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RESEARCH ARTICLE

**MANAGEMENT NEED AND CHANGES AND DEVELOPMENTS IN THE
MANAGEMENT APPROACH FROM PAST TO PRESENT**

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ABSTRACT

From the ancient times when the people preferred to exist and live together, it can be said that the need for management has never reduced in order to achieve common objectives in the fastest and easiest way. However, the question - how should management activities be carried out - has constantly occupied the minds. Correspondingly, management activities have varied throughout the history and have constantly evolved with the impact of many factors such as human, society, environmental factors, globalization, competition and technology.

This article examines generally the changes and developments experienced in the management approach along the historical process, especially from the beginning of the 18th century in an accelerated way and provides a general opinion with regard to what kind of management approaches and major management experiences have been effective in the formation of post-modern management approach.

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INTRODUCTION

Management Concept

Human being is a social creature and in need of living in groups and together from the nuclear family to large social organizations. This coexistence and the necessity of performing the goals with a group effort which the people cannot succeed on their own revealed the management concept (Besler *et al.*, 2013: 3). The presence of all the material and human resources which have come together for the realization of a goal does not guarantee the realization of the said goal. Management is the element needed to mobilize these resources (Ersoy, K.-Kavuncuba 1, 1996).

Experts have given different definitions according to their own scientific fields by emphasizing certain aspects of the management concept which has been developing and changing as a result of complex problems created by the developments experienced in the historical process (Mucuk, 2012: 80). As a consequence, when the management is referred to, sometimes a process and sometimes individuals or groups which are the elements of this process are understood. On the other hand, in cases where the management is regarded as an element of information, it is emphasized how the manager should draw a path for himself / herself during the process of decision-making and leadership activities (Tengilimo lu-Atilla-Bekta , 2008:

77). The purpose of the management science is to increase managerial effectiveness, efficiency and the organizational effectiveness as final. As can be seen, saying that management holds an important place in our daily lives would not be wrong. Because management activities have a place in every part of the daily life where people coexist (Besler *et al.*, 2013: 3-6).

Changes and Developments in the Management Approach

Although it can be said that management concept goes back to the period before Christ and even it dates back a long time as old as the history of humanity (Akdemir, 2012: 88), the most important developments which affect the emergence of management concept as a discipline and as a science began at the beginning of the 18th century and with the driving force of the Industrial Revolution (Alpaslan-Kutaniş, 2007). Despite the developments experienced in the 18th century, a systematic review and standardization studies of business management applications coincide with the period after the 19th century. The period starting from that date is known by the name of scientific management period in terms of the management science (Akdemir, 2012: 88). While these approaches which were supported from the late periods of the 19th century when the management science started to be mentioned as a discipline, were called as Classics, Neo-Classical and Modern, Post-Modern (Contemporary) approaches have also been added to

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this evolution (questionably) in the last 20-30 years of the 20th century (Leblebici, 2008).

Although different classification criteria have been used by many authors in order to classify the organization theories, it seems that the separation of these theories and approaches from each other categorically is rather challenging. On the other hand, it would not be right to see above mentioned theories and approaches as an approach that may be accepted in lieu of the other approach. On the contrary, it can be said that these theories and approaches can be considered as approaches which complement each other and which aim to increase the number and effectiveness of alternative tools that can be used by the management in order to solve the problems encountered. When considered from this point of view, it can be said that each new theories and approaches developed actually has given rise to the emergence of another theory or approach. Also it is possible to say that new discussions starting in this way by affecting each other have enabled attendantly the development of new theories and approaches again (Somuno lu et al., 2012: 82).

The first thoughts and opinions that make up the set of systematic information in the field of management is called today Classical Management Approach. Classical Management Approach evaluated in three separate groups under the name of Scientific Management, Management Process and Bureaucracy Approach, was shaped by the thoughts and works of managers, the majority of whom consisted of industry employees, each one of which addressed the special problems of their own field of interest and which reflected their own unique characteristics (Can, 1994: 32).

It is assumed that Scientific Management Period started with the work of Frederick W. Taylor, American author and practitioner, in the early 1900s (Ertürk, 2009: 99). Taylor made some observations in his book published in 1911 with the name of "The Principles of Scientific Management" and he pointed out the importance of the implementation of new scientific methods in place of the old conventional methods, the enhancement of specialization and productivity and encouraging the employees based on his observations and studies carried out. However, it should be noted here that Taylor's these principles, who is considered as the founder of scientific management and all of whose ideas are called Taylorism, drew considerable reaction in the United States at that period. These principles were seen as neglecting the integrity of the human as a human being and the validity of these principles had been the subject of heated discussions in many national meetings in the United States at that period (Can, 1994: 34; Özalp et al., 2006: 29).

Another author and practitioner who made important contributions to the Classical Management Approach is Henry Fayol, French mining engineer. In his book published in 1916 with the name of "General and Industrial Management", Fayol divided the management activities into functions and examined the main activities of managers analytically (Eren, 2009: 25). Taylor's work focused more on employee activities. On the other hand, Fayol focused on understandings, thoughts and

behaviors (Tortop et al., 2007: 21). According to Fayol, all activities in an establishment can be divided into six groups under the names of technical, commercial, financial, security, accounting and management activities. However, according to Fayol again, the activity needs to be focused on the most is the management activity that ranks sixth (Fayol, 2008: 29). Along with the importance placed to the management function by Fayol, that Fayol revealed a number of management principles by examining the five major keys of the management process and that these principles have still been applied both in private and in public administrations show that the principles of Fayol called management process still maintain their importance today (engül, 2007).

It can be said that the last of the approaches to classical management consists of the contributions made by sociologists in this field. The person being placed on the top in this regard is Max Weber, German sociologist, who provided important contributions to the organisation and management approaches with his researches conducted in the field of bureaucracy because of his interest showed to various disciplines, such as sociology, economics and history. According to Weber's bureaucracy approach, an extreme division of labor, a central authority, written records and filing systems and a rational personnel management program exist in management and this bureaucracy is governed according to clearly stated policies, rules and regulations. The purpose of this normative structure is to prevent the arbitrary behaviors and to set out uniform, impersonal and predetermined behaviors (Can, 1994: 38). Weber firstly studied the relationships of power and authority in the society and he matched the administrative structure with each type of authority by making an authority typology. It can be seen that Weber in his studies gathered all these authority types under three main headings under the names of traditional authority, charismatic authority and legal-rational authority (Leblebici, 2008). Bureaucracy is a normative approach based on the order and evaluating the employees in certain patterns (Sabuncuo lu-Tokol, 2005: 171). Although Weber put forward that the bureaucracy was an ideal system according to his theory (Özalp et al., 2006: 32), he received some criticisms with regard to that this approach also did not attach enough importance to human like other classical theories and it laid too much emphasis on the formal structure (Tengilimo lu-I ik-Akbolat, 2012: 38).

The way of overcoming the economic crisis started in the US in 1929 was prescribed as "working more efficiently and producing more" (Saruhan et al., 2013: 16). This situation made the following question a current issue; "Does the classical management theory and its practices have shortcomings?" Along with the criticisms made on the shortcomings of the classical management concept and the deficiencies of this movement, some researches and experiments conducted on business management in order to answer such questions revealed the human factor in a clear way neglected by the classical management approach. Hawthorne experiments, which were conducted in the leadership of Elton Mayo and Fritz Roethlisberger from Harvard University and within the scope of which a series of successive researches were realized between the years 1924-1936, are on the top of

these researches (Koçel, 2011: 227). These experiments revealed that some of the basic assumptions of classics about increasing the worker productivity were not true and human relations were the important factor on productivity (Can, 1994: 39-40).

These shortcomings of the classical management approach led to the emergence of a new management approach under the name of Neo-Classical approach which is also called today Behavioral Approach. Thinkers who pioneered this approach were interested in psychology, sociology, anthropology and social psychology unlike the classical theory (Ertürk, 2009: 100). Can (1994: 41) expresses that this movement would rather try to complete the missing aspects of the classical management approach with data of behavioral sciences than be a response to the classical management approach and provide a holistic theory. Although Neo-Classical theory modifies and expands its certain concepts and fits them into the classical theory, it directly opposes to the concept of economic man and it can be said that Neo-Classical theory defends the idea that every person is different, unlike the classical theory (Karalar et al., 2009: 107).

The thinkers standing out among those who contributed to the development of Behavioral Theory are as follows; Elton Mayo, Fritz Roethlisberger, Douglas McGregor, Abraham Maslow, Kurt Levin, Rensis Likert, Chester Barnard, Chris Argyris and Oliver Sheldom (Dalay, 2013). Especially from the late 1950 s, rapid developments in technology provided a basis for the development and growth of organizations also with the impact of Second World War and accordingly the management of growing and developing organizations became difficult (Tengilimo lu-Atilla-Bekta , 2008: 86). This case, naturally, led to changes in the management approach and a new approach for handling the management issues began to dominate (Karalar et al., 2009: 107). In accordance with the modern approach it was put forward that examining every event within a certain framework, but in relation to other events would be more effective in order to understand the events occurred and to estimate and control the events that will happen than examining the events from only one point of view and by considering them apart from other events and environmental conditions. This approach changed the strict, rigid and closed view of the traditional approach in management and brought clarity and flexibility to the management. Accordingly, the manager would take into account all factors, the relationship between factors and external environmental impacts while evaluating and analyzing the events instead of being one-sided (Sabuncuo lu-Tokol, 2005: 175).

An important point which may attract attention during the development process of the management science is that; the large part of the steps taken in order to understand the human, the environment and the nature do not occur because of the difficulties met in the ordinary course of the social life. The difficulties experienced lead to new searches in order to overcome the problems and they open a new door into breakthroughs. In fact, this should not be surprising. Because the management, as being stated in the previous section, has a place in every part of the daily life.

The main approaches having a place in the new theory called Modern Management Approach; are called System and Contingency approaches (Saruhan et al., 2013: 18). It can be seen that some authors also include the Management Science Approach which is based on the application of quantitative decision-making techniques (Ertürk, 2009: 103) and Shaping (Holism) Approach which is basically defined as an extension of the contingency approach (Karalar et al., 2009: 107).

It is accepted that the System Approach emerged with the General System Theory of Ludwig Von Bertalanffy, a biologist, as a scientific discipline from the 1930s (Tengilimo lu-Atilla-Bekta , 2008: 86). According to Bertalanffy, since examining the parts or processes one by one is not enough to understand the whole, the interaction between the parts and processes should also be examined and should be taken into consideration. System approach expresses a way of thinking and a point of view and viewing the establishment as a system means considering the management practices and the organizational structure which will improve the organizational performance of the establishment (Saruhan et al., 2013: 18). In this approach, theoreticians consider the organization as a system which should adapt itself to the changes around it to sustain its life and they bring forward that organizations and the environment are interdependent in this system (Karalar et al., 2009: 107).

As is seen; management issues of establishments addressed as a closed system in Classical and Neo-Classical Management Approaches are now defined based on open systems affected by its environment along with the new changing thinking approach. Components of the system are the input, process, output and feedback. Inputs such as the raw material (nature), work force (labor), financial resources (capital) and knowledge (technology) supplied from the outside of the organization are turned into an output which can take the form of products and/or services in accordance with the process that includes operational and administrative activities. The response of the external environment to outputs is also assessed with the feedback (Saruhan et al., 2013: 18-19).

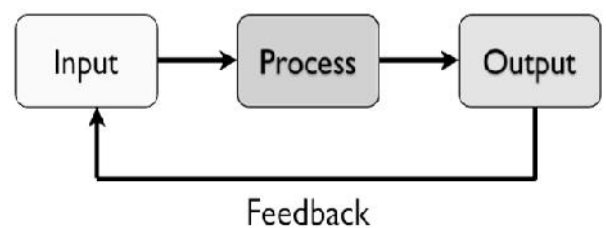


Figure 1 The Components Forming the System

This forced conversion experienced in the management approach can be interpreted as a result of that the internal and external environment should also be taken into account to understand the events and it has been seen that the systems can not be independent of one another. It has been understood that objects and events were approached with a narrower and more mechanical perspective in the first period and it has been seen that developments and initiatives in social science had also an effect on the management science. However, it will come into the picture in the future that there is still a long way to cover in order to understand and analyze the administrative events. From the late 1950 s, social changes experienced especially in

developed countries in terms of economic, social and cultural aspects also reflected on the business management. Accordingly, it began to be noticed that the classical and neo-classical perspectives became inadequate in order to solve the problems (Koçel, 2011: 272). It is accepted that the contingency approach which arose as a result of the need for this new perspective is a complementary approach based on the system approach. The contingency approach positioned in the Modern Management Theory in general has been evaluated by some authors as the neo-modern management thought (Ertürk, 2009: 103) and as the final point of organization theories in modern terms (Sabuncuo lu-Tokol, 2005: 176). This approach, contrary to previous management approaches, argues that the best management which is valid everywhere and in all circumstances does not exist. The form of management is determined by two main factors in contingency approach (Tortop et al., 2007: 223). These two main factors can be expressed as internal and external conditions. According to the contingency approach, organizational structure is the dependent variable and it varies depending on the internal and external conditions and on the relationship with them (Koçel, 2011: 273; Mucuk, 2008: 152). As is seen in the contingency approach, now it began to appear obviously that the interaction of internal and external environment hinders the existence of a systematic best way. Any contribution to theory led to new initiatives in management concept, however, technological and social rapid changes and the increasing global competition environment continued to push the companies for new developments. This need for change would make itself felt the most from the 1990s.

From the late 1970s, rapid development of production technologies and processes and the removal of borders between markets made adapting to change an immutable rule in this environment in which the competition had been gaining importance. Especially the globalization, democratization and human rights, developments and increased competition in information and communication technologies which were the dominant environmental changes of the 1990s, brought a number of new concepts, approaches and techniques included in the management concept and applications (enel, 2004). These approaches which were developed after the modern management period in order to recognize and explain the environment in a better way in which organisations were located are called Post-Modern (Contemporary) approaches. Along with the post-modern approach, organisations began to turn into simple and individualistic organization structures that can adapt to the environment with their flexible structure and accordingly which can gain advantage over their competitors by taking faster decisions, instead of complex organizational structures (Tengilimo lu-Atilla-Bekta , 2008: 88-89). Genç (2005:125) summarize major developments in management approach affecting organizations during the transition from the modern era to the post-modern era as follows:

- Modern organizations have grown steadily and their level of complexity has increased depending on population growth and urbanization.

- Organizational culture has begun to gain importance in the post-modern era and functional differences shaping modernism have given way to differentiation.
- Possibilities offered by information technologies and the diversity in customer services have removed the borders in organizations (and markets).
- More horizontal structuring has been formed in organizations due to openness to cooperation.
- Organizational charts have been developed on a project basis unlike the ones developed in modern organizations according to functional groups and the majority of workforce employed have consisted of part-time and contracted information workers.

Post-modern approaches which have emerged until today are the approaches which have addressed to extreme issues that were ignored or could not be realized by modern approaches and which have focused on the details of the subject, not only the subject. However, since this approach has not been a school of thought yet, it does not seem possible to create a truly post-modern organization and a post-modern management vision (Tengilimo lu-Atilla-Bekta , 2008: 89). However, there are two important common points that can be highlighted here for the management application approaches, whether existing or likely to be introduced in the future and new. The first of these; all of these approaches reveal a problem, handling the situation or event or a perspective of the business management. The second one; all of these applications have been developed to increase the corporate performance in line with the revenue maximization and expense minimization paradigm (Saruhan et al., 2013: 23).

CONCLUSION

It can be seen that the change in different dimensions continuing up to the present and increasing its speed gradually has also reflected on the management approach of organizations. All organizations, which turn their various inputs into outputs which can take the form of products and/or services in accordance with a designated purpose and according to a process including organizational activities, have to live and adapt to this change. All organizations which had to adapt themselves to changes in the way of achieving their goals need to improve their management approaches and management applications and business processes. It would not be wrong to say that new developments will appear before us as long as the need and quest continues. Because survival and global competition environment continue to affect deeply the whole society from the individual up to states.

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