EVOLUTION OF MANAGEMNT

The evolution of management theory spans from early pre-scientific practices to modern dynamic approaches.

It developed in three major phases:

1. **Classical theories** - focused on organizational structure and efficiency,
2. **Behavioral approaches -** highlighted human psychology and social dynamics, a
3. **Modern theories** introduced systems thinking and contingency planning. [

1. CLASSICAL APPROACH (LATE 19TH TO EARLY 20TH CENTURY)

Born during the Industrial Revolution, this phase aimed to maximize operational efficiency and establish formal organizational structures.

Scientific Management (Frederick W. Taylor): Often called the "father of scientific management," Taylor replaced "rule of thumb" methods with scientific analysis. He emphasized:

- Time and motion studies to find the "one best way" to do a job.
- Standardization of tools and working conditions.
- Scientific selection and training of workers.
- "Mental Revolution" to foster cooperation between management and workers.

Administrative Management (Henri Fayol): Fayol, known as the "father of modern operational management theory," identified 14 universal principles of management. Key principles include:

- Division of Work to increase specialization.
- Unity of Command (each employee reports to only one boss).
- Scalar Chain (a clear line of authority) and Esprit de Corps (team spirit).

Bureaucratic Management (Max Weber): Proposed a formal structure governed by strict rules, hierarchy, clear division of labour, and impersonality to remove favoritism and bias.

2. NEO-CLASSICAL / BEHAVIORAL APPROACH (1920S TO 1950S)

Recognizing that classical theories overemphasized machines and rules, this phase shifted focus to the human and social aspects of work.

Hawthorne Studies (Elton Mayo): Conducted at Western Electric, these experiments proved that worker productivity is highly influenced by interpersonal relationships, group norms, and managerial attention, rather than just physical environment or financial incentives.

Human Relations Movement: Emphasized that satisfied workers are productive workers. Thinkers like Mary Parker Follett and Douglas McGregor (Theory X and Theory Y) promoted employee participation and supportive leadership.

3. MODERN MANAGEMENT APPROACH (1950S TO PRESENT)

Modern theories view organizations as dynamic, open systems that continuously interact with their external environment.

Systems Approach: Views an organization as a system of interrelated parts (inputs, processes, outputs, and feedback). A change in one department impacts the entire organization.

Contingency/Situational Approach: Asserts that there is no "one best way" to manage. The most effective management style depends on the specific situation, environment, and challenges a company faces.