Part I: Management in Nursing:

- Definition of Management
- Definition of Manager
- Management Process
- Levels of Management
- Principles of Management
- Roles Performed by Managers
- Management Needs Resources
- Factors Effecting on Management
- Theories in Nursing Management.

Learning Objectives

At the end of this chapter, the student should be able to:

1. Define Concepts
2. Discuss the process, characteristics, and principles of management.
3. Discuss the three levels of management.
4. Describe the roles of manager.
5. Identify the management need resources.
6. List the factors affecting on management.
7. Describe the differences between the four different groups of management.
Management and leadership in nursing

8. Analyse the impact of studying management theories to potential nurse leaders.

Management in Nursing

Management

- Management may be defined as the art of securing maximum results with a minimum of effort so as to secure maximum prosperity and happiness for both employer and employee and give the public the best possible service.
- Management is the process of reaching organizational goals by working with and through people and other organizational resources.
- Management and administration sometimes appear to be synonymous, but they are not synonymous terms.

Manager

Is a person who controls and manipulates resources and expenditures, to meet the organizational goals. OR

The definition of a manager is a person responsible for supervising and motivating employees and for directing the progress of an organization.

Management Process

The management process, like the nursing process, includes gathering data, diagnosing problems, planning, interviewing and evaluating
outcomes. But in reality each step of the management process is more complex than the nursing process.

The management process consists of working with human and physical resources and organizational and psychological processes within a creative and innovative climate for the realization of organizational goals.

Henri Fayol, 1925, first identified the management functions of Planning, Organization, Command, Coordination, and Control.

Later, Luther Gullick, 1973, expanded these and introduced seven activities of management: Planning, Organization, Staffing, Directing, Coordinating, Reporting, and Budgeting (POSDCORB).

**Characteristics of Management**

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

**Elements of management Process**

1. **Planning**

Planning means to decide in advance what is to be done. It charts a course of actions for the future. It is an intellectual process and it aims to achieve a coordinated and consistent set of operations aimed at desired objectives.

**Essentials of good planning**

a. Yields reasonable organizational objectives and develops alternative approaches to meet these objectives.
b. Helps to eliminate or reduce the future uncertainty and chance.

c. Helps to gain economical operations.

d. Lays the foundation for organizing.

e. Facilitates co-ordination.

f. Helps to facilitate control.

Dictates those activities to which employers are directed.

2. Organizing

The management function of organizing can be defined as ,”relating people and things to each other in such a way that they are all combined and interrelated into a unit capable of being directed toward the organizational objectives.”

Work activities required for the organizational performance are separated through:

a. Horizontal differentiation (i.e., Dividing the organization into operational units for more effective and efficient performance.)

b. Vertical differentiation (i.e., Establishes the hierarchy and the number of levels in the organization)
The formal organization depends on two basic principles:

1: Responsibility

Responsibility in an organization is divided among available personnel by grouping the functions that are similar in objectives and content. This should be done in a manner that avoids overlaps and gaps as much as possible. Responsibility may be continuing or it may be terminated by the accomplishment of a single action.

II: Authority

When responsibility is given to a person, he must also be given the authority to make commitments, use resources and take the actions necessary to carry out his responsibilities.

3. Staffing

Staffing is the selection, training, motivating and retaining of personnel in the organization. Before selection we have to make analysis of the particular job, which is required in the organization, then comes the selection of the personnel. It involves:

Manpower planning to have the right person in the right place and avoid “square peg in the round hole”. **Manpower planning involves the following steps:**

a. Scrutiny of present personnel strength.

b. Anticipation of manpower needs.

c. Investigation of turnover of personnel.
d. Planning job requirements and job descriptions.

4. Directing

Directing means the issuance of orders, assignments and instructions that permit the subordinate to understand what is expected of him, and the guidance and overseeing of the subordinate so that he can contribute effectively and efficiently to the attainment of organizational objectives.

Directing includes the following activities

a. Giving orders.

b. Making supervision

c. Leading

d. Motivating

e. Communicating

5. Supervision

Supervision is the activity of the management that is concerned with the training and discipline of the work force. It includes follow up to assure the prompt and proper execution of orders.

Supervision is the art of overseeing, watching and directing with authority, the work and behaviour of other.

6. Leading
Leadership is the ability to inspire and influence others to contribute to the attainment of the objectives. Successful leadership is the result of interaction between the leader and his subordinates in a particular organizational situation.

There are number of styles of leadership that have been identified such as autocratic, democratic participative leadership.

The continuum of leadership styles, ranges from the completely authoritarian situation with no subordinate participation to a maximum degree of democratic leadership, enabling the subordinate to participate in all phases of the decision making process.

7. **Controlling**

Controlling can be defined as the regulation of activities in accordance with the requirements of plans. Controlling is an ongoing and continuous process to ensure that activities conform to plan. It include: quality assurance, performance appraisal, fiscal accountability, legal & ethical control and professional control.

**Steps of control:**

The control function, whether it is applied to cash, medical care, employee morale or anything else, **involves four steps.**

a. established of standards.

b. Measuring performance

c. Comparing the actual results with the standards.
Levels of Management

Generally, there are Three Levels of Management.

I: Top Level Management

As the nurse director, responsible for managing nursing departments in the hospital, and all middle managers report to him.

The main role of the First level manager

1. Determines the objectives, policies and plans of the organization.
2. Mobilizes (assemble and bring together) available resources.
3. Does mostly the work of thinking, planning and deciding.
Therefore, they are also called as the Administrators and the Brain of the organization.
4. They spend more time in planning and organizing.
5. They prepare long-term plans of the organization which are generally made for 5 to 20 years.
6. The top level management has maximum authority and responsibility. They are the top or final authority in the organization. They are directly responsible to the Shareholders, Government and the General Public. The success or failure of the organization largely depends on their efficiency and decision making.
7. They require more conceptual skills and less technical Skills.

II: Middle Level Management
The middle level management emphasize more on following tasks:

1. Middle level management gives recommendations (advice) to the top level management.
2. It executes (implements) the policies and plans which are made by the top level management.
3. It co-ordinate the activities of all the departments.
4. They also have to communicate with the top level Management and the lower level management.
5. They spend more time in coordinating and communicating.
6. They prepare short-term plans of their departments which are generally made for 1 to 5 years.
7. The middle Level Management has limited authority and responsibility. They are intermediary between top and lower management. They are directly responsible to the chief executive officer and board of directors.
8. Require more managerial and technical skills and less conceptual skills.

III: Lower Level Management.

The lower level management consists of the Foremen and the Supervisors. They are selected by the middle level management. It is also called Operative / Supervisory level or First Line of Management. It is responsible for supervising the work of non-managerial personnel and the day-to-day activities of a specific work unit or units.

The lower level management performs following activities:
1. Lower level management directs the workers / employees.
2. They develops morale in the workers.
3. It maintains a link between workers and the middle level management.
4. The lower level management informs the workers about the decisions which are taken by the management. They also inform the management about the performance, difficulties, feelings, demands, etc., of the workers.
5. They spend more time in directing and controlling.
6. The lower level managers make daily, weekly and monthly plans.
7. They have limited authority but important responsibility of getting the work done from the workers. They regularly report and are directly responsible to the middle level management.
8. Along with the experience and basic management skills, they also require more technical and communication skills.

**Principles of Management:**

A principle refers to a fundamental truth. Management principles are the statements of fundamental truth based on logic which provides guidelines for managerial decision making and actions.

**The 14 Principles of Management described by Henri Fayol.**

1. **Division of Labor**
   a. Henry Fayol has stressed on the specialization of jobs.
   b. all kinds of work must be divided & subdivided and allotted to various persons according to their expertise in a particular area.
   c. Specialization leads to efficiency & economy in spheres of business.
2. **Party of Authority & Responsibility**
a. Authority refers to the right of superiors to get exactness from their subordinates whereas responsibility means obligation for the performance of the job assigned.
b. If authority is given to a person, he should also be made responsible.
c. In a same way, if anyone is made responsible for any job, he should also have concerned authority.
d. Authority without responsibility leads to irresponsible behavior whereas responsibility without authority makes the person ineffective.

3. **Principle of One Boss**

a. A subordinate should receive orders and be accountable to one and only one boss at a time.
b. In other words, a subordinate should not receive instructions from more than one person because -

- It undermines authority.
- Weakens discipline.
- Divides loyalty.
- Creates confusion.
- Delays and chaos.
- Escaping responsibilities
- Duplication of work
- Overlapping of efforts

c. Unity of command provides the enterprise a disciplined, stable & orderly existence.
d. It creates harmonious relationship between superiors and subordinates.

4. **Unity of Direction**
a. Fayol advocates one head one plan which means that there should be one plan for a group of activities having similar objectives.
b. Related activities should be grouped together. There should be one plan of action for them and they should be under the charge of a particular manager.
c. In fact, unity of command is not possible without unity of direction.

5. Equity
a. Equity means combination of fairness, kindness & justice.
b. It implies that managers should be fair and impartial while dealing with the subordinates.
c. They should give similar treatment to people of similar position.
d. They should not discriminate with respect to age, caste, sex, religion, relation etc.
e. Equity is essential to create and maintain cordial relations between the managers and sub-ordinate.
f. But equity does not mean total absence of harshness.

6. Order
a. This principle is concerned with proper & systematic arrangement of things and people.
b. Arrangement of things is called material order and placement of people is called social order.
c. Material order- There should be safe, appropriate and specific place for every article and every place to be effectively used for specific activity and commodity.
d. Social order- Selection and appointment of most suitable person on the suitable job.

7. Discipline
a. “Discipline means sincerity, obedience, respect of authority & observance of rules and regulations of the enterprise”.

b. This principle applies that subordinate should respect their superiors and obey their order.

c. Discipline is not only required on path of subordinates but also on the part of management.

d. Discipline can be enforced if -

- There are good superiors at all levels.
- There are clear & fair agreements with workers.
- Sanctions (punishments) are judiciously applied.

8. Initiative

a. It means eagerness to initiate actions without being asked to do so.

b. Fayol advised that management should provide opportunity to its employees to suggest ideas, experiences& new method of work.

c. It helps in developing an atmosphere of trust and understanding.

9. Fair Remuneration

a. The quantum and method of remuneration to be paid to the workers should be fair, reasonable, satisfactory & rewarding of the efforts.

b. As far as possible it should accord satisfaction to both employer and the employees.

c. Wages should be determined on the basis of cost of living, work assigned, financial position of the business, wage rate prevailing etc.

d. Fayol also recommended provision of other benefits such as free education, medical & residential facilities to workers.

10. Stability of Tenure
a. The employees should be appointed after keeping in view principles of recruitment & selection but once they are appointed their services should be served.
b. Time is required for an employee to get used to a new work & succeed to doing it well but if he is removed before that he will not be able to render worthwhile services”.

11. Scalar Chain
a. ’The chain of superiors ranging from the ultimate authority to the lowest”.
b. Every orders, instructions, messages, requests, explanation etc. has to pass through Scalar chain.

12. Sub-Ordination of Individual Interest to General Interest
a. As far as possible, reconciliation should be achieved between individual and group interests.
b. In order to achieve this attitude, it is essential that -

- Employees should be honest & sincere.
- Proper & regular supervision of work.
- Reconciliation of mutual differences and clashes by mutual agreement.
For example, for change of location of plant, for change of profit sharing ratio, etc.

13. Espirit De’ Corps (can be achieved through unity of command)
a. It refers to team spirit i.e. harmony in the work groups and mutual understanding among the members.
b. Spirit De’ Corps inspires workers to work harder.
c. To inculcate Espirit De’ Corps following steps should be undertaken -
• There should be proper co-ordination of work at all levels
• Subordinates should be encouraged to develop informal relations among themselves.
• Efforts should be made to create enthusiasm and keenness among subordinates so that they can work to the maximum ability.

14. Centralization & De-Centralization
a. Centralization means concentration of authority at the top level. In other words, centralization is a situation in which top management retains most of the decision making authority.
b. Decentralization means disposal of decision making authority to all the levels of the organization. In other words, sharing authority downwards is decentralization.
c. Anything which increases the role of subordinate is decentralization & anything which decreases it is centralization.
d. Fayol suggested that absolute centralization or decentralization is not feasible. An organization should strike to achieve a lot between the two.

Roles of the Manager

1. Creating the Vision

Successful organizations are led by visionary leaders with a clear understanding of the organization's mission statement. This helps everyone focus on the organization's main purpose.
2. Implementing the Vision

It is also the manager's role to implement the mission statement by breaking it down into specific, achievable goals. Managers help the workers to recognize how the work they do relates to the overall goal of the organization.

3. Facilitating Change

Dynamic organizations are always changing, and managers help facilitate the change through their role as change agents. They do this by fully understanding and accepting the need to change and by conveying this rationale to the staff.

4. Mentoring

Managers who are visionary leaders constantly mentor their staff. It's their role to recognize talent and groom employees for positions of additional responsibility. They contribute to the professional development of their employees by conducting performance appraisals and encouraging personal growth and increased productivity.

5. Gathering Information

It's the manager's role to gather all relevant information. Managers stay in touch with their superiors and are aware of new trends that might be implemented in the future. They maintain an "open-door" policy with their employees to keep up-to-date with issues that might be causing resentment or discontent among them.
6. Evaluating Information

Evaluating information when it is received, to determine who should receive the information and how it will be communicated. Managers use their judgment to decide what is relevant to pass on to their supervisors and what to share with their workers.

7. Communicating

Managers must communicate information at the most suitable time, using the most appropriate method of communication whether it be face-to-face at a meeting, via electronic technology or in print.

8. Decision-Making

Managers are constantly involved in decision-making, whether it's for smaller issues such as what time workers will take their breaks or for more important matters such as firing an employee for a transgression.

9. Building Relationships

Building relationships is a vital management role revolves around the interpersonal relationships with their subordinates and with their superiors. Managers who develop a climate of trust find it easier to do their job. It's easier for them to get their workers to follow directions and it's easier to take direction from their supervisors.

10. Controlling Climate

Managers are responsible for facilitating healthy interpersonal relationships among staff members. Employees are more productive when the relationships in the workplace are supportive and collaborative.
instead of filled with poisonous back-stabbing. It's the role of the manager to foster a positive climate

Management Needs Resources

1. **The Director of Nursing Resource Management**
   This individual directs the management of the staffing and payroll functions, nursing supervisors, and the nurse manager of the organization.

2. **The Staffing and Payroll Office**
   This office is responsible for providing support to the inpatient nursing units and the emergency department for scheduling, staffing and payroll. Its responsibilities include daily staffing, maintaining scheduling changes.

3. **The Nursing Supervisors**
   The nursing supervisors direct and evaluate nursing care and related activities of the nursing units on the off-shifts and serve as the administrative resource person within the hospital.

4. **Nurse Manager**
   This individual manages the staff of the organization and the 24-hour operations of the holding areas.

5. **The Nursing Staff**
   Is comprised of the following positions: registered nurse, certified nursing assistants, unit secretaries, and nursing service aides.

Factors Effecting on Management

1. The degree to which management's decision making style affects information flow by making full use of two-way lateral and vertical
communications (Collaborative styles) or by relying mostly on one-way vertical communications (Command and Control styles).

2. The types of technology used in the performance management system to generate and process information: Enterprise Resource Planning (ERP), specialized tools (HIS - Health Information Systems, DSS- Decision Support Systems).

3. The level of use of e-commerce and Internet technologies to facilitate the flow of information.

4. Competition

Health Care Setting that do not jump quickly into a promising service market may be outmaneuvered by their competitors.

5. Economy

The overall economy or health of the company's industry also may negatively affect a manager's ability to plan. When sudden downturns occur, planning must be stopped, adjusted or taken in a new direction. Managers must be flexible to changing outside economic conditions even when they are in the midst of planning a project of special interest to them.

6. Managers

Managers themselves also affect their own planning function. If they are not good planners in general or do not have the experience, education or background in planning required to be successful, they are more likely to plan poorly.

7. Information
When planning occurs, it is vital to have accurate information from consumers, the market, the economy, competitors and other sources. Managers who do not have accurate and timely information are more likely to plan poorly and inadequately.

Theories in Nursing Management

Management theories

- The study in the development of Management theories can be useful to nursing leaders in creating their own management style.

- No single management theory is sufficient in itself to guide the nursing leaders in every situation.

- However, selecting from the most applicable theory they may be able to develop their own individual management style and most effective in their situation. Below are some of the most profound management theories developed in different periods.

They could be categorized into four main focuses.
1. Scientific Management.
2. Classic Organization.
3. Human Relations.
4. Behavioural Science

A: Scientific Management

Scientific principles measurement of the outcome. Among the
pioneers of the scientific management are:

1. Taylor

- Frederick W. Taylor (1856-1915) generally recognized as the father of scientific management.
- Through the use of stopwatch studies, he applied the principles of observation, measurement, and scientific-comparison to determine the most efficient way to accomplish a task.
- Taylor conducted time-and-motion studies to time workers, analyse their movements, and set work standards.
- He usually found that the same result could be obtained in less time with fewer or shorter motions.
- When the most efficient way to complete a task was determined, workers were trained to follow that method.
- It was management's responsibility to select and train workers rather than allow them to choose their own jobs and methods and train themselves.
- Taylor's scientific management reduced wasted efforts, set standards of performance, encouraged specialization, and stressed the selection of qualified workers who could be developed for a particular job.

B. Classic Organization
• Classic administration-organization thinking began to receive attention in 1930.

• It viewed the organization as a whole rather than focusing solely on production, managerial activities and controlling.

• The concepts of scalar levels, span of control, authority, responsibility, accountability, line-staff relationships, decentralization, and departmentalization became prevalent.

1. Fayol. Henri Fayol (1841-1925)

• Fayol known as the "father of the management process school," was a French industrialist concerned with the management of production shops.

• Fayol studied the functions of managers and concluded that management is universal.

• All managers, regardless of the type of organization or their level in the organization, have essentially the same tasks: planning, organizing, issuing orders, coordinating and controlling.

• As believer in the division of work, he argued that specialization increases efficiency.

• Fayol recommended centralization through the use of scalar chain or levels of authority, responsibility accompanied by authority, and unity of command and direction so that each employee receives orders from only one superior.

• Fayol encouraged development of group harmony through
equal treatment and stability of tenure of personnel.

C. Human Relations

- The human relations movement began in the 1940s with attention focused on the effect individuals have on the success or failure of an organization.
- The chief concerns of the human relations movement are individuals, group process, interpersonal relations, leadership, and communication.
- Instead of concentrating on the organization's structure, managers encourage workers to develop their potential and help them meet their needs for recognition, accomplishment, and sense of belonging.


- Lewin focused on the study of group dynamics.
- Lewin maintained that groups have personalities of their own: composites of the members' personalities.
- He showed that group forces can overcome individual interests.
- Lewin advocated democratic supervision.
- His research indicated that democratic groups in which participants solve their own problems and have the opportunity to consult with the leader are most effective.
- Autocratic leadership, on the other hand, tends to promote
hostility and aggression or apathy and to decrease initiative.

D. Behavioural Science

- Behavioural science emphasized the use of scientific procedures to study the psychological, sociological, and anthropological aspects of human behaviour in organizations.
- Behavioural scientists indicated the importance of maintaining a positive attitude toward people, training managers, fitting supervisory action to the situation, meeting employees' needs, promoting employees' sense of achievement, and obtaining commitment through participation in planning and decision making.

1. McGregor. Douglas McGregor (1932) developed the managerial implications of Maslow's theory.
   - He noted that one's style of management is dependent on one's philosophy of humans and categorized those assumptions as Theory X and Theory Y.
   - In Theory X, the manager's emphasis is on the goal of the organization. The theory assumes that people dislike work and will avoid it; consequently, workers must be directed, controlled, coerced, and threatened so that organizational goals can be met.
   - According to Theory X:
     1. most people want to be directed and to avoid responsibility because they have little ambition.
     2. They desire security.
     3. Managers who accept the assumptions of Theory X will do
the thinking and planning with little input from staff associates.

4. They will delegate little, supervise closely, and motivate workers through fear and threats, failing to make use of their potentials.

- **In Theory y**, the emphasis is on the goal of the individual. It is the manager's assumption that people do not inherently dislike work and that work can be a source of satisfaction. Theory y managers assume:
  1. that workers have the self-direction and self-control necessary for meeting their objectives and will respond to rewards for the accomplishment of those goals.
  2. They believe that under favourable conditions, people seek responsibility and display imagination, ingenuity, and creativity.
  3. They will delegate, give general rather than close supervision, support job enlargement, and use positive incentives such as praise and recognition.

**Implications of Management Theories in Nursing**

1. Taylor and Gilbreth theories can be replicated in nursing to study complexity of care and determine staffing needs and observe efficiency and nursing care.

2. Nurses can utilize Emerson's early notion of the importance of objectives setting in an organization.

3. Nurses should be aware of the managerial tasks' as defined by Fayol: Planning, Organizing, Directing, Coordinating, and controlling.
4. The theory of human relations of Follet and Lewin emphasize the importance for Nurse Managers to develop staff to their full potential and meeting their needs for recognition, accomplishment and sense of belonging.

5. Me Gregon and Likert support the benefits of positive attitudes towards people, development of workers, satisfaction of their needs, and commitment through participation.

6. Overall, study of the development of management, potential nurse leaders can define the management role, develop leadership style, learn managerial technique and give an insight to how to work with others to accomplish goals.

Management Theories
## A. Scientific Management Theories

<table>
<thead>
<tr>
<th>Theories</th>
<th>Theme</th>
<th>Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gantt. Henry L. Gantt</td>
<td>Efficiency</td>
<td>• Refining Previous work rather than introducing new concepts.</td>
</tr>
<tr>
<td>(1861-1919)</td>
<td></td>
<td>• Explains relationships between work completed and time needed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Bonus remuneration plan to stimulate higher performance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Workers be selected scientifically.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• More humanitarian approach by management.</td>
</tr>
<tr>
<td>Emerson. Emerson</td>
<td>Conservation &amp; organization's goals and objectives</td>
<td>• Goals and ideas should be clear and well defined.</td>
</tr>
<tr>
<td>(1853 -1936)</td>
<td></td>
<td>• Changes should be evaluated.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Competent counsel &quot;is essential&quot;.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Management can strengthen &quot;discipline&quot;.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Records, including adequate, reliable and immediate information should be available.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Production scheduling is recommended.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Standardized schedules to facilitate performance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• &quot;Efficiency rewards&quot;.</td>
</tr>
</tbody>
</table>

## B: Classic Organization

<table>
<thead>
<tr>
<th>Theories</th>
<th>Theme</th>
<th>Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureaucratic</td>
<td></td>
<td>• The need for legalized, formal</td>
</tr>
<tr>
<td></td>
<td>Organizations (bases of authority: Traditional, Charisma, Legal)</td>
<td>Authority and consistent rules and regulations for personnel.</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Max Weber</td>
<td>• Proposed bureaucracy as an organizational design.</td>
<td>• More rules and regulations and structure to increase efficiency.</td>
</tr>
<tr>
<td>(1864 - 1920)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mooney.</td>
<td>Directing people and technique of relating functions.</td>
<td>• Coordination and Synchronization.</td>
</tr>
<tr>
<td>James Mooney</td>
<td></td>
<td>• Functional effects.</td>
</tr>
<tr>
<td>(1884 - 1957)</td>
<td></td>
<td>• Scalar process.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Arrange authority into hierarchy.</td>
</tr>
</tbody>
</table>

C: Human Relation

<table>
<thead>
<tr>
<th>Concepts</th>
<th>Theme</th>
<th>Theories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follet. Mary Parker Follett</td>
<td>Management: A social Process.</td>
<td>• Social process aimed at motivating individuals and groups to work toward a</td>
</tr>
</tbody>
</table>
| (1868 -1933) | Assorted Participative Management | common goal.  
| | | • Advised that manager should never give orders to an employee.  
| | | • Manager should analyze the situation together and both should take orders from the situation. |

**D: Behavioral Science**

<table>
<thead>
<tr>
<th>Concepts</th>
<th>Theme</th>
<th>Theories</th>
</tr>
</thead>
</table>
| Likert. RensisLikert (1903 - 1981) | Trust, communication facilitate effectiveness | • Casual variable of leadership behavior.  
| | | • Intervening variable are perceptions, attitudes & motivations.  
| | | End result variable: measures of profit, costs and productivity.  
| | | • Institutions should be structured to facilitate constant interaction among various work groups and stimulate lateral as well as vertical communication. |