

Topic : Operational or Management Process Approach :

(Approach focuses on understanding and improving the functions and processes involved in managing an organisation effectively.)

Evolution of Management Process Approach :

① Classical Management Theory (late 19th and Early 20th century) :

* This process find its root in early classical management theories.
Like Fayol's "General Principles of management" and Taylor's "Scientific Management" -> both emphasised on the importance of breaking down managerial activities into distinct fun to improve efficiency and productivity.

② Administrative Management Theory (early to mid-20s)

-> Fayol, Follet, Barnard further developed the management process -> focused on planning, organising, coordinating, commanding, controlling etc.

③ Management Functions School (mid 20th century) :


... a line for modern management

The foundation for modern management

Process Approach was laid around this time by

researchers like Harold Koontz and

Cyril O'Donnell (emphasised all fr. in 2nd pt)

④ Management Process and System Thinking 
(Mid 20s - late 20 century)

Latter half of 20th century => Researchers like Peter Drucker, recognised the importance of integrating system into one whole organisation, such that there will be coordination and interdependencies between various parts.



(or operational)

Key Characteristics of the Management Process Approach.

① Function-based Perspective: a set of distinct functions or processes each contributing to the overall effectiveness of the organisation.

② Systematic Process: This includes planning, organising, leading, controlling etc => to achieve the overall purpose of the organisation.

(2) Systematic

planning, controlling etc \Rightarrow to achieve the objective/goal of the organisation.

(3) Emphasis on Efficiency:

(4) Managerial roles and functions: It identifies specific managerial roles and functions necessary for useful/successful operation and coordination with an organisation.

(5) Continuous Improvement:

continuous improvement through feedback, analysis, adaptation with required changes.

(6) Universal Application:

Universally accepted/applicable across different types of organisations & industries.

(7) Interdisciplinary Nature:

importance of integrating various disciplines like economics, sociology, psychology, OR for understanding and managing organisation.

Topic : Behavioural School of Management Thought:

\rightarrow shift in focus from rationality, efficiency, structure (according to classical school)

Structure (according to classical school)
towards understanding the human aspect of management (how individuals and groups behave within organisations.)

Key features:

① Hugo Munsterberg: (Father of Industrial Management)

(first to introduce/apply psychology in field of management)

↳ He emphasized the importance of matching people to right jobs based on their ability, interest, skills.

② importance of human relations in organisations.

Mary Parker Follett ⇒ social worker.

↳ She focused on collaborative and participative management approach. That is (it is the root for theories on Leadership and group dynamics).

③ Mayo ⇒ key figure in behavioural school ⇒ Hawthorne studies revealed significance of social & psychological factors in workplace, including the impact of group dynamics and employment attitudes on

factor in ~~work~~ / ~~work~~ group dynamics and employment attitudes on productivity.

④ Maslow's hierarchy of needs theory is an essential contribution to the behavioural school. He proposed that individuals are motivated by a hierarchy of needs. (How to keep workers motivated for best outcome.)

⇒ Abraham Maslow

⑤ Theory X and Theory Y ⇒ introduced by Douglas McGregor

negative view about workers as lazy, need of close supervision, irresponsible.

employees are self motivated and responsible.

Theory X and Theory Y are two contrasting theories related to behaviour of workers.