



Evolution Of Management Theories

Definition of Management

- Management is the act or manner of guiding or taking charge or —handling, direction, or control
- Management is the process that involves planning, organizing, directing and controlling an organization to achieve goals while using human, financial and material resources

Management process

The management process is a series of steps that are used to perform business operations. The process of management consists of planning, organizing, staffing, directing, and controlling.

Management process

1-Planning: Is the basic and prime function of management. It involves setting objectives, policies, strategies, and programs for the nursing services. Also, it involves budgeting, managing time, and making decisions.

2. Organizing: It means developing a system. It involves identifying work activities, preparing job descriptions, assigning job roles, creating hierarchy of authority and lines of communication, identifying relationships among departments for achieving the organizational objectives.

5. Controlling: It is the measuring and correcting the performance or activities. For this standards are determined, actual performance is measured, comparing the actual performance against standards and taking the appropriate corrective actions. Also it involves the quality management systems and risk management processes.

3. Staffing: Staffing process includes recruitment, selection and placement, orientation, and staff development activities. Work schedules are planned according to the patient care delivery method selected.

4. Directing and leading: It is concerned with inspiring and encouraging staff and creating a productive work environment. Effective supervision, communication, leadership, motivation, counseling, team building, and conflict resolution are important ingredients to achieve organizational objectives.



Historical development of management theory

- Management science, like nursing, develops a theory base from many disciplines, such as business, psychology, sociology, and anthropology. O Because organizations are complex and varied,
- Theorists 'views of what successful management is and what it should be having changed repeatedly in the last 100 years.

Management Functions Identified (1925) Henri Fayol

- Henri Fayol (1925) first identified the management functions of planning, organization, command, coordination, and control.
- Luther Gulick (1937) expanded on Fayol's management functions in his introduction of the Seven activities of management, **planning, organizing, staffing, directing, coordinating, reporting, and budgeting** as denoted by the mnemonic POSDCORB.
- Eventually, theorists began to refer to these functions as the management function.
- As a member of the classical theory movement, Fayol's work was unique from that of Taylor, who focused on worker efficiency.
- Instead, Fayol focused on organization and structure of work tasks. He looked specifically at how management and workers are organized within a business to allow for the completion of task.
- He proposed the creation of work groups and functional departments where distinct activities are performed.
- These activities contribute to the accomplishment of greater tasks in furtherance of organization objectives.

Fayol Principles of management

1-Division of Labor

The division of labor within an organization allows for specialization individuals can become more proficient in the accomplishment of a limited set of activities thus improving their output.

2. Authority

Managers must have the authority to issue commands, but with that authority come the responsibility to ensure that the work gets done. Fayol principles of management



3. Discipline

There must be a clear line of authority. Subordinates must fully obey instructions from superiors.

Managers must have the ability to instill discipline through punishment.

4. Unity of Command

There should be only one boss from whom a worker receives instructions.

5. Unity of Direction

Each workgroup or department is working under a singular plan that coordinates efforts.

Work efforts should be guided by one supervisor.

6. Subordination of Individual Interest

The interests of individuals are subordinate to the general interests of the group or department or company.

7. Remuneration Compensation is used to incentivize worker performance.

Remuneration can include both financial and non-financial forms of compensation.

8. Centralization

Decision making should be either centralized (management makes all decisions) or decentralized (employees also make decisions) depending upon the characteristics of the organization and worker competency.

9. Line of Authority (Scalar Chain) There must be a hierarchy of authority that places workers below managers in the reporting structure.

10. Order There must be well-defined rules and standards for the work environment and work responsibilities. A safe and orderly environment leads to greater coordination

11. Equity

The organization must be run based upon principles of fairness.

Employees should be treated with a combination of kindness and justice.

12. Stability of Tenure

Organizations need **low turnover**. This allows employees time to learn their jobs, develop skills, and acquire loyalty.

13. Initiative

Managers must promote initiative by allowing employees to **create plans and carry them out**.



14. Esprit de Corps

Modern management theory

- Believe that employees work for numerous reasons, including achieving satisfaction, happiness and desired lifestyles.
- With this theory, managers understand employees' behaviors and needs and can implement strategies to meet those needs and support their skill development over time.

Examples of modern management theory

1-Contingency approach

2. Systems approach

The contingency management

- The contingency management approach states that **there is not just one management approach that fits every organization.**
- It believes that the optimal management style depends on the situation.
- Leaders who utilize this theory do not adopt a single management style and instead must identify and use different styles for different situations.
- As a result, these leaders also develop additional traits and skills that ensure they can employ various management approaches effectively.
- The use of diverse styles can help make these leaders more flexible and adaptable in the workplace.



Advantages of contingency theory

- Is dynamic in nature.
- Helps the manager to enhance their leadership and decision making skills.
- Provides options to the employees that help them to grow and share their ideas to the business.
- It helps to design the organizational structure and plan the information decision systems.

The disadvantage of contingency theory

1. Has a complex approach.
2. Is basically reactive in nature.
3. Suffers from inadequately of literature

Systems approach

- The systems approach of management states that organizations represent a complex collection of various components that work together to reach a common goal.
- An organization is made up of numerous subsystems, such as different departments.
- Managers using this theory examine how these subsystems interact with and affect one another, rather than analyzing them secretly
- They must also consider their surrounding environment and external factors that influence or affect these systems.
- The systems approach further defines an organization by dividing it into different components.
- These components demonstrate how different parts of the organization work together toward a common goal



Components of system approach

Inputs: represent the factors that are needed to create goods and services.

Transformational process: represent the activities or abilities that convert the organization's inputs into outputs.

Outputs: Outputs represent the results produced by an organization.

Feedback: represents information related to the organizations' outcomes or output

Advantages of Systems Approach in management

1. It concentrates results on end rather than the means.
2. It provides an orderly and efficient plan of action
3. It assists in studying the functions of complex organizations
4. It is probabilistic rather than deterministic.
5. It has been utilized as the base for the new kinds of organizations
6. like project management organization.
7. It is possible to bring out the inter-relations in various functions like planning, organizing, directing and controlling

Disadvantages of system approach

1. It does not provide any tool and technique for managers.
2. It is not a prescriptive management theory, as it does not specify tools
3. and techniques for practicing managers.
4. It does not address power and social inequalities and their causes.
5. It does not specify the nature of interactions and interdependencies.