

# THEORIES OF MANAGEMENT

## Systems Theory

A system is a prescribed set of rules or procedures that are followed in order to create a specific outcome. Systems theory in business assumes that if you can perfect a system in one area, then it can be moved or ported to another area.



## Total Quality Management (TQM)

This is a management philosophy that demands a high level of commitment to the delivery of quality from everyone in the organization. Each department is committed to maintaining the current quality and value from suppliers, to manufacturing, to sales and customer service. The process used is a cycle of planning, doing, checking and acting.



## Administrative Theories

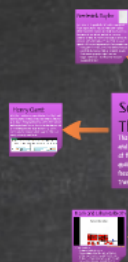
This branch focuses on how worker productivity and output are affected by the organization as a whole. It focuses on managerial strategies and how an entire organization operates.

## Classical Theory of Management

Classical theory has its roots in the Industrial revolution when managers were trying to figure out the best way to manage a process. It assumes that workers are rational and will choose the options available in order to achieve the most economic gain. There are two branches - administrative and scientific.

## Scientific Theories

This branch focuses on understanding the best process that can get a job done with the least cost. It focuses on employee selection and training.

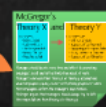
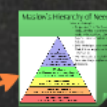


## Behavioural Theory of Management

Behavioural management focuses on understanding human behaviour in the workplace. It is based on the idea that people are not always rational and that their actions are often influenced by social factors.



## Hawthorne Studies



## Argyris' Adult Personality Theory



## Quantitative Approach to Management

The military started using this approach to solve problems in global warfare. Today, this view encourages managers to use mathematics, statistics, and other quantitative techniques to make management decisions. Examples: - Using queuing theory to calculate the minimum and maximum number of customer service representatives to use. - Using mathematical models to maximize production output. - Using statistics and probabilities to calculate how much rest time to grant employees.



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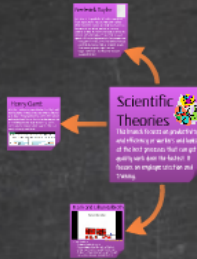


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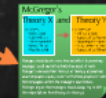


## Behavioural Theory of Management

Behavioural management approaches to management are based on the study of human behaviour in the workplace. It focuses on understanding how people behave in organizations and how to manage them effectively.



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# THEORIES OF MANAGEMENT



### Follett's Groups and Cooperation

Follett's theory is based on the idea of groups. She believes that groups are essential for the success of an organization. She argues that groups are not just a collection of individuals, but a social entity with its own identity and goals. She emphasizes the importance of group dynamics and the role of the leader in facilitating group cooperation.

### Fayol's Administrative Principles

Fayol's Administrative Principles are a set of guidelines for managers. They include the following principles: 1. Division of labor, 2. Authority and responsibility, 3. Discipline, 4. Unity of command, 5. Subordination of interests to the common good, 6. Remuneration, 7. Centralization, 8. Order, 9. Equity, 10. Stability of tenure of personnel, 11. Initiative, 12. Teamwork.

### Barnard's Theory

Barnard's theory is based on the idea of the social system. He argues that the organization is a social system with its own identity and goals. He emphasizes the importance of the social system in determining the behavior of individuals within the organization. He also discusses the role of the manager in maintaining the social system.

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## Scientific Theories

This branch focuses on productivity and efficiency of workers and looks at the best processes that can get quality work done the fastest. It focuses on employee selection and training.

### Frederick Taylor

Frederick Taylor is known as the father of scientific management. He was a pioneer in the study of work and efficiency. He developed the concept of time and motion study, which involves breaking down a task into its smallest components and measuring the time it takes to complete each component. He also developed the concept of differential piecework, which is a system of payment that rewards workers for completing tasks more efficiently.

### Henry Gantt

Henry Gantt is known for his development of the Gantt chart, a type of bar chart that illustrates a project schedule. He was a pioneer in the study of work and efficiency. He developed the concept of the Gantt chart, which is a visual representation of a project schedule. He also developed the concept of the Gantt chart, which is a visual representation of a project schedule.

### Frank and Lillian Gilbreth

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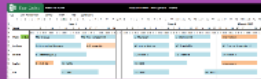


He is known as the grandfather of scientific management. Taylor proposed that all tasks be broken down to precise efficient procedures. Workers were taught how to move and how much rest time to take, and tools were specially developed for tasks. As a result of his research, workers at a steel plant were able to unload 47 tons of steel per day as opposed to 12 tons per day previously. His four principles were:

- Every job has a science (and can therefore be improved)
- Carefully select workers that will be good at each job
- Train workers properly and give incentives
- Support workers by streamlining their work and planning it for them

## Henry Gantt

In 1900, Gantt developed a graphical timeline chart that could show the progress of tasks as they were completed. Following up on Taylor's theory, Gantt used his chart to track planned and completed work. Since his chart is based on time, instead of the traditional volume, weight and quantity, Gantt's chart is used for many management projects. Below is an example of a simple Gantt chart.



# Scientific Theories



This branch focuses on productivity and efficiency of workers and looks at the best processes that can get quality work done the fastest. It focuses on employee selection and training.

## Frank and Lillian Gilbreth



Gilbreth Conclusions:

- Developing standards for each job
- Training employees and not allowing for self-teaching
- Dividing cooperation between management and workers
- Dividing work between management and workers in equal shares with each doing what is best suited to them

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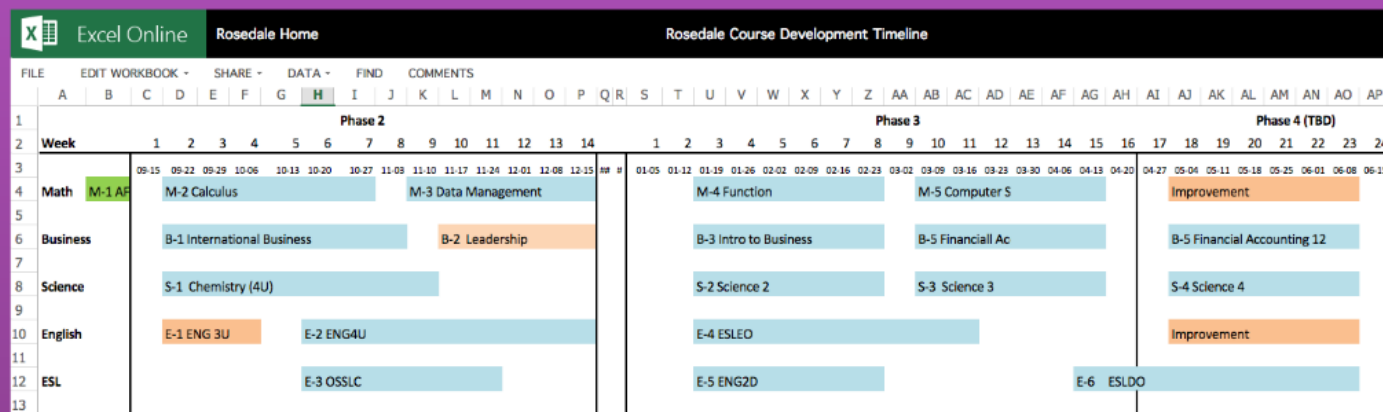


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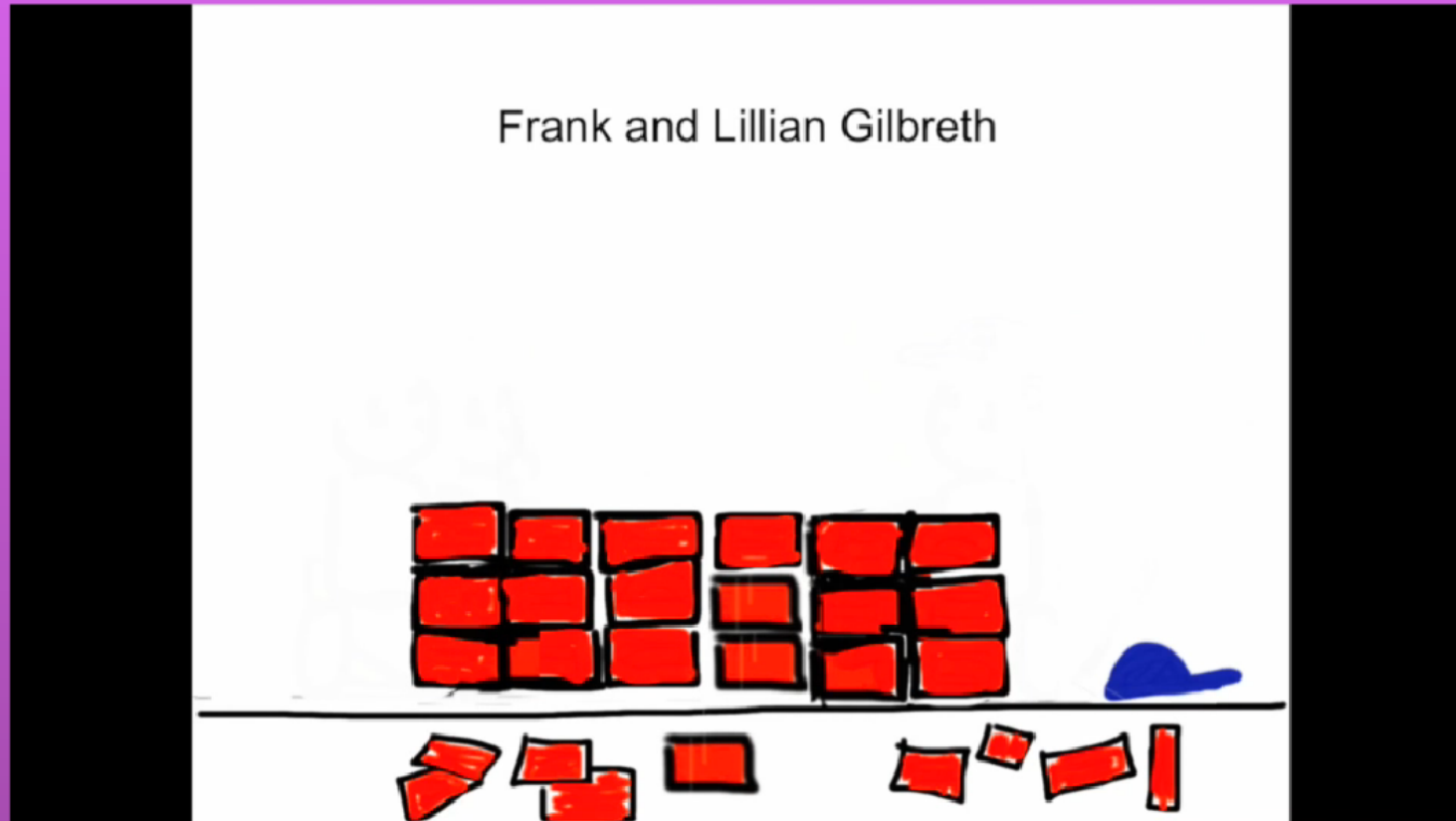
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### Follett's Groups and Cooperation

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### Fayol's Administrative Principles

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## Follett's Groups and Cooperation



Mary Parker Follett started to look at business from a more humanistic side. She wanted to incorporate values and ethics into business and managerial models. Her thought was that employees were people and not robots. She put forward the notion of cooperation – that employees should be somewhat involved in the decision making. She further noted that groups were a strength in business and that managers should organize groups that could cooperate together to integrate a common goal. Her theory from over 100 years ago can still be seen in today's managers.

## Fayol's Administrative Principles

Henri Fayol is considered the father of modern management. He was a French mining engineer and administrator. He wrote the book 'Administration Industrielle et Générale' in 1916, which is considered one of the first modern management textbooks. He outlined 14 principles of management that are still widely used today.



Fayol outlined the management could be taught, and formulated principles to guide management practice. He also outlined the following key principles of management:

- **Unity of command** – there should be a clear and unbroken line of command from the top to the bottom of the organization.
- **Unity of direction** – all activities should be directed towards a common objective.
- **Subordination of individual interests to the common interest** – the interests of the individual should be subordinated to the interests of the organization.
- **Remuneration** – employees should be paid a fair wage for their services.
- **Discipline** – employees should follow the rules and regulations of the organization.
- **Order** – things and people should be in their proper places.
- **Equity** – managers should be fair and just to their subordinates.
- **Stability of tenure of personnel** – employees should not be changed too frequently.
- **Initiative** – employees should be encouraged to take initiative.
- **Esprit de corps** – employees should have a sense of team spirit.

## Barnard's Theory

Intolerance  
Acceptance

This theory focuses on a manager's ability to promote acceptance of his orders/commands onto his employees. A manager enables workers to accept authority in the following ways:

- Communications of the manager are consistent with the organizational goals
- The employees feel that they can accomplish the orders
- The employees are made to feel that their actions are consistent with the needs and desires of other employees

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# Fayol's Administrative Principles

Fayol was a French executive who advanced the following five "rules" of management

- (1) Foresight — to complete a plan of action for the future.
- (2) Organization — to provide and mobilize resources to implement the plan.
- (3) Command — to lead, select, and evaluate workers to get the best work toward the plan.
- (4) Coordination — to fit diverse efforts together and ensure information is shared and problems solved.
- (5) Control — to make sure things happen according to plan and to take necessary corrective action.

Note the similarity of these "rules" to the contemporary management functions of planning, organizing, leading, and controlling.



Fayol believed that management could be taught, and formulated principles to guide management practice.

Fayol introduced the following key principles of management

- Scalar chain principle — there should be a clear and unbroken line of communication from the top to the bottom of the organization.
- Unity of command principle — each person should receive orders from only one boss.
- Unity of direction principle — one person should be in charge of all activities that have the same performance objective

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### Barnard's Theory

Barnard's theory is based on the idea of the informal organization. He argues that the informal organization is just as important as the formal organization. He emphasizes the importance of communication and the role of the manager in facilitating communication. He also discusses the importance of the manager's personality and the role of the manager in the organization.

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### Henry Gantt

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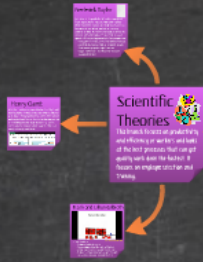


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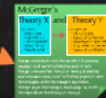


## Hawthorne Studies



## Behavioural Theory of Management

Behavioural management focuses on understanding human behaviour in the workplace. It is based on the idea that people are motivated by a variety of factors, including social, psychological, and environmental factors.



## Argyris' Adult Personality Theory



## Quantitative Approach to Management

The military started using this approach to solve problems in global warfare. Today, this view encourages managers to use mathematics, statistics, and other quantitative techniques to make management decisions.

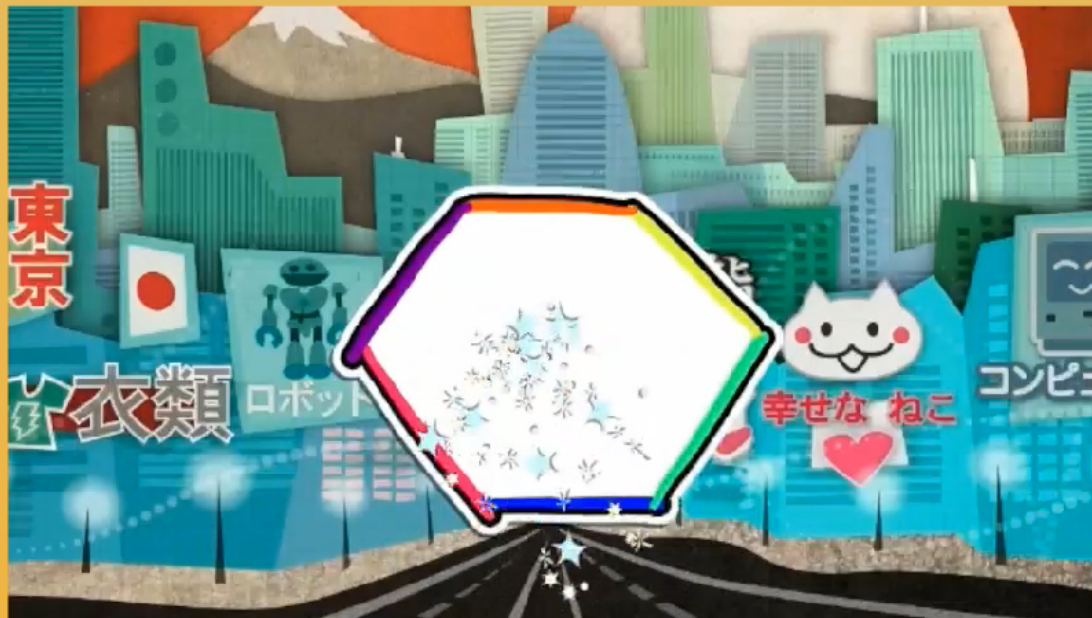
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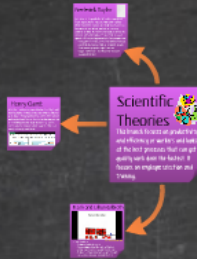


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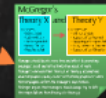


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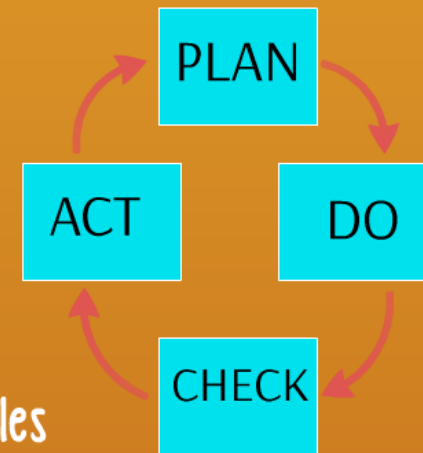
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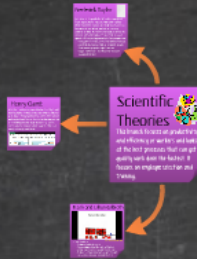


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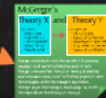


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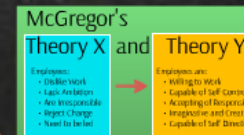
## Behavioural Theory of Management

### Behavioural or Human Resource Approaches to Management

- In the 1920s, management theorists began to take into account the human side of the workplace. The basic assumption of the human resource (or behavioural management) approaches is that people are social and self-actualizing.



## Maslow's Hierarchy of Needs



Managers should devote more time and effort to promoting employees' social and self-actualization needs at work. Managers who hold either theory X or theory Y assumptions about employees usually create "self-fulfilling prophecies" where their employees confirm the managers' expectations. McGregor argues that managers should always try to shift their expectations from theory X to theory Y.

## Argyris' Adult Personality Theory

- Argyris believes that the most effective management style is one that is based on the assumption that people are self-actualizing and that they will take responsibility for their own actions.
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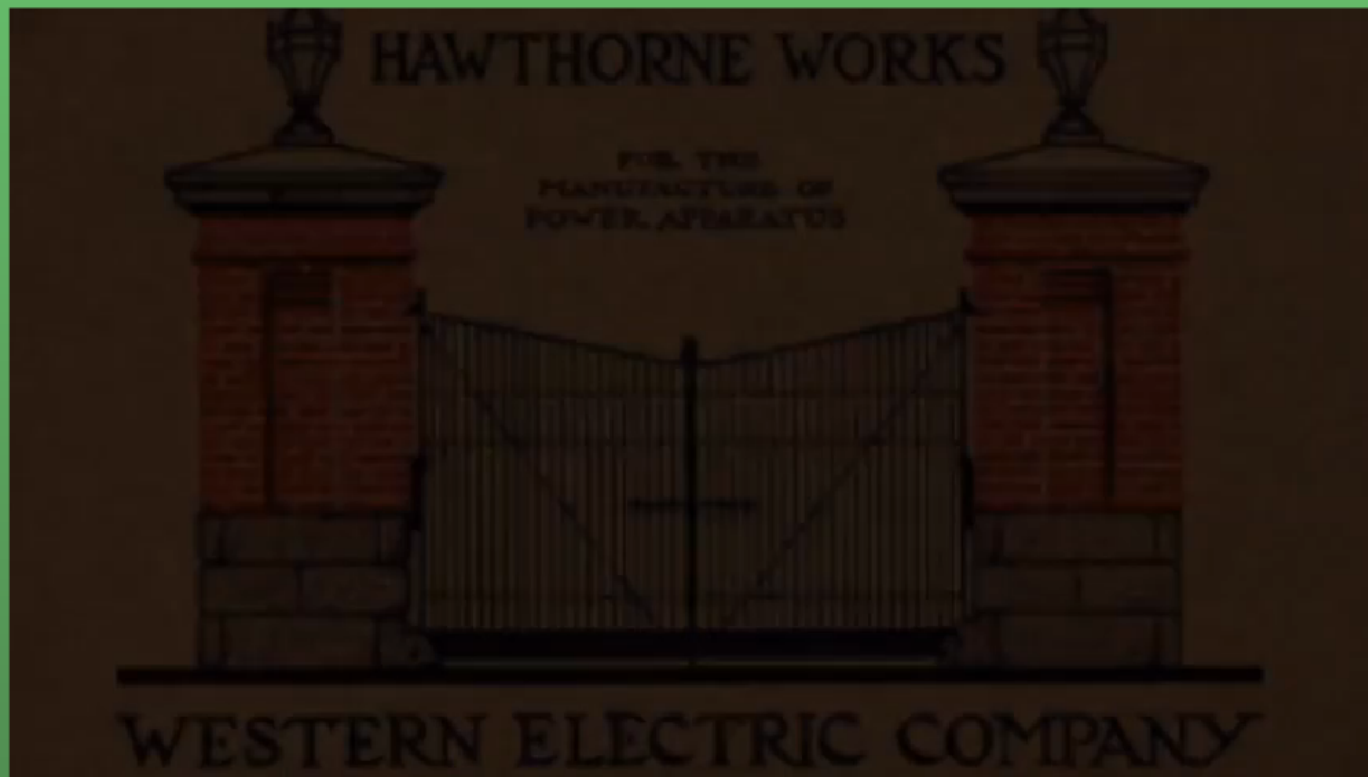
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# Maslow's Hierarchy of Needs

## Maslow's Principles:

- Progression Principle: As our needs are filled in one level, needs in the next level above become our new motivation for behaviour.
- Deficit Principle: Once a need is filled, it is no longer a motivator of behaviour.
- Once we reach self-actualization, the above two principles cease to operate.



# McGregor's

## Theory X and Theory Y

Employees:

- Dislike Work
- Lack Ambition
- Are Irresponsible
- Reject Change
- Need to be led



Employees are:

- Willing to Work
- Capable of Self Control
- Accepting of Responsibility
- Imaginative and Creative
- Capable of Self Direction

Managers should devote more time and effort to promoting employees' social and self actualization needs at work.

Managers who hold either theory x or theory y assumptions about employees usually create "self fulfilling prophecies" where their employees confirm the manager's expectations.

McGregor argues that managers should always try to shift their expectations from theory x to theory y.





# Argyris' Adult Personality Theory

- Argyris asserts that some classical management principles such as task specialization, hierarchy of authority, and unity of direction inhibit worker maturation by discouraging independence, initiative, and self-actualization. Thus, these classical management principles are inconsistent with the mature adult personality
- Argyris advocates management practices that accommodate the mature personality. These would include such practices as increasing task responsibility and task variety, and using participative decision making.

# THEORIES OF MANAGEMENT

## Systems Theory

A system is a prescribed set of rules or procedures that are followed in order to create a specific outcome. Systems theory in business assumes that if you can perfect a system in one area, then it can be moved or ported to another area.



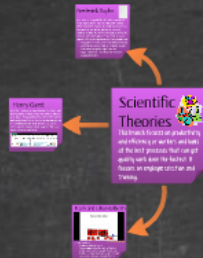
## Administrative Theories

This branch focuses on how worker productivity and output are affected by the organization as a whole. It focuses on managerial strategies and how an entire organization operates.



## Classical Theory of Management

Classical theory has its roots in the Industrial revolution when managers were trying to figure out the best way to manage a process. It assumes that workers are rational and will choose the options available in order to achieve the most economic gain. There are two branches - administrative and scientific.



## Scientific Theories

This branch focuses on understanding the best process that can get work done most efficiently. It focuses on employee selection and training.



## Total Quality Management (TQM)

This is a management philosophy that demands a high level of commitment to the delivery of quality from everyone in the organization. Each department is committed to maintaining the current quality and value from suppliers, to manufacturing, to sales and customer service. The process used is a cycle of planning, doing, checking and acting.

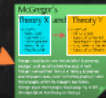


## Hawthorne Studies



## Behavioural Theory of Management

Behavioural management focuses on understanding human behaviour in the workplace. It is based on the idea that people are motivated by a variety of factors, including social, psychological, and environmental factors.



## Argyris' Adult Personality Theory



## Quantitative Approach to Management

The military started using this approach to solve problems in global warfare. Today, this view encourages managers to use mathematics, statistics, and other quantitative techniques to make management decisions. Examples:

- Using queuing theory to calculate the minimum and maximum number of customer service representatives to use.
- Using mathematical models to maximize production output.
- Using statistics and probabilities to calculate how much rest time to grant employees.

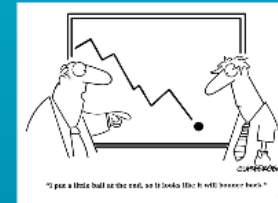


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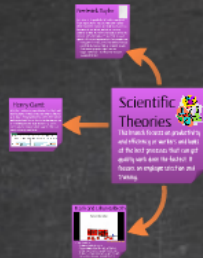
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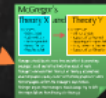


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