

Management Thoughts:

Management is defined as the art of getting things done by making the best use of available resources. Over the passing centuries, organisational structure has undergone radical changes, and simultaneously the process of management as well. Hence, several theories were propounded over centuries which were considered crucial for understanding business operations. These, when clubbed together, are called Management Thought.

Management thought has evolved over the centuries and can be classified as follows:

1. Classical School
2. Behavioural School
3. Quantitative School
4. Systems School
5. Contingency School

1. The Classical School of Management Thought refers to the pre Scientific Management Period (before 1880) whose cornerstone belief was that employees have solely physical and economical needs. Social needs such as career growth, job satisfaction, work-life balance are non-existent and therefore, not important. Hence, this management thought practiced division and specialisation of labour, organisational hierarchy and centralised decision making process and focused on profit maximisation. The 3 pillars of Classical school were Scientific Management Theory by **F.W. Taylor**, Administrative Theory by **Henry Fayol** and Bureaucratic Management by **Max Weber**.

With the human relations movement, the management thought started changing and this led to the Behavioural School, which focused on individual employees. It was aimed at understanding the human behaviour in an organisational setting. This was followed by the Quantitative School which relied heavily on application of Operations Management and Management Information Systems. During the period of 1940s to 1970s, the focus was shifted to use of statistical and mathematical models for increasing accuracy and effectiveness of managerial decision making. The Systems School and Contingency School of Management thought became popular in the latter half of 20th century. The systems school modelled the organisation as a system for transforming inputs into outputs. The organisation is affected by both internal

and external factors and seeks to achieve equilibrium. It was considered too complex but laid the foundation of Contingency School of management thought, which considers that there is no one best way of management. Hence, application of management principles has to vary as per the situation at hand. It is determined on the basis of several factors like position-power, organisational hierarchy and task structure.

Apart from these, there also exist contemporary schools of management thought such as Total Quality Management and Learning Organisation.

According to F. W. Taylor: - "Management is an art of knowing what is to be done and seeing that it is done in the best possible manner." (planning and controlling) F.W. Taylor is known as father of scientific management.

Henry Fayol (1841-1925) is rightly treated as the father of modern theory of general and industrial management. The credit of suggesting the basic principles of management in an orderly manner goes to Henry Fayol. After obtaining an engineering degree, Henry Fayol, joined as chief executive in a coal mining company. He developed his management principles and general management theory and published them in the form of a book (in French) "General and Industrial Administration" in 1916. It was translated into English in 1930. In due course of time, Henry Fayol came to be recognised as the founder of modern management theory. His analysis of management process acts as the foundation of the whole management theory and the present super-structure of management has been built on it.

The functions of management according to Fayol are:-

1. Planning
2. Organising
3. Staffing
4. Commanding
5. Coordinating
6. Controlling

Peter Drucker:- He is also known as father of modern management. According to him, "Management is a multi-purpose organ that manages business and manages managers and manages workers and work." This management

definition was given by Peter F. Drucker in his book, *The Practice of Management*.

Some of the major contributions of Peter Drucker are as follows:

1. Nature of Management
2. Management Functions
3. Organisation Structure
4. Federalism
5. Management by Objectives
6. Organizational Changes.

Henry Mintzberg: Henry Mintzberg OC OQ FRSC (born September 2, 1939) is a Canadian academic and author on business and management. He is currently the Cleghorn Professor of Management Studies at the Desautels Faculty of Management of McGill University in Montreal, Quebec, Canada, where he has been teaching since 1968.

Contribution to business strategy theory

Perhaps the most distinctive feature of Mintzberg's research findings and writing on business strategy, is that they have often emphasized the importance of emergent strategy, which arises informally at any level in an organisation, as an alternative or a complement to deliberate strategy, which is determined consciously either by top management or with the acquiescence of top management. He has been strongly critical of the stream of strategy literature which focuses predominantly on deliberate strategy.

Tom Peters: Thomas J. Peters (born November 7, 1942) is an American writer on business management practices, best known for *In Search of Excellence* (co-authored with Robert H. Waterman Jr).

His created book- "**In Search of Excellence**" was published in 1982. It became a bestseller, gaining exposure in the United States at a national level when a series of television specials based on the book and hosted by Peters appeared on PBS. The primary ideas espoused solving business problems with as little business-process overhead as possible, and empowering decision-makers at multiple levels of a company.