and work". He also explains that "Management is doing things right; leadership is doing the right things.

George R. Terry: "Management is a distinct process consisting of planning, organizing, actuating, and controlling; utilizing, in each both science and art, and followed in order to accomplish predetermined objectives"

Management refers to a process in which managers implement various strategies and coordinate the workers to achieve the organizational objectives effectively. Moreover, it includes utilizing the available resources, i.e., technological, natural, financial, and human resources, to enable an organization to gain a competitive advantage.

Management is needed for planning business activities, for guiding employees in the right direction and finally for coordinating their efforts for achieving best/most favorable results. Efficient management is needed in order to achieve the objectives of business activity in an orderly and quick manner. Planning, Organising, Coordinating and Controlling are the basic functions of management. Management is needed as these functions are performed through the management process. Management is needed for effective communication within and outside the Organisation. Management is needed for motivating employees and also for coordinating their efforts so as to achieve business objectives quickly.

Efficient management is needed for success, stability and prosperity of a business enterprise. Modem business is highly competitive and needs efficient and capable management for survival and growth.

Management is needed as it occupies a unique position in the smooth functioning of a business unit. This suggests the need of efficient management of business enterprises. Profitable/successful business may not be possible without efficient management. Survival of a business unit in the present competitive world is possible only through efficient and competent management.

1.3 Nature of Management

The study and application of management techniques in managing the affairs of the organization have changed its nature over the period of time.

1. **Multidisciplinary Approach**: Management is inherently multidisciplinary, drawing upon knowledge and concepts from various fields such as psychology, sociology, economics, and statistics. Scholars and practitioners freely integrate ideas from these disciplines to develop newer management concepts and techniques. For example, psychological theories inform leadership styles, while economic principles guide decision-making processes. This multidisciplinary nature allows management to adapt and evolve in response to changing organizational and environmental dynamics (Mintzberg, 1973).
2. **Dynamic Principles**: Management principles are not static; they evolve in response to changes in the organizational environment. While certain principles may form the foundation of management theory, they are flexible and subject to modification based on practical evidence and emerging trends. For instance, advancements in technology may lead to changes in organizational structures or decision-making processes, necessitating revisions to existing management principles (Daft, 2016).
3. **Relative Nature of Principles**: Management principles are relative rather than absolute, meaning they should be applied contextually according to the specific needs and circumstances of each organization. Variations in organizational culture, industry dynamics, and geographical location influence the applicability of management principles.

What works for one organization may not necessarily be effective for another, highlighting the importance of adapting management practices to suit the unique context of each organization (Drucker, 1999).

4. **Science and Art**: Management is often debated as being both a science and an art. As a science, management encompasses an organized body of knowledge that consists of theories, principles, and empirical evidence. These elements contribute to a systematic understanding of organizational behavior and effective management practices. However, management also involves the application of skills and intuition, making it an art. Successful managers possess personal attributes and practical skills that enable them to navigate complex organizational challenges and inspire others (Fayol, 1949).
5. **Professional Status**: The professional status of management is a topic of debate within the field. While some argue that management meets the criteria of a profession, including specialized knowledge, ethical standards, and professional associations, others contend that it lacks certain characteristics of established professions such as medicine or law. Nevertheless, the recognition of management as a profession has grown over time, with the establishment of academic programs, professional certifications, and professional associations aimed at promoting ethical standards and continuous learning among practitioners (Drucker, 2008).

In summary, the nature of management is characterized by its multidisciplinary approach, dynamic principles, relative nature, combination of science and art, and evolving professional status. These aspects reflect the complexity and adaptability of management as a field, shaping its role in guiding organizational success in an ever-changing global landscape.

1.4 Features of Management

i. Management is Goal-Oriented
ii. Management integrates Human, Physical and Financial Resources
iii. Management is Continuous
iv. Management is all Pervasive
v. Management is a Group Activity

1. Management is Goal-Oriented: Management is driven by the pursuit of organizational goals and objectives. These goals vary depending on the nature of the organization, whether it's profit-oriented, service-oriented, or focused on social impact. For instance, a for-profit corporation may aim to maximize shareholder value, while a nonprofit organization may prioritize community service or environmental sustainability (Robbins & Coulter, 2019).

2. Management Integrates Human, Physical, and Financial Resources: Effective management involves the harmonious integration of human, physical, and financial resources to achieve organizational objectives. Managers must allocate these resources efficiently and allocate them strategically to maximize productivity and profitability (Robbins & Coulter, 2019).

3. Management is Continuous: Management is not a one-time event but a continuous process that involves ongoing activities such as planning, organizing, leading, and controlling to ensure the smooth functioning of the organization. Continuous improvement is essential for organizational success in dynamic and competitive environments (Daft, 2018).

4. Management is All-Pervasive: Management permeates throughout the entire organizational structure and is not confined to specific departments or individuals. Regardless of the industry or sector, every organization requires effective management to coordinate activities, allocate resources, and achieve goals (Drucker, 1999).

5. Management is a Group Activity: Management involves coordinating the efforts of individuals and groups to accomplish shared objectives. It requires collaboration, communication, and teamwork across various departments and functional areas. By promoting collaboration and synergy, management enhances organizational performance and drives success (Fayol, 1949)

Comprehensively management deals with

1. Goal Settings: Goals provide a clear direction and purpose for organizations. They serve as targets to strive towards and help align the efforts of individuals and teams within the organization. Whether it's increasing market share for a business or raising awareness for a social cause in a non-profit organization, setting and achieving goals is essential for organizational success (Robbins & Coulter, 2019).

2. Awareness of Opportunities and Resources: Effective management requires a keen awareness of both internal and external factors that can impact the organization. This includes understanding human capital, financial assets, market trends, and other resources available to the organization. By identifying and leveraging opportunities, managers can make informed decisions to achieve organizational objectives (Robbins & Coulter, 2019).

3. Management is a Transformation Process: Management involves a series of interrelated functions, including planning, organizing, staffing, directing, and controlling. These functions work together to transform inputs into outputs and achieve organizational goals. Each function plays a crucial role in the management process, from setting objectives and allocating resources to monitoring performance and making adjustments as needed (Daft, 2018).

4. Management is Universal: The principles and techniques of management are applicable to all types of organizations and activities, regardless of their size, industry, or geographic location. Whether it's a business, government agency, non-profit organization, or community group, effective management practices can help achieve desired outcomes and improve organizational performance (Robbins & Coulter, 2019).

5. Management Consists of a System of Authority: Management involves establishing a hierarchy of command and control within the organization. Managers at different levels possess varying degrees of authority, with top-level executives making strategic decisions and frontline supervisors overseeing day-to-day operations. This system of authority helps maintain order, facilitate communication, and ensure accountability within the organization (Daft, 2018).

6. Management Involves Coordination: With various departments and individuals working towards common organizational objectives, coordination is essential to ensure harmony and efficiency. Managers must coordinate activities, resources, and efforts across different parts of the organization to avoid duplication of work, minimize conflicts, and maximize productivity (Robbins & Coulter, 2019).

7. Management is Dynamic: The business environment is constantly evolving due to changes in technology, market conditions, consumer preferences, and regulatory requirements. Effective management must adapt to these changes and remain agile in response to new challenges and opportunities. This dynamic nature of management requires flexibility, innovation, and a willingness to embrace change (Daft, 2018).

8. Management is Decision Making: Decision-making is a core function of management, involving the identification of problems, evaluation of alternatives, and selection of courses of action. Managers make decisions at every level of the organization, from strategic choices that shape the direction of the company to operational decisions that affect daily activities. Effective decision-making is critical for achieving organizational goals and maintaining competitiveness (Robbins & Coulter, 2019).

1.5 Universality of Management: Definition, Importance, Functions and Skills

The universality of management is the concept that all managers do the same job regardless of the title, position, or management level: they all execute the five management functions and work through and with others to achieve organizational goals (Robbins & Coulter, 2019).

"Universality of management means that the principles of management are applicable to all types of organizations and organizational levels." It indicates that the managers apply the same management principles and skills in all managerial positions held in different organizations.

Universality means the transferability of management skills across countries and industries. It indicates that management is common in content and can be applied to all forms of organizations. So, an industrial manager can manage a charitable organization, a retired army officer can manage a hospital, a civil servant can manage an industrial company, and so on.

Certainly, the jobs of managers differ somewhat from one form of company to another because each company type needs the application of specialized knowledge, survives in a unique operational and political environment, and applies different technology.

But there are similarities in managerial jobs across companies since the basic managerial functions – planning, organizing, leading, controlling, and implementing are common to all companies.

Universality of Management Principles implies that:

1. **Management principles are applicable to all kinds of organizations - business & non-business:** Whether it's a for-profit corporation, a non-profit organization, a government agency, or

any other type of entity, the fundamental principles of management apply universally. These principles guide decision-making, resource allocation, and organizational behavior across diverse organizational contexts.

2. **They are applicable to all levels of management:** From frontline supervisors to top executives, management principles are relevant at every level of an organization's hierarchy. Each level of management may apply these principles in different ways, but the underlying concepts remain consistent. This ensures alignment and coherence in organizational objectives and strategies throughout the hierarchy.

3. **Every organization must make the best possible use by the use of management principles:** The effective application of management principles is essential for organizational success and sustainability. Organizations that neglect or misapply these principles may struggle to achieve their goals, face operational inefficiencies, and encounter challenges in adapting to changing environments. Therefore, it's imperative for every organization to leverage management principles effectively to enhance performance and achieve strategic objectives.

4. **Therefore, they are universal or all-pervasive:** The universality of management principles underscores their widespread applicability and relevance across various industries, sectors, and geographical locations. Regardless of differences in organizational size, structure, or purpose, the core principles of management serve as a guiding framework for effective leadership, decision-making, and organizational development

The Importance of the Universality of Management

Management is a field that holds a universal significance in the world of business and organizations. It encompasses a set of principles and skills that are applicable across various industries and sectors, making it a fundamental and ever-relevant discipline.

1. Adaptability Across Industries

The core principles of effective management, such as leadership, communication, decision-making, and problem-solving, are transferable skills that can be seamlessly applied in diverse settings. Whether you are managing a team of software developers or leading a group of healthcare professionals, the ability to lead, communicate, and make informed decisions is universally essential.

This adaptability enables professionals to navigate career changes, contribute to different sectors, and remain relevant in a rapidly evolving job market.

2. Efficient Resource Utilization

Effective management is all about optimizing resources, whether they are financial, human, or technological. Universally applicable management principles help organizations operate efficiently and sustainably.

By applying these principles, businesses can allocate resources effectively, reduce wastage, and enhance productivity, ultimately leading to increased profitability and growth. This is true for companies in manufacturing, healthcare, technology, and beyond.

3. Problem-Solving and Innovation

Universality in management encourages a problem-solving mindset that is invaluable in any context. Managers across industries face unique challenges, but the process of identifying issues, analyzing data, and developing effective solutions is a skillset that is universally beneficial.

This strategy supports the investigation of novel concepts and inventive approaches to solve problems, making businesses more flexible and competitive.

4. Quality Leadership

Quality leadership is a cornerstone of effective management, and it plays a critical role in employee motivation and overall organizational success. Whether it's guiding a team in a retail store, a manufacturing plant, or a non-profit organization, strong leadership is universally appreciated.

It creates a healthy organizational culture, improves employee engagement, and raises productivity levels.

5. Global Business Environment

Businesses and organizations frequently conduct their operations on a worldwide scale in today's connected world. The universality of management principles aids in bridging cultural and geographical gaps. Effective management practices enable companies to function cohesively in international markets, ensuring consistent standards and operational excellence, regardless of their location.

6. Long-Term Sustainability

Universality in management contributes to the long-term sustainability of organizations. By applying universal management principles, companies can adapt to changing market conditions, remain competitive, and continually improve their operations. This sustainability is crucial for enduring success, whether in the private sector, government, or non-profit organizations.

Universality in Managerial Skills

In management, the skills and competencies that make an effective manager are often thought to be universally applicable.

A. Skill Transferability

One of the core principles behind managerial universality is skill transferability. This concept suggests that the skills acquired and honed in one industry or sector can be successfully transferred and applied to another.

1. Leadership Skills

Leadership is a fundamental managerial skill that transcends industry boundaries. Whether you are leading a team in the technology sector or managing a group of healthcare professionals, the ability to inspire, guide, and empower your team remains constant. Communication, strategic thinking, and the ability to make educated decisions are all necessary for effective leadership.

2. Communication

Effective communication is the backbone of management, and it is universally essential. Whether you are conveying critical information in a high-tech startup or facilitating dialogue in an educational institution, clear and concise communication is vital for creating a cohesive and efficient work environment.

3. Problem-Solving

Another illustration of transferrable competence is the ability to solve problems. Managers in diverse industries frequently face unique challenges, but the process of identifying issues, analyzing data, and devising effective solutions is a skillset that adapts well to various situations.

4. Adaptability

The ability to adapt to changing circumstances and emerging trends is a crucial trait in the modern business landscape. Managers who can swiftly adjust to market fluctuations, shifts in consumer behavior, or new regulations have a competitive advantage, regardless of their industry.

Practical Example

Now, let's consider how these universal mannagerial skills can be successfully applied across different industries:

a) From Retail to Finance

A retail manager with expertise in customer service and team management can transition to the finance sector. They can bring their skills in client relationship management and problem-solving to excel in roles such as financial advising or investment banking.

b) Healthcare to Hospitality

Managers in healthcare facilities often develop strong leadership and crisis management skills. These skills can be directly transferred to the hospitality industry, where overseeing hotel operations and guest satisfaction require similar competencies.

c) Manufacturing to Technology

A manager in a manufacturing setting may possess a strong background in process optimization and quality control. These skills can be invaluable when transitioning to the technology sector, where the emphasis is on product development and efficient project management.

d) Education to Nonprofit

Educators often have exceptional communication and leadership skills. These attributes can be redirected toward the nonprofit sector, where managing programs and fostering relationships with stakeholders is vital for success.

e) Mention more:

1.

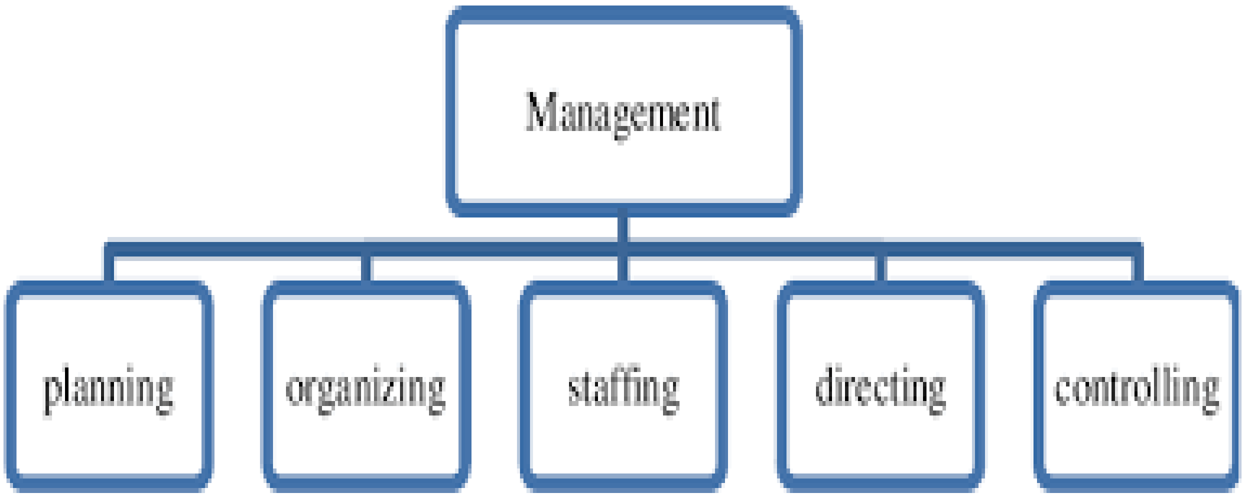
2.

3.

1.6 Management Functions

According to Henry Fayol (1949) "To manage is to forecast and plan, to organize, to command, & to control". Whereas Luther Gullick has given a keyword 'POSDCORB' where P stands for Planning, O for Organizing, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting. But the most widely accepted are functions of management given by KOONTZ and O'DONNEL i.e. Planning, Organizing, Staffing, Directing and Controlling.

Core Management Function



The core management functions offer an organized method for attaining organizational objectives, effectively managing resources, and making sure the team is cooperating to achieve a unified target.

a) Planning

Planning is the initial step in the management process. It entails establishing corporate goals and objectives, selecting the best strategy for achieving them, and creating a thorough execution roadmap (Fayol, 1949).Planning is determination of courses of action to achieve desired goals. Thus, planning is a systematic thinking about ways & means for accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc ((Robbins & Coulter, 2019).

b) Organizing

It is about structuring and arranging resources within the organization to execute the plan effectively. This entails outlining roles and duties, creating hierarchies, and ensuring that tasks are assigned to the appropriate people or groups. It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. According to Henry Fayol (1949) “To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel's". To organize a business involves determining & providing human and non-human resources to the organizational structure.

Organizing as a process involves:

- Identification of activities.
- Classification of grouping of activities.
- Assignment of duties.
- Delegation of authority and creation of responsibility.
- Coordinating authority and responsibility relationships (Robbins & Coulter, 2019).

c) Staffing

Staffing involves selecting, recruiting, training, and developing the right people for the job. It guarantees that the organization has the personnel needed to carry out its goals. Effective staffing helps in assembling a talented and motivated team. The main purpose of staffing is to put right man on right job. According to Kootz and O'Donell, (1976) "Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure".

Staffing involves:

i. ***Manpower Planning (estimating man power in terms of searching, choose the person and giving the right place).***
ii. ***Recruitment, Selection & Placement.***
iii. ***Training & Development.***
iv. ***Remuneration.***
v. ***Performance Appraisal.***
vi. ***Promotions & Transfer*** (Robbins & Coulter, 2019).

d) Directing

Directing is the people-oriented aspect of management. It's about leading, guiding, and motivating the workforce to achieve the established goals. This function includes providing clear instructions, resolving conflicts, and facilitating effective communication.

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals (Robbins & Coulter, 2019)

Direction has following elements:

i. ***Supervision***
ii. ***Motivation***
iii. ***Leadership***
iv. ***Communication***

e) Controlling

Monitoring and assessing whether the organization is on course to meet its objectives is the responsibility of controlling. It involves measuring progress, comparing it to the plan, and taking corrective actions if necessary (Robbins & Coulter, 2019)

It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur. According to Koontz and O'Donell (1976) "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

Therefore controlling has following steps:

a. Establishment of standard performance.

b. Measurement of actual performance.

c. Comparison of actual performance with the standards and finding out deviation if any.

d. Corrective action.

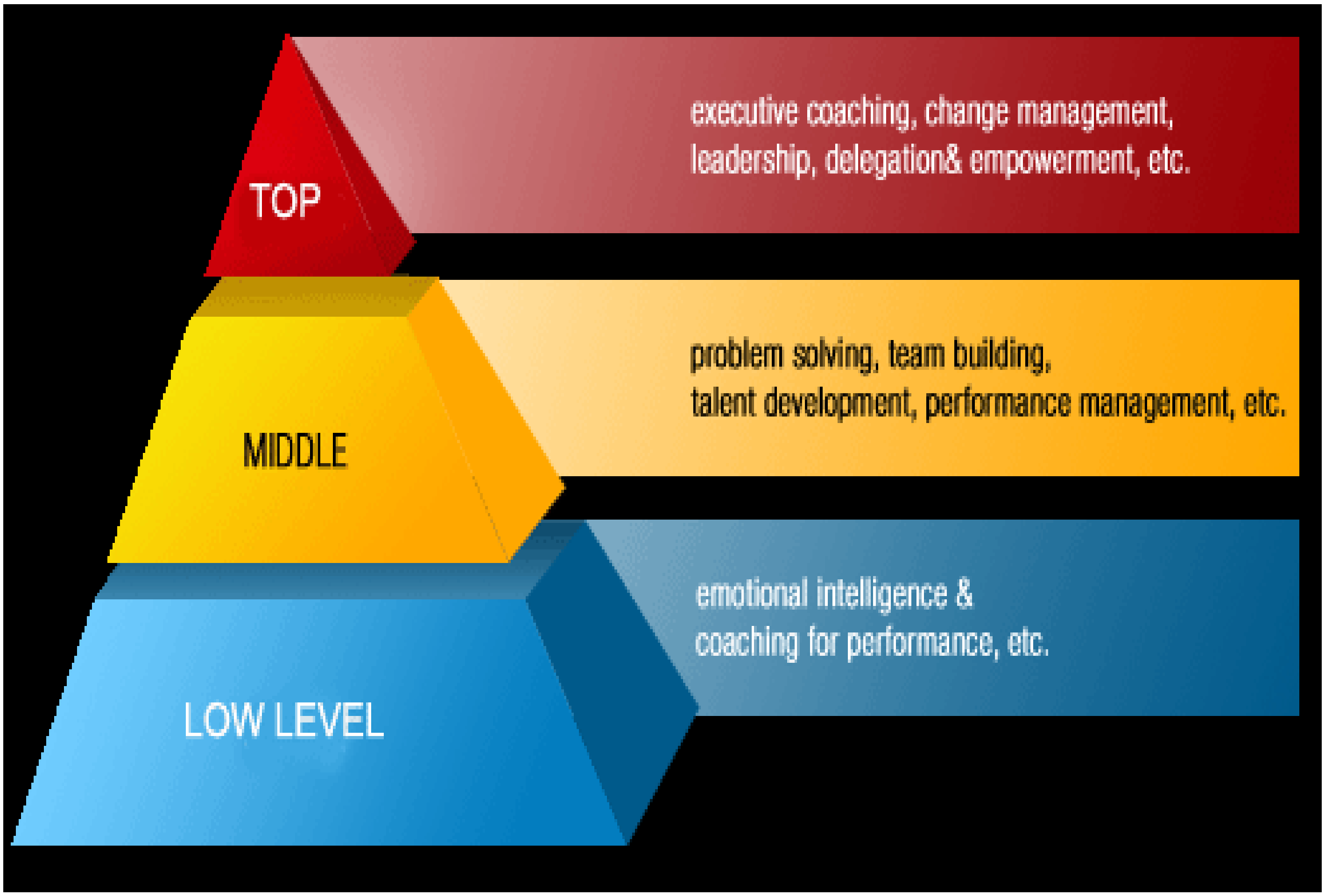
1.7 Levels of Management

The term Levels of Management refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position (Robbins & Coulter, 2019)

Levels of management in an organization delineate the hierarchy of managerial positions, each with its own set of responsibilities, authority, and status. The structure of management levels typically reflects the size and complexity of the organization, with larger enterprises having more levels of management (Robbins & Coulter, 2019)

The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executory
3. Low level / Supervisory / Operative / First-line managers



1. Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions (Robbins and Coulter, 2019)

The role of the top management can be summarized as follows–

a. Top management lays down the objectives and broad policies of the enterprise (Robbins and Coulter, 2019)

b. It issues necessary instructions for preparation of department budgets, procedures, schedules etc. (Robbins and Coulter, 2019)

c. It prepares strategic plans & policies for the enterprise (Robbins and Coulter, 2019)

d. It appoints the executive for middle level i.e. departmental managers (Robbins and Coulter, 2019)

e. It controls and coordinates the activities of all the departments (Robbins and Coulter, 2019)

f. It is also responsible for maintaining a contact with the outside world (Robbins and Coulter, 2019)

g. It provides guidance and direction (Robbins and Coulter, 2019)

h. The top management is also responsible towards the shareholders for the performance of the enterprise (Robbins and Coulter, 2019)

2. Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management.

Their role can be emphasized as–

a. They execute the plans of the organization in accordance with the policies and directives of the top management (Robbins and Coulter, 2019)

b. They make plans for the sub-units of the organization (Robbins and Coulter, 2019)

c. They participate in employment & training of lower level management (Robbins and Coulter, 2019).

d. They interpret and explain policies from top level management to lower level (Robbins and Coulter, 2019)

e. They are responsible for coordinating the activities within the division or department (Robbins and Coulter, 2019)

f. It also sends important reports and other important data to top level management (Robbins and Coulter, 2019)

g. They evaluate performance of junior managers (Robbins and Coulter, 2019)

h. They are also responsible for inspiring lower level managers towards better performance (Robbins and Coulter, 2019).

3. Lower Level of Management Lower level is also known as supervisory / operative level of management.

It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, “Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees”. In other words, they are concerned with direction and controlling function of management.

Their activities include –

a. Assigning of jobs and tasks to various workers.

b. They guide and instruct workers for day to day activities.

c. They are responsible for the quality as well as quantity of production.

d. They are also entrusted with the responsibility of maintaining good relation in the organization.

e. They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.

f. They help to solve the grievances of the workers.

g. They supervise & guide the sub-ordinates.

h. They are responsible for providing training to the workers.

i. They arrange necessary materials, machines, tools etc for getting the things done.

j. They prepare periodical reports about the performance of the workers.

k. They ensure discipline in the enterprise.

l. They motivate workers.

m. They are the image builders of the enterprise because they are in direct contact with the workers.

e) Controlling

Monitoring and assessing whether the organization is on course to meet its objectives is the responsibility of controlling. It involves measuring progress, comparing it to the plan, and taking corrective actions if necessary (Robbins & Coulter, 2019)

It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur. According to Koontz and O'Donell (1976) "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

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1.8 Roles of Manager

Henry Mintzberg identified ten different roles, separated into three categories. The categories he defined are as follows

a) Interpersonal Roles

The ones that, like the name suggests, involve people and other ceremonial duties. It can be further classified as follows

1. Leader – Responsible for staffing, training, and associated duties.
2. Figurehead – The symbolic head of the organization.
3. Liaison – Maintains the communication between all contacts and informers that compose the organizational network.

b) Informational Roles

Related to collecting, receiving, and disseminating information.

4. Monitor – Personally seek and receive information, to be able to understand the organization.
5. Disseminator – Transmits all import information received from outsiders to the members of the organization.
6. Spokesperson – On the contrary to the above role, here the manager transmits the organization's plans, policies and actions to outsiders.

c) Decisional Roles

Roles that revolve around making choices.

7. Entrepreneur – Seeks opportunities. Basically they search for change, respond to it, and exploit it.
8. Negotiator – Represents the organization at major negotiations.

9. Resource Allocator – Makes or approves all significant decisions related to the allocation of resources.

10. Disturbance Handler – Responsible for corrective action when the organization faces disturbances.

Managerial Skills:

There are four skills of managers are expected to have ability of:

a) **Technical skills:**

Technical skills that reflect both an understanding of and a proficiency in a specialized field. For example, a manager may have technical skills in accounting, finance, engineering, manufacturing, or computer science.

b) **Human Skills:**

Human skills are skills associated with manager's ability to work well with others, both as a member of a group and as a leader who gets things done through other.

c) **Concept Skills:**

Conceptual skills related to the ability to visualize the organization as a whole, discern inter-relationships among organizational parts, and understand how the organization fits into the wider context of the industry, community, and world. Conceptual skills, coupled with technical skills, human skills and knowledge base, are important ingredients in organizational performance.

d) **Design Skills:**

It is the ability to solve the problems in ways that will benefit the enterprise. Managers must be able to solve the problems.

The Skills vary at different levels:

Top management → Concept and design Skills

Middle → Human Skills.

Supervisor's → Technical skills.

Skills of management at different levels.

1.9 Management and Administration

The difference between Management and Administration can be summarized under 2 categories:

1. Functions

2. Usage / Applicability

On the Basis of Functions: -

S/n	Basis	Management	Administration
1	**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.
2	**Nature**	Management is an executing function.	Administration is a decision-making function.
3	**Process**	Management decides who should it & how should he do it.	Administration decides what is to be done & when it is to be done.
4	**Function**	Management is a doing function because managers get work done under their supervision.	Administration is a thinking function because plans & policies are determined under it.
5	**Skills**	Technical and Human skills	Conceptual and Human skills
6	**Level**	Middle & lower level function	Top level function

On the Basis of Usage: -

S/n	Basis	Management	Administration
1	**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.
2	**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.
3	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.

2.0 Management Theories

2.1. The Classical theory of management

a) Scientific Management

b) Bureaucratic Management

c) Administrative Management

2. Neo-Classical Theory

a) Behavioral Science Approach

3. The Modern Management Theories

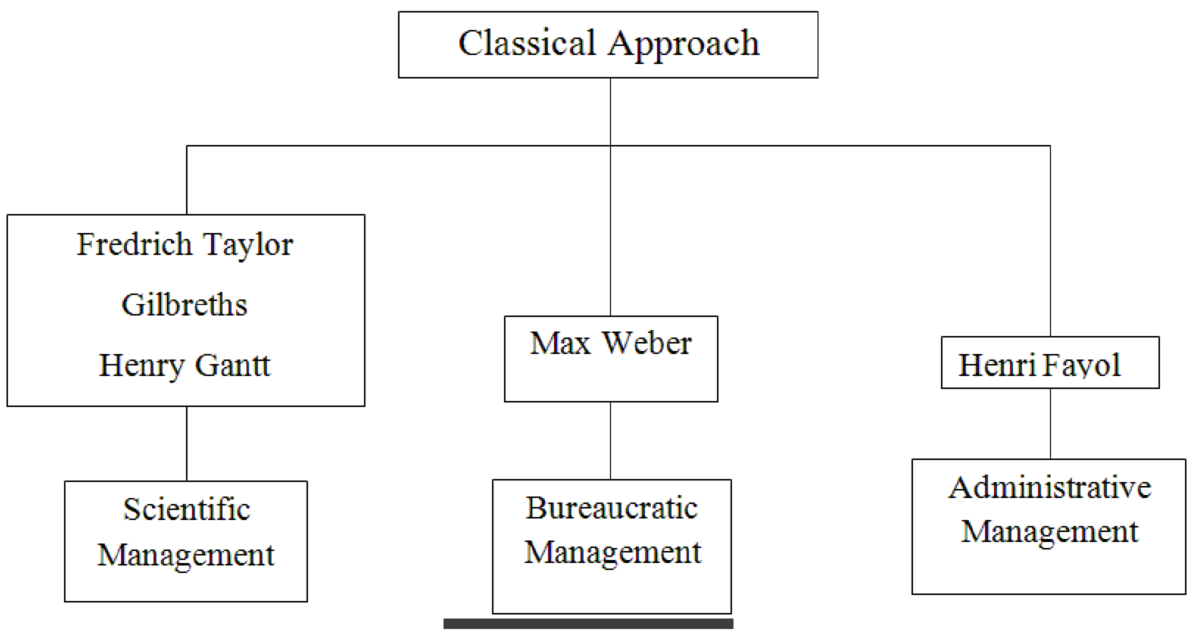
a) Quantitative Approach

b) System Approach

c) Contingency Approach

2.0 Management Theories

The Classical Theory of Management



A. Contribution of F.W.Taylor to Management thought

1. Considered as "The Father of Scientific Management".
2. Wrote "The Principles of Scientific Management" in 1911.
3. Raised from labourer to chief engineer within 6 years.

4. Faced soldiering problem – practice of employees deliberately working at pace slower than their capabilities.

Scientific management propounded by Taylor emphasizes:

i. Need for developing a scientific way of performing each job.
ii. Training & preparing workers to perform that particular job.
iii. Establishing harmonious relations between management & workers so that the job is performed in the desired way

Two managerial practices from Taylor's approach are:

a) Piece-Rate Incentive System – maximum pieces produced incentives received accordingly.

b) Time-and-Motion study – jobs are broken down into various small tasks or motions & unnecessary motions are removed to find out the best way of doing a job.

B. Contributions of Frank & Lillian Gilbreth

1. Frank Gilbreth (1868-1924) is considered as the "Father of Motion Study".
2. Motion study involves finding out the best sequence & minimum number of motions needed to complete a task.
3. Both were mainly involved in exploring new ways for eliminating unnecessary motions & reducing work fatigue.
4. Gilbreths devised classification scheme to label 17 basic hand motions of workers such as "search, select, position & hold" called as "therbligs".
5. Frank Gilbreth is best known for his experiment in reducing the number of motions in bricklaying.
6. By analyzing brick layers job, he reduced the number of motions in bricklaying from 18.5 to 4.
7. Workers increased the number of bricks laid per day from 1000 to 2700 (per hr from 120 to 350 bricks).

C.) Contributions of Henry Laurence Gantt

1. He was a close associate of Taylor.
2. Remembered for his work on the task-and-bonus system & the Gantt Chart.
3. Under this, if worker completed the work fast in less than standard time, he received bonus.

4. Introduced incentive plan for foremen, who would be paid bonus for every worker who reached daily standard & would receive extra bonus if all workers reached daily standard.
5. Chart compares actual & planned performance.
6. Indicates the production in terms of time rather than quantity.
7. Horizontal axis – time, work scheduled & work completed.
8. Vertical axis – individuals & machines assigned.

Limitations of Scientific Management

1. Focuses problems at the operational level but not on the management of the organization from manager's point of view.

2. Taylor & his followers overlooked the social needs of workers & overemphasized their economic & physical needs.

3. It ignored the human desire for job satisfaction.

BUREAUCRATIC MANAGEMENT

Weber believed that bureaucracy was the most efficient way to set up and manage an organization, and absolutely necessary for larger companies to achieve maximum productivity with many employees and tasks. Overall, Weber's ideal bureaucracy favors efficiency, uniformity and a clear distribution of power. He argued that bureaucracy constitutes the most efficient and rational way in which human activity can be organized and that systematic processes and organized hierarchies are necessary to maintain order, to maximize efficiency, and to eliminate favoritism. Major characteristics of Weber's Ideal Bureaucracy

1. Work specialization & division of labour
2. Abstract rules & regulations
3. Impersonality of managers
4. Hierarchy of organization structure

ADMINISTRATIVE MANAGEMENT

This theory focuses on principles that could be used by managers to coordinate the internal activities of organizations. Henry Fayol, also known as the 'father of modern management theory' gave a new perception of the concept of management. He introduced a general theory that can be applied to all levels of management and every department. The Fayol theory is practised by the managers to organize and regulate the internal activities of an organization. He concentrated on accomplishing managerial efficiency.

1. Henri Fayol developed theory of management. According to him, the business operations of an organization could be divided into 6 activities.
2. Technical – producing & manufacturing products.
3. Commercial – buying, selling & exchange.
4. Financial – search for & optimal use of capital.
5. Security – protecting employees & property.
6. Accounting – recording & taking stack of costs, profits & liabilities, maintaining balance sheets & compiling statistics.
7. Managerial – planning, organizing, commanding, coordinating & controlling.

FOURTEEN PRINCIPLES OF MANAGEMENT BY HENRI FAYOL

1. Division of Work-

Henri believed that segregating work in the workforce amongst the worker will enhance the quality of the product. Similarly, he also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is appropriate for both the managerial as well as a technical work level.

2. Authority and Responsibility-

These are the two key aspects of management. Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.

3. Discipline

Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employees good behaviour also helps them smoothly build and progress in their professional careers.

4. Unity of Command-

This means an employee should have only one boss and follow his command. If an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.

5. Unity of Direction- Whoever is engaged in the same activity should have a unified goal. This means all the person working in a company should have one goal and motive which will make the work easier and achieve the set goal easily.

6. Subordination of Individual Interest- This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organization. This refers to the whole chain of command in a company.

7. Remuneration- This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. However, it should be according to an individual’s efforts they have made.

8. Centralization- In any company, the management or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organization. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.

9. Scalar Chain- Fayol on this principle highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also they should be able to contact any, if needed.

10. Order- A company should maintain a well-defined work order to have a favourable work culture. The positive atmosphere in the workplace will boost more positive productivity.

11. Equity- All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination.

12. Stability- An employee delivers the best if they feel secure in their job. It is the duty of the management to offer job security to their employees.

13. Initiative- The management should support and encourage the employees to take initiatives in an organization. It will help them to increase their interest and make then worth.

14. Esprit de Corps- It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment.

Limitations of Bureaucratic & Administrative Management

1. Weber's theory destroyed individual creativity & flexibility to respond to complex changes in the global environment.
2. Classical theory ignored important aspects of organizational behaviour.
3. Does not deal with problems of leadership, motivation, power or informal relations.
4. Failed to consider impact of external & internal environment upon employee behaviour in organizations.

CONTRIBUTION OF NEO-CLASSICAL THEORY

Neoclassical theory has made significant contribution to an understanding of human behavior at work and in organization. It has generated awareness of the overwhelming role of human factor in industry. This approach has given new ideas and techniques for better understanding of human behavior. The basic features of neoclassical approach are:

(i) The business organisation is a social system.

(ii) Human factor is the most important element in the social system.

(iii) It revealed the importance of social and psychological factors in determining worker productivity and satisfaction.

Contribution of Elton Mayo to the Development of Management Thought

Elton Mayo (1880-1949) is recommended as the Father of Human Relations School. He introduced human relations approach to management thought. His contribution to the development of management thought is unique and is also treated as human relations approach to management. It was Mayo who led the team for conducting the study at Western Electric's Hawthorne Plant (1927-1932) to evaluate the attributes and psychological reactions of workers in on-the-job situations. His associates included John Dewery, Kurt Lewin and others.

Mayo and his associates came to the following conclusions from their famous Hawthorne experiments:

1. The amount of work to be done by a worker is not determined by his physical capacity but by the social norms.
2. Non-economic rewards play a significant role in influencing the behavior of the workers.
3. Generally the workers de not reacts as individuals, but as members of group.
4. Informal leaders play an important part in setting and enforcing the group norms

Mayo's studies at the Western Electricity Company, Chicago is popularly known as Hawthorne Studies. It was a research programme of National Research Council of the National Academy of Science at the Hawthorne Plant of Western Electricity Company. In the early 20th century, it was realized that – 1) There was a clear-cut cause and effect relationship between the physical work, environment, the well-being and productivity of the worker. 2 Also, there was relationship between production and given condition of ventilation, temperature, lighting and other physical working conditions and wage incentives.

It had been believed that – improper job design, fatigue and other conditions of work mainly block efficiency. So to establish the relationship between man and the structure of formal organization, Hawthorne Studies conducted. The studies were conducted in the following four phases.

1. Illumination Experiment (1924-27)
2. Relay Assembly Test Room Experiment (1927)
3. Mass Interviewing Programme (1928-31)
4. Bank Wiring Experiment (1931-32)

1. ILLUMINATION EXPERIMENT (1924-27)

It was done to determine the effect of different levels of illumination on workers' productivity. In this experiment, two group of female workers were located in separate rooms, each group performing the same task. The rooms were equally illuminated with stabilized room temperature, humidity, etc. Slowly the conditions of work were changed to mark change in production. After a period of one-and-a half year, it was concluded that – illumination doesn't affect productivity of workers.

2. RELAY ASSEMBLY TEST ROOM EXPERIMENT (1927)

This experiment was conducted to observe the effects of various changes in working conditions on the workers' output and morale.

3. MASS INTERVIEWING PROGRAMME (1928-31)

It was launched to explore the employees' feelings (i.e., human attitudes and sentiments) by the worker's social group (informal organization). The workers were asked to express freely and frankly their likes and dislike on the programmes and policies of the management, working conditions, and behaviour of their boss with workers, etc. After a few days there was a change in the attitude of the workers, however no reforms were introduced. That change was seen because of the following reasons:-

1. The workers thought that the working conditions were changed because of their complaints.
2. They also felt that the wages were better although the wage scale remained at the same level.

After interviewing 21, 126 workers, and analysing their complaints, it was found that – there was no correlation between the nature of complaints and the facts.

It was concluded that – the experiment succeeded in identifying the following three aspects:-

1. Workers feel elated if they were allowed to express freely. They develop a feeling that the conditions in the environment were changed to the better although no such change took place.
2. Subordinates should be allowed to comment freely about their supervisor.
3. It is difficult to understand the real problems, personal feelings and sentiments of the workers derived from both an employee's personal history and his social situations at work, without appreciating their feelings and sentiments.

4. BANK WIRING EXPERIMENT (1931-32)

This experiment was done to observe and analyse the group behaviour, workers performing a task in a natural setting. For the experiment, a number of employees consisting of three groups of workmen whose work was inter-related were chosen. Their job was to solder, fix the terminals and finish the wiring. It was known as 'The Bank Wiring Experiment'. Wages were paid on the basis of a group incentive plan and each member got his share on the basis of the total output of the group. It was found that workers had a fixed clear-cut standard of output, which was lower than management target, however they were capable of increasing their output. It was also found that the group did not allow its members to increase or decrease the output. They were highly integrated with their social structure, and informal pressure was used to set right the erring members. The following code of conduct was maintained for group solidarity:

I. One should not turn out too much work. If one does, he is a ‘rat buster’.

II. One should not turn out too little work. If one does, he is a ‘chesler’.

III. One should not tell a supervisor anything detrimental to an associate. If one does, he is a ‘squealer’.

IV. One should not attempt to maintain social distance or act officious. If one is an inspector, for example, he should not act like one.

Conclusions

Mayo and the researchers concluded that:-

1. The behaviour of the team had nothing to do with management of general economic conditions of the plant.
2. The workers viewed interference of extra department personnel as disturbance.

- ❖ The workers considered supervisors as representative authority to discipline the workers.

1. The logic of efficiency did not go well with the logic of sentiments.
2. One should not miss the human aspects of organization while emphasising technical and economic aspects.
3. In addition to the technical skills, the management should handle human situations, motivate, lead and communicate with the workers.

- ❖ The concept of authority should be based on social skills in securing cooperation rather than expertise.

CONCLUSIONS FROM HAWTHORNE STUDIES BRIEFLY

1. The social and psychological factors at the workplace, not the physical conditions of the workplace determine the employees’ morale and output.
2. The organization is a social system.
3. Non-economic rewards and sanctions significantly affect the workers’ behaviour, morale and output.
4. Workers are not inert or isolated, unrelated individual; they are social animals.
5. Division of labour strictly on specialization is not necessarily the most efficient approach.
6. The workers have a tendency to form small groups (informal organizations). The production norms and behavioural patterns are set by such groups.

7. Leadership, style of supervision, communication and participation play a central role in workers' behaviour, satisfaction and productivity.

Thus, the findings of Hawthorne studies revolutionised the organizational thought, and gave rise to a new theory called Human Relations Theory.

CRITICISMS OF MAYO'S HUMAN RELATION THEORY

1. This theory lacks scientific base.
2. This theory is not based on actual behaviour of workers as they were influenced by their feelings of importance, attention and publicity they received in the research setting. Workers react positively and give their best when they know that they are being observed.
3. It is anti-union and pro-management. Mayo underestimated the role of Unions in a free society as well as never tried to integrate unions into his thinking.
4. This theory neglected the nature of work and instead focused on interpersonal relations.
5. It ignored the environmental factors of workers' attitudes and behaviour.
6. Evidence obtained from the experiments does not support any of the conclusions derived by Mayo and the researchers.
7. It lacks economic dimension.
8. It does not consider effects of 'conflicts' and 'tension' on the workers.
9. This theory give much attention to informal relations among workers and between workers and supervisors, but little to the formal relationships with informal ones.

CONTRIBUTIONS OF MARY PARKER FOLLETT

Mary Parker Follett, writer, social worker, political theorist and organizational consultant, has been called "the woman who invented management." Her early influence on modern management theory has, in fact, been so pervasive that management theorist Warren Bennis has been quoted as saying of her, "Just about everything written today about leadership and organizations comes from Mary Parker Follett's writings and lectures."

Follett never managed a for-profit enterprise herself, yet her keen insight into the dynamics of organizations and groups gave her theories widespread appeal. She advocated a "pull" rather than "push" approach to employee motivation, differentiated between "power over" and "power with," and postulated insightful ideas on negotiation, conflict resolution and power sharing which helped shape modern management theory. The Mary Parker Follett Theory of Management is marked by such principles as the following:

1. Conflict resolution through Integration (i.e., identifying and meeting each party's underlying and often compatible need, as opposed to attempting to meet the frequently-incompatible expressed desire of each) often results in a win-win situation.
2. In Mary Parker Follett leadership theory, genuine power is not "coercive" ("power over") but "coactive" ("power with").
3. True leaders, according to Follett's theory, "create group power, rather than expressing personal power."

MASLOW'S HIERARCHY OF NEEDS

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love, esteem, and self-actualization. The original hierarchy of needs five-stage model includes: Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others. Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on

1. Physiological needs

Theseare biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep. If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

2. Safety needs

Once an individual’s physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care). For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

3. Love and belongingness needs

After physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior Examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. Esteem needs

Arethe fourth level in Maslow’s hierarchy - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige). Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. Self-actualization needs

These are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

McGregor Theory X and Theory Y

McGregor believed that managers' basic beliefs have a dominant influence on the way that organisations are run. Managers' assumptions about the behaviour of people are central to this. McGregor argued that these assumptions fall into two broad categories - Theory X and Theory Y. These findings were detailed in The Human Side of Enterprise, first published in 1960. Theory X and Theory Y describe two views of people at work and may be used to describe two opposing management styles. Theory X: the traditional view of direction and control Theory X is based on the assumptions that:

1. The average human being has an inherent dislike of work and will avoid it if possible.

2. Because of this human dislike of work, most people must be coerced, controlled, directed, and threatened with punishment to get them to put forth adequate effort toward the achievement of organisational objectives.

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

A Theory X management style therefore requires close, firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors. A manager working under these assumptions will employ autocratic controls which can lead to mistrust and resentment from those they manage. McGregor acknowledges that the `carrot and stick' approach can have a place, but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager's objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation.

Theory Y: the integration of individual and organisational goals Theory Y is based on the assumptions that:

1. The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction, or a source of punishment.

2. External control and the threat of punishment are not the only means for bringing about effort toward organisational objectives. People will exercise self-direction and self-control in the service of objectives to which they are committed.

3. Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards, e.g. the satisfaction of ego and self-actualisation needs, can be direct products of effort directed towards organisational objectives.

4. The average human being learns, under proper conditions, not only to accept but to seek responsibility. Avoidance of responsibility, lack of ambition, and emphasis on security are generally consequences of experience, not inherent human characteristics.

5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population.

6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilised. Theory Y assumptions can lead to more cooperative

relationships between managers and workers. A Theory Y management style seeks to establish a working environment in which the personal needs and objectives of individuals can relate to, and harmonise with, the objectives of the organisation.

In The Human Side of Enterprise McGregor recognised that Theory Y was not a panacea for all ills. By highlighting Theory Y, he hoped instead to persuade managers to abandon the limiting assumptions of Theory X and consider using the techniques suggested by Theory Y.

S.No.	*Classical Theory*	*Neo-classical Theory*
(i)	Structure of the organization is impersonal and mechanical.	Organization is a social system.
(ii)	Its main focus is on work and economic requirements of workers.	Its main focus is on small groups and on emotional and human qualities of employees.
(iii)	It emphasizes on order and rationality.	It emphasizes on personal, security, and social requirements of workers while obtaining objectives of the organization.
(iv)	Organizational behaviour is a product of rules and regulations.	Behaviour is a product of feelings, sentiments and attitudes.
(v)	Authoritarian practices, elaborate rules and regulations to achieve results.	Democratic practices. Involvement of employees in decision-making. Identifies the importance of human dignity and values.
(vi)	It results work alienation and dissatisfaction.	It results happy and satisfied employees trying to increase production.

2.3 MODERN MANAGEMENT THEORY: QUANTITATIVE, SYSTEM AND CONTINGENCY APPROACHES TO MANAGEMENT

The Modern Period (1960 to present). After, 1960 management thought has been turning somewhat away from the extreme human relations ideas particularly regarding the direct relation between morale and productivity. Present management thinking wishes equal emphasis on man and machine. The modern business ideologists have recognized the social responsibilities of business activities and thinking on similar lines. During the period, the principles of management reached a stage of refinement and perfection. The formation of big companies resulted in the separation of ownership and management. This change in ownership pattern inevitably brought in 'salaried and professional managers' in place of 'owner managers'. The giving of control to the hired management resulted in the wider use of scientific methods of management. But at the same time the professional management has become socially responsible to various sections of society such as customers, shareholders, suppliers, employees, trade unions and other government agencies.

Under modern management thought three streams of thinking have beers noticed since 1960: (i)

(i) Quantitative or Mathematical Approach

(ii) Systems Approach.

(iii) Contingency Approach.

(i) Quantitative or Mathematical Approach or Management Science Approach: Mathematics has made inroads into all disciplines. It has been universally recognised as an important tool of analysis and a language for precise expression of concept and relationship. Evolving from the Decision Theory School, the Mathematical School gives a quantitative basis for decision-making and considers management as a system of mathematical models and processes. This school is also sometimes called, ' Operations Research" or "Management Science School'.

The main feature of this school is the use of mixed teams of scientists from several disciplines. It uses scientific techniques for providing quantitative base for managerial decisions. The exponents of this school view management as a system of logical process. It can be expressed in terms of mathematical symbols and relationships or models. Different mathematical and quantitative techniques or tools, such as linear programming, simulation and queuing, are being increasingly used in almost all the areas of management for studying a wide range of problems.

The exponents of this school believe that all the phases of management can be expressed in quantitative terms for analysis. However, it is to be noted that mathematical models do help in the systematic analysis of problems, but models are no substitute for sound judgement. Moreover, mathematics quantitative techniques provide tools for analysis but they cannot be treated an independent system of management thought.

A lot of mathematics is used in the field of physical sciences and engineering but mathematics has never been considered as separate school even in these fields. The contributions of mathematicians in the field of management are significant. This has contributed impressively in developing orderly thinking amongst managers. It has given exactness to the management discipline. Its contributions and usefulness could hardly be over-emphasized. However, it can only be treated as a tool in managerial practice. Limitations: There is no doubt that this approach helps in defining and solving complex problems resulting in orderly thinking. But the critics of this approach regard it as too narrow since it is concerned merely with the development of mathematical models and solutions for certain managerial problems.

This approach suffers from the following drawbacks:

(i) This approach does not give any weight age to human element which plays a dominant role in all organisations.

(ii) In actual life executives have to take decisions quickly without waiting for full information to develop models.

(iii) The various mathematical tools help in decision making. But decision making is one part of managerial activities. Management has many other functions than decision-making.

(iv) This approach supposes that all variables to decision-making are measurable and inter-dependent. This assumption is not realistic.

(v) Sometimes, the information available in the business for developing mathematical models are not upto date and may lead to wrong decision-making.

Harold Knootz. Also observes that "it is too hard to see mathematics as a separate approach to management theory. Mathematics is a tool rather than a school."

(ii) Systems Approach:

In the 1960, an approach to management appeared which tried to unify the prior schools of thought. This approach is commonly known as 'Systems Approach'. Its early contributors include Ludwing Von Bertalanffy, Lawrence J. Henderson, W.G. Scott, Deniel Katz, Robert L. Kahn, W. Buckley and J.D. Thompson. They viewed organization as an organic and open system, which is composed of interacting and interdependent parts, called subsystems. The system approach is to look upon management as a system or as "an organised whole" made up of subsystems integrated into a unity or orderly totality. System approach is based on the generalization that everything is inter-related and inter-dependent. A system is composed of related and dependent element which, when in interaction, forms a unitary whole. A system is simply an assemblage or combination of things or parts forming a complex whole. One of its most important characteristic is that it is composed of hierarchy of sub-systems. That is the parts forming the major systems and so on. For example, the world can be considered to be a system in which various national economies are sub-systems.

In turn, each national economy is composed of its various industries, each industry is composed of firms; and of course, a firm can be considered a system composed of sub-systems such as production, marketing, finance, accounting and so on.

The basic features of systems approach are as under:

(i) A system consists of interacting elements. It is set of inter related and interdependent parts arranged in a manner that produces a unified whole.

(ii) The various sub-systems should be studied in their inter- relationships rather, than in isolation from each other.

(iii) An organisational system has a boundary that determines which parts are internal and which are external.

(iv) A system does not exist in a vaccum. It receives information, material and energy from other systems as inputs. These inputs undergo a transformation process within the system and leave the system as output to other systems.

(v) An organisation is a dynamic system as it is responsive to its environment. It is vulnerable to change in its environment. In the systems approach, attention is paid towards the overall effectiveness of the system rather than the effectiveness of the sub-systems. The interdependence of the sub-systems is taken into account. The idea of systems can be applied at an organizational level. In applying system concepts, organizations are taken into account and not only the objectives and performances of different departments (sub-systems). The systems approach is considered both general and specialized systems. The general systems approach to management is mainly concerned with formal organizations and the concepts are relating to technique of sociology, psychology and philosophy.

The specific management system includes the analysis of organisational structure, information, planning and control mechanism and job design, etc. As discussed earlier, system approach has immense possibilities, “A system view point may provide the impetus to unify management theory. By definitions, it could treat the various approaches such as the process of quantitative and behavioural ones as sub-systems in an overall theory of management. Thus, the systems approach may succeed where the process approach has failed to lead management out of the theory of jungle. ” Systems theory is useful to management because it aims at achieving the objectives and it views organization as an open system. Chester Barnard was the first person to utilise the systems approach in the field of management. He feels that the executive must steer through by keeping a balance between conflicting forces and events. A high order of responsible leadership makes the executives effective. H. Simon viewed organization as a complex system of decision making process.

Evaluation of System Approach:

The systems approach assists in studying the functions of complex organisations and has been utilised as the base for the new kinds of organisations like project management organisation. It is possible to bring out the inter-relations in various functions like planning, organising, directing and controlling. This approach has an edge over the other approaches because it is very close to reality. This approach iscalled abstract and vague. It cannot be easily applied to large and complex organisations. Moreover, it does not provide any tool and technique for managers.

(iii) Contingency or Situational Approach:

The contingency approach is the latest approach to the existing management approaches. During the 1970's, contingency theory was developed by J.W. Lorsch and P.R. Lawrence, who were critical of other approaches presupposing one best way to manage. Management problems are different under different situations and require to be tackled as per the demand of the situation. One best way of doing may be useful for repetitive things but not for managerial problems. The contingency theory aims at integrating theory with practice in systems framework.

The behaviour of an organisation is said to be contingent on forces of environment. "Hence, a contingency approach is an approach, where behaviour of one sub-unit is dependent on its environment and relationship to other units or sub-units that have some control over the sequences desired by that sub- unit." Thus behaviour within an organisation is contingent on environment, and if a manager wants to change the behaviour of any part of the organization, he must try to change the situation influencing it. Tosi and Hammer tell that organization system is not a matter of managerial choice, but contingent upon its external environment.

Contingency approach is an improvement over the systems approach. The interactions between the sub-systems of an organisation have long been recognised by the systems approach. Contingency approach also recognises that organisational system is the product of the interaction of the sub systems and the environment. Besides, it seeks to identify exact nature of inter-actions and inter-relationships. This approach calls for an identification of the internal and external variables that critically influence managerial revolution and organisational performance. According to this, internal and external environment of the organisation is made up of the organisational sub-systems. Thus, the contingency approach provides a pragmatic method of analysingorganisational sub-systems and tries to integrate these with the environment. Contingency views are ultimately directed towards suggesting organisational designs situations. Therefore, this approach is also called situational approach. This approach helps us to evolve practical answers to the problems remanding solutions.

Kast and Rosenzweig give a broader view of the contingency approach. They say, "The contingency view seeks to understand the inter-relationships within and among sub-systems as well as between the organization and its environment and to define patterns of relationships or configurations of variables contingency views are ultimately directed toward suggesting organization designs and managerial actions most appropriate for specific situations.

Features of Contingency Approach:

Firstly, the contingency approach does not accept the universality of management theory. It stresses that there is no one best way of doing things. Management is situation, and managers should explain objectives, design organisations and prepare strategies, policies and plans according to prevailing circumstances.

Secondly, managerial policies and practices to be effective, must adjust to changes in environment.

Thirdly, it should improve diagnostic skills so as to anticipate and ready for environmental changes.

Fourthly, managers should have sufficient human relations skill to accommodate and stabilise change.

Finally, it should apply the contingency model in designing the organization, developing its information and communication system, following proper leadership styles and preparing suitable objectives, policies, strategies, programmes and practices.

Thus, contingency approach looks to hold a great deal of promise for the future development of management theory and practice. Evaluation: This approach takes a realistic view in management and organisation. It discards the universal validity of principles. Executives are advised to be situation oriented and not stereo-typed. So executives become innovative and creative. On the other hands, this approach does not have theoretical base. An executive is expected to know all the alternative courses of action before taking action in a situation which is not always feasible

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