
CBAT, KUSHTIA

SUB: Management Thought- 4201

Class Note

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B

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A

1. What is different uses of Management philosophy?

Ans: (i) It helps to win effective support and following.

(ii) It Provides benchmark and foundation managerial thinking.

(iii) It provides a framework within which a manager can commence his thinking.

Division of work/ Authority and responsibility/ Discipline/ Unity of command/ Unity of direction/ Subordination of individual of general into/ Remuneration/ Centralization/ Sealer Chain/ order/ Equity/ Stability of Tenure/ Initiative/ Esprit de corps.

2. What is Mean by Industrial Revaluation? OR Where and when did it take Place?

Ans: The industrial Revaluation was a major shift of technological, socio economic and cultural conditions that occurred in the late 18th century and early 19th century in some western countries. It began in Britain and spread through out the world, a process that continues as industrialization.

Industrial revaluation means the adoption of methods of organization technique designed to eliminate waste efficiency, scientifically and logically by some sort of jomfaction between all the firms within an industry.

Where and when did Industrial Revaluation take Place :

In the latter half of the 1700s the manual labor based economy of the kingdom of great Britain began to be replaced by one dominated by industry and the manufacture of machinery.

The first industrial revaluation merged in to the second IR around 1850, when technological and economic progress gained momentum with the development of steam powered ships, Railways, and lately in 19th century with internal combustion engine and electrical power generation.

3. What is Classical Theory of organization?

Ans: The old theory of organization are known as the classical theories of organization. The origin of the classical theories of F.W. Taylor who paid considerable attention to wards planning and functional Foremanship.

In addition to Taylor the names of max weber, J.D maney and A.C. Rieley, EFL Breech and L.A Allen appear in the list of those who developed the classical theories of organization.

4. What is NCO classical Theory? What are the elements of it?

Ans: NCO classical Theory : The NCO classical theory was developed by 1920. The NCO classical theory is an extension of the classical theory. The NCO Classical represents the modifications, improvement and refinements in the classical principles. It attempts to fill the gaps of the classical theory and makes it more comprehensive.

Elements NCO classical Theory : NCO classical approach to organization theory gives evidence of accepting classical doctrine, but superimposing or it modifications resulting from individual behavior and the in fluence of the informal group. The elements of NCO classical theory of organization are the following: (i) The human relations aspect. (ii) The process framework of the organization. (iii) Pure vertical and horizontal structure arrangements.

5. Define Management Thought.

Ans: Management Thought may be defined the acquiring knowledge, Thinking and concepts of deferent authors about the basic theory of management is called management thought. Management Thought is the gathering knowledge about the origin of management, Thinking proper and foundation of management research of different anthers about the basic concepts of management.

Henny Fayol, “To manage is to forecast and plan, to organize, to command, to co-ordinate and to control.”

J.L. Massie, “ Management is a process by which co-operative groups direct actions toward common goals.”

6. Nature or Features of Management?

Ans: Process/ Means of acquiring goals/ Management is universal/ Management is a social process/ Management is getting things done through others/ Work-efficiency/ Science and Art/ Profession/ Human activities/ Economic Resources/ Authority and responsibility/ separate branch of knowledge/ Relation with group activities.

7. Scope of Management?

Ans: (i) Scope from institutional or organizational point of view : Management in the field of family/ Management in business organization/ Management in political and social organization/ (ii) Scope of management from functional point of view: Administering managers/ Office management/ Factory management/ Marketing management/ (iii) Management on the basis of level : Top level/ Middle level/ Lower level.

8. Importance of studying Management Thought

Ans: Acquiring knowledge about basic theory of management/ Helping problem solution/ Increasing managerial efficiency/ Basis of future development/ Quality development of management.

9. Objective of studying management thought?

Ans: Gathering knowledge about the origin of management/ Identifying the different problems of management/ Solving the problem by using management process/ Gathering knowledge about the basic theory of management/ Development of management skills and effectiveness/ Development of management practices/ Foundation of management research and development.

10. Maslow’s Need Hierarchy Theory.

ans. Physiological needs/ Safety and Security needs/ Social needs/ Esteem needs/ Self-Actualisation.

11. What is meant by Management philosophy?

Ans: Management philosophy is a of knowledge and beliefs that supply a broad basis for determining solutes to managerial problems.

According to J.C. Massie “Philosophy management refers to those general concepts as integrated attitudes that are fundamental of the co-operation of a social group”.

G.R Terry, "Management philosophy is a body of knowledge and beliefs that supply a broad basis for determining solution to managerial problem.

12. Affect of environment on management philosophy?

Ans: Society/ Education/ Economics/ Technology/ Government/ Legal environment/ population.

13. Features of Industrial Revolution?

Ans: Changing production process/ Development of iron & steel industries/ Invention of steam engine/ Development of chemical industries/ Development of coal industries/ Development of transport system/ Development of skill and capability of workers.

14. Causes of Revolution?

Ans: Political stability/ Geographical condition/ Agricultural development/ Business development/ Modern banking system/ modern transportation & communication/ Natural resources/ Increasing population/ Social Development/ Large market.

15. Consequences of Industrial Revolution?

Ans: (i) Social consequences : Increase population/ Development of standard of living/ Urbanization/ Development of social security/ Increase family problem. (ii) Economic Consequences : Negative effect on agriculture/ Development of trade/ Structural development/ Increase productivity/ Technological development. (iii) Political consequences: Development of capitalism/ Development of trade union/ Increase political involvement/ Increase bargaining power/ Conflict among group.

16. Problems created by Industrial Revolution?

Ans: Problems of capital/ Problem of Capitalism/ Negative effect on agriculture/ Dissimilarity between demand and supply/ Increase class difference/ Dependence on businessmen/ Negative effect on environment.

17. Industrial Revolution Created Dynamism in the Management Development. – Explain

Ans: Recruitment of skill and competent/ Development of Business/ Crafting long term plan/ Taking right decision in the right time/ Structural changes/ Modern Technology/ Dynamic leadership.

18. Contribution of Henri Fayol in Development of Management.

Ans: Division of labor/ Authority and responsibility/ Discipline/ Unity of command/ unity of direction/ subordination of individual interest to interest/ remuneration/ Centralization/ scalar chain/ Order/ Equity/ Stability of tenure/ Initiative/ sprit de corps.

19. Arsenal of Venice?

Ans: Warehousing/ Assembly line/ Personnel/ Quality determination/ Control by accounting/ control the inventory list/ Cost control.

2nd Chapter

20. Factors Influencing development of Management Theories.

Ans: Economic Factor/ Social Factor/ Political Factor/ Legal environment/ Technological element.

21. Types of Management theories.

Ans: (i) Classical Theory : Bureaucratic Theory/ Administrative Theory/ Scientific management. (ii) Neo-classical theory: The Hawthorne study/ The Human Relations movement/ Behavioral science approach. (iii) Modern Management theory: Quantitative theory/ the system theory/ the contingency theory. (iv) Other contemporary theory.

22. Discuss the Characteristics of Classical Theories?

Ans: Division of Labor/ Total process/ Structure/ Levels of control/ Centralization/ Formality/ Rationalistic legislative/ Permanent form/ Emphasis on internal factor/ Economic concept about people/ specific working method/ Universality/ Disciplined/ impersonality.

23. Key Concept/ Assumptions of classical theory?

Ans: Centralization/ emphasis on internal factor/ Economic concept about people/ specific working method/ universality/ impersonality/ disciplined.

24. What are the weakness/ Limitation/ criticisms classical theory of management?

Ans: (i) The Classical theory ignores the informal groups, conflict within the organization inter organizational conflict etc. (ii) The classical organization theory does not incorporate these aspects in its body thought. (iii) The classical theory is based on sweeping generalizations and it does not provide much help in organizing. (iv) The basic pillars of classical theory the principles of specialization span of control and hierarchy of authority have invited scathing criticism from several writers. (v) The theory is incompatible with human nature.

Or, Inexistence in assumptions classical theory/ Limitations of management policy/ Bureaucratic behavior/ To neglect factors/ Lack of coordination.

25. Differences between classical theory and Neo-Classical Theory?

Ans: Nature/ Importance/ Practice/ Causes & effect/ personnel appraisal/ contents/ different goal/ Assumption.

26. Explain the Mc Kinsey's 7-s Framework?

Ans: Strategy/ Structure/ Systems/ Style/ Staff/ Skills/ shared values.

27. Explain the Significance of McGregor's Theory of 'X' and 'Y'?

Ans: Theory of 'X' : Theory of 'X' Represents the traditional view of management and is based on the following assumption- (i) People do not like work and try to avoid it. (ii) People do not like work, so managers have central, Direct, coerce and threats employees to get them to work toward or organizational goals. (iii) People by nature resist to change, (iv) People prefer to be directed, to avoid responsibility and want to security, They have little ambition. (v) People are Gullible, Not very bright.

Theory of 'Y': (i) People do not naturally dislike work. (ii) People are internally motivated to each objectives to which they are committed. (iii) People are committed to goals to the degree that they Receive personal. Rewards When they Reach their objectives (iv) People will

both seek and accept responsibility under favorable condition/ (v) People have the Capacity to the innovative in solving organizational Problems.

28. Meaning and definition of Bureaucracy?

Ans: Jary and Jary, “Dictionary of sociology- Type of organization in which administration is based upon impersonal, written rules and a hierarchy of offices.”

Bovee, “Bureaucracy is a management approach that emphasizes a structured organization in which positions and authority are defined according to formal rules.

29. Basic principles of Bureaucracy?

Ans: Differentiation personal assets from organization assets/ chain of command/ division of work/ Basis of promotion/ Following organizational rules/ selection of employee/ expert training/ Arrangement of accurate record/ Legal authority.

30. Elements of bureaucracy?

Ans: Hierarchy/ Professional Qualities/ Rules, Regulations and procedure/ Legal Authority/ Impersonality/ Training.

31. Functions of Bureaucracy?

Ans: Specialization/ Structure/ Predictability and stability/ Rationality/ Democracy/ Creativity.

32. Types of Bureaucracy?

Ans: Workflow bureaucracy/ Personnel bureaucracy/ Newly established bureaucracy

33. Importance/ Benefits of bureaucracy?

Ans: Proper employee selection/ Formation of structure/ Rationality/ Accurate recording of information/ Creativity/ Specialization/ Developing managerial skill/ Legal authority/ Formal organizational structure/ stability/ procedure of training.

34. Demerits of Bureaucracy?

Ans: Rigidity/ Displacement of objectives/ Limitation of Categorization/ Field trend/ Dilatoriness/ Lack of flexibility/ impersonality/ costly/ Mis-understanding/ Autocratic management/ Red tapism/ Humbled of personal freedom/ anxiety.

35. Ways of solving bureaucratic problem.

Ans: Adaptive structures/ Decentralized structure/ Situational leadership theory.

36. Define Administrative Management Approach?

Ans: Administrative management is a management approach that stresses the functional aspects of the organization and management by planning organizing, Leading and controlling.

37. Key concepts of Administrative Theory/ Benefits/ Necessity?

Ans: Power of organization/ practicability/ Scientific Basis/ Co-ordination.

38. Negative or Criticisms of Administrative theory?

Ans: Reducing Importance of the theory/ Lack of flexibility/ Reducing acceptancy of universality/ To neglect human factors.

39. Define Scientific Management?

Ans: Bartol and Martin, “Scientific Management is an approach within classical management theory that emphasizes the scientific study of work methods in order to improve works efficiency”

R.L Daft, “Scientific Management is a subfield of the classical management perspective that emphasized scientifically determined changes in management practices as the solution to improving labor productivity.

40. Principles of scientific Management?

Ans: Application of science in place of traditional system/ Selecting, training and development of workers through scientific way/ Establishment of cordial relationship between workers and management/ Proper distribution of responsibilities and duties among management and workers.

41. Process of Scientific Management?

Ans: Planning/ Plan to be informed to the workers/ Selecting and training employees on the basis of qualification/ performance Appraisal/ Providing encouraging wages.

42. Benefits/ Importance/ Arguments of scientific Management?

Ans: Highest production/ Developing qualitative product/ Increasing efficiency/ developing working environment/ Reducing autocracy/ Using the best working method/ Introduction of differentiate wages system/ Enrichment of Organization/ Taking quick decision/ Easy co-ordination and control/ establishment of smooth relations/ Gaining co-operation of experts/ Improvement in standard of living.

43. Different Aspects/ Factors of Scientific Management?

Ans: (i) Human aspects or Factors: Selection of proper employees and training/ Time study/ Motion study/ Fatigue study/ Providing incentive wage/ smooth labor management relations. (ii) Non-human or material aspects: Best working method/ Using quality machineries/ Using quality raw materials/ Fictionalization/ Centralized planning/ sound working environment.

44. Explain the prescriptions of Scientific Management by F. W. Tylor?

Ans: i) Develop the science of work using time, motion and fatigues studies to identify the best way to perform a job. ii) Adhere absolutely to work standards, not allowing the daily production rate identified through the science of work to be changed by the arbitrary which of either manager or employees. iii) Select, place and trains workers scientifically, assigning workers to the most interesting and profitable tasks for which they are suited. iv) Apply a financial incentive system that encourages workers to perform efficiently and effective by tying to pay output. v) Use specialized functional supervision by a number of expert managers. vi) To keep labor management relations friendly and soundly because a co-operative alliance between employee and employer helps ensure the willing application of the scientific principle of work

45. Who is Elton Mayo? Make comparison between the contribution of Elton Mayo & F. W. Tylor?

Ans: Elton Mayo: He is known for Hawthorne studies. The Hawthorne studies are regarded to be a classical in this field. These studies were conducted at the Hawthorne plant of the western Electric company in Chicago from 1927-1938. The objective of these studies was to find out the behavior and attitudes of groups of employees as a result improved conditions in the organization. Elton Mayo has been rightly called. “The father of Industrial Sociology” as well as Human relations movement.

Contribution of Elton Mayo: Describing the social importance of factory/ Developing of industrial psychology/ Influence of different factors on productivity/ Importance on development of group attitude/ Describing the result of behavior observation.

Contribution of F. W. Tylor: The development of a true science of work/ The scientific selection and progressive development of the workman/ Scientific education and development of workman/ The division of work and responsibilities between management and workers.

46. Explain six separate activities of organization by Henri Fayol?

Ans: Technical activity/ Commercial activity/ Financial activity/ Security activity/ Accounting activity/ Managerial activity.

47. Define Motion study?

Ans: Gilbreth- “Motion study is the science of eliminating wastefulness resulting from using unnecessary, ill directed and inefficient motion.”

48. Difference between scientific Management & Traditional management?

Ans: Definition/ Basis/ Working Method/ Work identification/ Working/ Evaluation/ Measurement/ Division of labor/ Motivation.

3rd Chapter

49. Assumptions or Characteristics of Neo-Classical Theory?

Ans: Social System/ Affect environment/ Pattern of Organization/ Co-ordination/ Following impersonal policy/ Assumption of Behavior/ Group performance/ Motivating/ Organizational efficiency.

50. Element or Components Neo-Classical Theory?

Ans: Motivation/ Style of supervisor/ Individual Differences/ Group Dynamics/ Nature of Organization.

51. Criticism/ Limitations of Neo-classical Theory?

Ans: To ignore factors affecting organization structure/ the best concept of organizational structure/ more emphasis on participation/ co-ordination/ it is not separate theory/ more emphasis on human factors/ job satisfaction/ ignore the impact of trade union/ obscure.

52. Define of individual Behavior?

Ans: D. Md. Ataur Rahaman, “Behavior is that response of the person which is expressed just after facing tension or stimulus.”

Mr. Joseph Ritx, "Behavior is a function of the individual who is behaving the environment in which he or she is behaving."

53. Behavioral Difference Between Labour & Management?

Ans: Control/ Pattern of honorary/ Education/ Direction/ Role in policy making/ Higher training/ Conducting meeting/ Standard of living/ Quality control/ Business skill.

54. Difference Between Individual & Group Behavior?

Ans: Influencer/ Responsibilities/ Taking decision/ Nature/ Social pressure/ Conflict/ Achieving advantage/ Legality/ Time/ Goals and objective/ Independency/ Influence.

55. Determinants of Group Behavior Patterns?

Ans: Background/ Group Goal/ Group size/ Group norms/ Group communication/ Group cohesiveness/ Group Role/ Leadership/ Remuneration system/ Environment.

56. Definition of Organizational Behavior?

Ans: Fred Luthans, "Organizational behavior is directly concerned with the understanding, prediction and control of human behaviour in organizations.

Larry L. Cummings, "Organizational behaviour is a way of thinking a way of conceiving problems and articulating research and action solution."

57. Fundamental philosophical Concepts of organizational behavior.

Ans: (i) The nature of peoples : Individual differences/ A whole person concept/ Motivated behavior/ Value of person/ Desire for involvement/ (ii) The Nature of Organization : Social systems/ mutual interest/ Ethics.

58. Basic Elements of Organizational Behavior?

Ans: People/ Structure/ Technology/ Environment.

59. Basic Approaches of Organizational behavior?

Ans: Human property approaches/ probability approaches/ Production approaches/ System Approaches/ Interdisciplinary Approaches/ A contingency Approach/ Result oriented approach/ A system Approach.

60. define of Human Relation Theory?

Ans: Bartol & Martin, "The human relation theory emphasizes scientific research as the basis for developing theories about human behavior in organization that can be used to establish practical guidelines for managers."

61. Productivity and Human Relation?

Ans: Productivity/ absenteeism/ job satisfaction/ source of cohesiveness/ leadership.

62. Method of changing behavior how?

Ans: Education/ Operant conditioning/ Motivation/ Punishment/ extinction/ Promotion/ Organization development/ Praise.

4th Chapter

63. Characteristics of Modern Management Theory?

Ans: System Orientation/ Movement/ Interdependence of variable/ Diverse element/ Application of scientific Method/ probability/ Use of interdisciplinary team/ Flexibility/ Relying on guess in the choice of alternatives/ normative/ Real attitude.

64. Criticism of Modern Management Theory?

Ans: Incomplete Theory/ Operation Cost/ Quick Change/ Lack of Specialist/ Failure to sketch of proper diagram.

65. Classification of Modern Management Theory?

Ans: (i) Quantitative theory: Management science theory/ Operation Management Theory/ Management Information system. (ii) System Theory/ (iii) Contingency approach theory.

66. Impotence of Excellence Model?

Ans: Determining buyer consumer, employees and new concept/ Analyzing of new concept/ Acquiring full idea about the experiment/ Performance effectively and efficiently.

67. Characteristics of Social System Theory?

Ans: Formal relation/ Social Factors/ Social Commitment/ Creating cooperation/ Increasing coordination/ Social culture.

68. Characteristics of Decision Theory/Approach?

Ans: Management's planning/ Operation Management/ Scientific decision/ Skill justification process/ Goal attainment process.

69. Features of Empirical Theory?

Ans: Dependability/ Experience of decision/ data calculation/ traditional roles/ research and development.

70. Management Role Theory?

Ans: General activities/ Inspector/ Planner/ Supervisor/ Performance appraiser/ Middle man/ Coordinator/ Specialist.

71. McKinney's 7 'S' Approach?

Ans: Strategy/ Structure/ system/ style/ staff/ shared value/ skill.

72. Features of Quantitative Theory of Management?

Ans: Expression formula/ Mathematical model/ consistency in decision theory/ valuation system/ Use of computer/ Innovator.

73. Positives of Advantages of Quantitative Theory?

Ans: Decision Making/ Developed Policy/ Planning/ Development of feelings/ controlling.

74. Weaknesses or limitations of Quantitative theory?

Ans: Shortage of behavioral knowledge/ unacceptability/ emphasis on quantitative analysis/ increasing cost/ unreal assumptions/ Avoiding psychological facts/ Not applicable in all sectors.

75. Contribution of Quantitative Theory.

Ans: Invention of Quantitative policy/ Programs of feeling/ Helping planning and controlling process.

76. What is System?

Ans: A set or assemblage of thing interconnected or interdependent, so as to form a complex unity, a whole, composed of parts, in orderly arrangement according to some scheme or plan.

77. Basic Concepts of system theory?

Ans: Open versus closed system/ Synergy/ Entropy/ Sub-System.

78. Factors Influencing the systems and subsystems?

Ans: Open versus closed system/ synergy/ Entropy/ Sub-system/ Goals and values/ Structure/ Technology?

79. Strengths/ Importance/ Necessity of a System?

Ans: Considering organization as an open system/ Organization Development/ Proper solution of the problem./ Simplification of transformation activities.

80. Weakness or Criticism of system theory?

Ans: Applying own knowledge/ Limitation of confidence/ Unreal subject/ Ignorance of professional managers about this theory/ Lack of universality/ Negligence of behavioral concept .

81. Concept of contingency approach?

Ans: Kast & Rosenweig- “Contingency views recognize both similarities and difference among organization but still emphasize the prime managerial role is to seek congruence between the organization and its environment and among its various sub-systems.

Bove & Others,” Contingency theory is a management approach emphasizing that appropriate management behaviour should be adapted to the unique circumstances of the organization and the specific situation.”

82. Features or Assumptions of Contingency approach?

Ans: Method of performing management work/ Basic Concepts of Management/ Dependent on situation/ Filling claim of all internal parties.

83. Criticisms of Contingency Theory.

Ans: Causal relations/ Uncontrole of free variable/ Planned change/ Changing organizational structure.

Extra

1. Explain the significance/ importance of the evolution of management theories?

Ans: Highest production/ Developing qualitative product/ Increasing efficiency/ Developing working environment/ Reducing autocracy/ Using the best working method/ Introduction of differentiate wage system/ Enrichment of organization/ Taking quick decision/ Establishment of smooth relation/ Easy co-ordination and control/ Improvement of standard of living.

2. Management is a distinct skill-Explain the statement?

Ans: Technical skill/ Human skill/ Conceptual skill/ Diagnostic skill/ Analytical skill/ education as a source of management skill/ Experience as a source of management skill/ Training as a source of management skill.

3. Describe the significance of industrial revolution in management?

Ans: Changing production process/ Development of Iron and steel industries/ Development of skill and capabilities of workers/ Infrastructural development/ Crafting long term plan/ Taking right decision in the right time/ Modern Technology/ Dynamic Leadership/ Development of transport system/ Development of standard of living/ Development of social security/ Creation of employment.

4. Present the contribution of Max Weber in Bureaucracy?

Ans: Job specialization/ Authority hierarchy/ Formal selection/ Final rules and regulations/ Impersonality/ Career orientation.

5. Discuss the elements/ aspects of scientific Management?

Ans: (i) Human element of scientific management: Selection of proper employees and their proper training/ Time study/ Motion study/ Fatigue study/ Providing incentive wage/ Smooth labor management relations/ Co-operation and harmony in industrial relation.

(ii) Non Human element of scientific management: Best working method/ Using quality raw materials/ Functionalization/ Centralized planning/ Sound working environment/ Machine speeding/ Factory condition.

6. What are the weaknesses of classical Management Theories?

Ans: Inexistence in assumptions classical theory/ Limitations of management policy/ Bureaucratic behavior/ To neglect human factors/ Lack of coordination/ Lack of level of control/ lack of formality/ Lack of rationalistic legislative/ Limitation of total process/ Lack of organizational structure.

7. Who is Henri L. Gantt?

Ans: Henri L. Gantt was an Mechanical engineer he was born an 20th may, 1861 in Colbert country merrilane in the U.S.A He purchased a big form and experimental with the principles of scientific management. Gantt's services to the management were recognized by the ASME and the American Mangemenet association.

8. Discuss Henri L. Gantt contribution?

Ans: Gantt realized that the incentive wage plan of Taylor was too rigorous/ The standard set for a worker was too high./ He understood the importance of trade union in the industrial society better than Taylor./ He improved upon the Taylor's system of wage payment and tried to cooperate with the trade unions./ Gantt was the founder of a new movement known as the new machine./ Gantt established the Gantt chart which is the completing managerial plan and work effectively and efficiently.

9. Deference between Maslow's model & Herzberg's model?

Ans: (i) Maslow's model : Order of needs- Hierarchical arrangement of needs/ Emphasis- Descriptive/ essence of theory- unsatisfied needs energize behavior this behavior causes performance/ Motivator – Any need can be a motivator if it is relatively unsatisfied/ Applicability- Takes a general view of the motivational problems of all workers/ Factors- The existence of some factors creates positive attitude.

(ii) Herzberg's model: Order of needs- No such hierarchical arrangement/ Emphasis- prescriptive / Essence of theory- Gratified needs cause performance / Motivator – only higher order needs serve as motivators./ Applicability- Takes a Micro view and deals with work oriented motivational problems of professional workers/ Factors- The positive and negative factors are completely different.

10. Describe the significance of contemporary management thought?

Ans: System orientation/ Application of scientific method/ Interdependence of variable/ Use of interdisciplinary team/ Flexibility of theory/ relying on guess in the choice of alternatives/ Normative/ Real attitude/ Diverse element/ Increase movement/ Formal organization/ Performance effectively and efficiently.

11. What are the quantitative techniques in management for decision making?

Ans: Expression formula/ Mathematical model/ consistency in decision making/ valuation system/ Use of computer/ Developed policy/ Development of feeling/ controlling/ Searching solution/ Applying in the job sector.

12. What is Managerial Grid?

Ans: A well known approach to defining leadership styles in the managerial grid. Managerial grid developed decades ago by Robert Blake and Jane Mouton.

Building on previous research that showed by the importance of a manager having control both for production and for people Blake and Mouton developed a clever device to dramatize this concern. They identify five basic leadership styles managerial grid are presented in a figure.

13. What is Managerial Grid so Popular?

Ans: Impoverished Management/ Task Management/ Country club Management/ Middle of the Road Management/ Team Management.

14. What is Hawthorne study?

Ans: Hawthorne studies is the social might be as powerful a determinant of worker productivity as were financial motives.

Elton Mayo found that informal work groups grew out of formal organization with their own leaders, influence systems, Norms for appropriate behavior and presides for conformity to maximum and minimum acceptable performance.

15. Discuss the importance and result of Hawthorne study?

Ans: The Hawthorne studies focused on the relationship between worker productivity and such factors./ The result of this studies productivity actually increased when decreases were expected./ It was the suggestion social factors might be as powerful a determinant of worker productivity as were financial motives./ Generally, Mass interviewing programmed is arranged for measuring the inspection of the company./ The result of this studies are interpret sonal skill as motivating, counseling, Leading and communicating.

16. What is System Approach?

Ans: System Approach consider universal process, Scientific management and Human relation theories as the study of management in fragments rather than in the round. These theories assum that “The whole is equal to the sum of its parts.”

According to system approach, in solving problems therefore, Managers must view the organization as a dynamic whole, focusing in the interdependence and inter-relationship of the various sub systems from the point of view of overall effectiveness of the organization.

17. Describe the contribution of system scientists of the development of management?

Ans: The most important contribution to this school has been made by Chester I. Barnard. His classic treatise entitled “The functions of the executive, published in 1938, is considered by some management scholars as ‘one of the most influential book published in the entire field of management.’”

Like Fayol,- Barnard established a new approach to management on the basis of his life long experience as a top level executive.

“The function of the executive, Barnard characterized all organization as a cooperative system. He emphasized the role of the individual and the importance of his cooperation as a strategic factor.

Chester barnard identified three elements in the organization:

- (i) Willingness to serve an organization/
- (ii) Common purpose to an organization/
- (iii) Communication between the labor and managers in an organization.