

# **APPROACHES TO MANAGEMENT**

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- 1) Empirical Approach
- 2) Human Behaviour Approach
- 3) Social System Approach
- 4) Decision Theory Approach
- 5) Mathematical Approach
- 6) Socio-Technical Systems Approach
- 7) Systems Approach
- 8) Contingency Approach
- 9) Operational Approach

# REASONS & PROBLEMS

- 1) Semantic problems in management literature.
- 2) Contributions from different disciplines.
- 3) Misunderstanding of principles.

# EMPIRICAL APPROACH

- Study of managerial experiences and cases(mgt)
- Contributors: Earnest Dale, Mooney & Reiley, urwick.
- **Features**
  - Study of Managerial Experiences
  - Managerial experience passed from participationer to students for continuity in knowledge management.
  - Study of Successful & failure cases help practising managers.
  - Theoretical research combined with practical experiences.
- **Uses**
  - Learning through experience of others
- **Limitations**
  - No Contribution for the development of management as a discipline
  - Situations of past not the same as present.

# HUMAN BEHAVIOUR APPROACH

- Organisation as people
  - a) Interpersonal Behaviour Approach - Individual Psychology
  - b) Group Behaviour Approach - Organisation Behaviour
- Features
  - Draws heavily from psychology & sociology.
  - Understand human relations.
  - Emphasis on greater productivity through motivation & good human relations
  - Motivation, leadership, participative management & group dynamics are core of this approach.

# HUMAN BEHAVIOUR APPROACH Contd..

- Uses
  - Demonstrates how management can be effective by applying knowledge of organisation behaviour.
- Contributors
  - Maslow, Herzberg, Vroom, Mc Clelland, Argyris, Likert, Lewin, Mc Gregor, etc.
- Limitations
  - Treating management as equivalent to human behaviour.
  - Talks about organisation & organisation behaviour in vague terms.

# SOCIAL SYSTEM APPROACH

- Understanding the behaviour of groups & individuals.
- Features
  1. Social System, a system of cultural relationship
  2. Relationship exist between external and internal environment of the organisation.
  3. Formal Organisation - Cultural relationships of social groups working within the organisation.
  4. Co-operation necessary
  5. Efforts directed - harmony between goals of organisation & goals of groups.

# SOCIAL SYSTEM APPROACH Contd...

- Contributors
  - Pareto, Chester Barnard
- Uses
  - Organisational decisions should not be based on desires of one group alone but should reflect the interests of all the parties.
- Limitations
  - Broader than management & its practice
  - Overlooks many management concepts principles & techniques that are important to practising managers.



# DECISION THEORY APPROACH

- Manager – Decision maker
- Organisation – Decision making unit.
- Features
  - Management is decision making.
  - Members of Organisation - decision makers and problem solvers.
  - Decision making - control point in management
  - Increasing efficiency - the quality of decision
  - MIS, process & techniques of decision making are the subject matter of study.

# DECISION THEORY APPROACH

- Contributors
  - Simon, Cyert, Forrester, etc.
- Uses
  - Tools for making suitable decisions in organisations.
- Limitation
  - Does not take the total view of management
  - Decision making - one aspect of management

# MATHEMATICAL APPROACH

- Management- logical entity
- Actions- Mathematical symbols, Relationships and measurable data.
- Features
  1. Problem Solving mechanism with the help of mathematical tools and techniques.
  2. Problems Expressed in mathematical symbols.
  3. Variables in management – quantified.
  4. Scope - Decision making, system analysis & some aspect of human behaviour.
  5. Tools - Operations research ,simulation etc.

# MATHEMATICAL APPROACH Cont..

- Contributors
  - Newman, Russell Ackoff, Charles Hitch, etc.
- Uses
  - Provided Exactness in management discipline.
- Limitations
  - Not a separate school
  - Technique in decision making.

# SOCIO -TECHNICAL SYSTEMS APPROACH

- Features
  - Social & technicals systems interact. This interaction is important for organisational effectiveness.
  - Organisation – governed by social laws as well as psychological forces.
  - Technical aspects of organisation modified by the social aspects.
- Contributors
  - Trist, Bamforth, Emery etc.
- Uses
  - Organisational effectiveness depends on looking at people and their interactions and also at the technical environment in which they operate.
  - Change in technology
  - Change in social interactions at work place

# SOCIO -TECHNICAL SYSTEMS APPROACH

- Limitations
  - Lack of total managerial view
  - Concentrate on factory or other production system
  - No new contribution
  - People aware about the role of technology of the social system of the work place

# SYSTEMS APPROACH

- An enterprise
- Man-Made system
- Internal parts
- Achieve established goals
- External parts
- Achieve interplay with its environment
- Manager integrates his available facilities with goal achievement.
- **Uses**
  - Quick Perception
  - Better Planning
- **Limitations**
  - Complicated
  - Expensive

# CONTINGENCY SCHOOL

- In developing management concepts the environment within which the concepts are to be applied has to be considered.
- Internal environment
  - Structure, Processes, Technology.
- External Environment
  - Social, Economic, Political etc.
- Features
  - Appropriateness of a management technique depends on situation.
  - If - Then approach.



# OPERATIONAL APPROACH

- Management is a process.
- Universalist / Classist / Traditional Approach.
- This school concentrates on the role and functions of managers and distills the principles to be followed by them.
- **Features**
  - Functions of managers remain same
  - Functions of management
  - core of good management
  - Framework of management
  - Principles of management
- **Contributors**
  - Fayol, Lyndall Urwick ,Harold Koontz, Newman, Mc Farland, Taylor.
- **Uses**
  - Flexible & practical but not universal.