

**Chetna Nayak**  
**Assistant Professor**  
**Department of Management**  
**Durga Mahavidyalaya**

## **Organizational Behaviour**

Organisational Behaviour (OB) is like deciphering a synchronised dance—a blend of steps, rhythms, and patterns. Imagine you're a part of this choreography. Each approach we explore is a dance move—the sway of productivity, the twirl of adaptability, the harmonious balance. So, let's step onto the dance floor and learn the moves that keep organisational fires burning bright by understanding the different Approaches of Organisational Behaviour.

This blog will address the different approaches you can take to manage Organisational Behaviour (and help you understand which ones are most applicable for your organisation. You can mix them up and improvise just like you would with your moves on the dance floor.

# Organizational Approaches

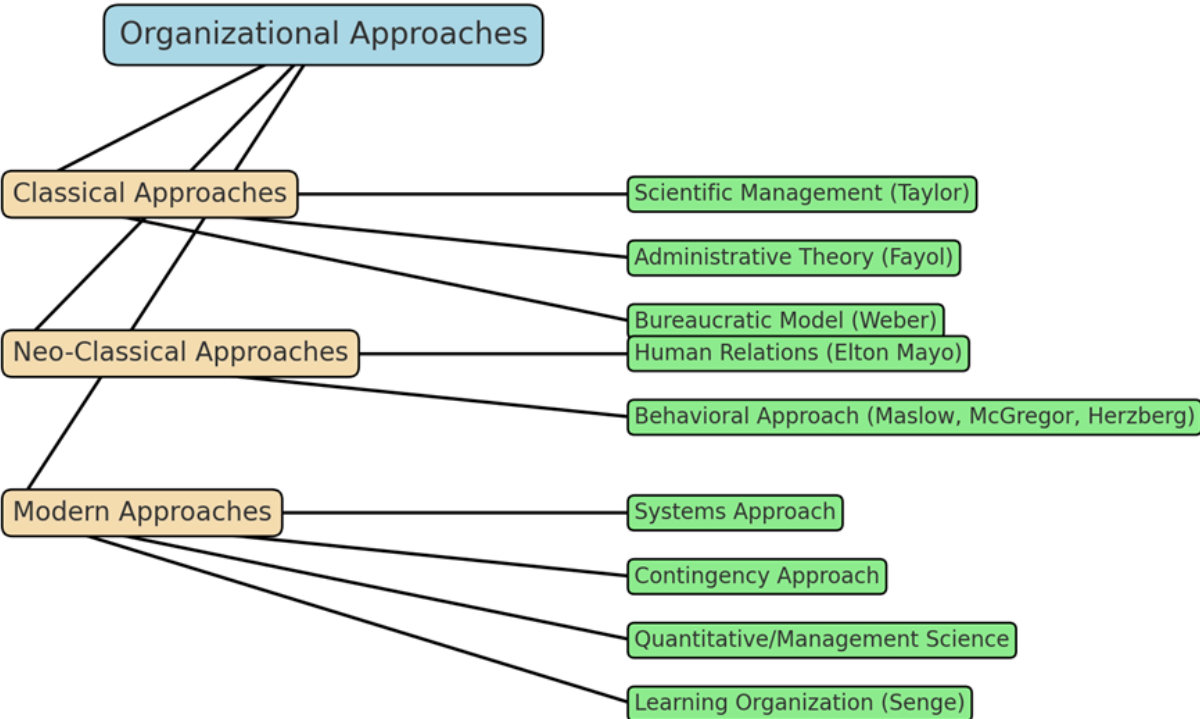
## 1. Introduction

Organizations are structured groups of people working together to achieve common goals. To study and manage organizations effectively, scholars and managers have developed various approaches or perspectives. An organizational approach provides a framework for analyzing how organizations function, how work is managed, and how people behave within them.

Over time, these approaches have evolved from classical theories that emphasized structure and efficiency, to neo-classical approaches focusing on human behavior, and finally to modern approaches that integrate technology, systems thinking, and adaptability.

# Flowchart Diagram

The following diagram illustrates the classification of organizational approaches:



## **2. Classical Approaches**

The classical approaches of management developed during the late 19th and early 20th centuries. They primarily emphasized efficiency, structure, authority, and discipline.

### **(a) Scientific Management – F.W. Taylor**

Taylor is known as the 'Father of Scientific Management.' Focused on increasing efficiency through work-study, time and motion studies, and standardization of tasks.

Principles:

1. Develop a science for each job (not rule of thumb).
2. Select and train workers scientifically.
3. Ensure close cooperation between workers and management.
4. Divide responsibility between managers (planning) and workers (execution).

Contribution: Laid the foundation for modern industrial engineering and productivity improvement.

Limitation: Ignored human and social aspects of work.

### **(b) Administrative Theory – Henri Fayol**

Fayol identified five functions of management: Planning, Organizing, Commanding, Coordinating, and Controlling. He proposed 14 Principles of Management such as division of work, authority, discipline, unity of command, unity of direction, scalar chain, equity, and esprit de corps.

Contribution: Provided a comprehensive framework still used in management today.

Limitation: Too general and not flexible in dynamic environments.

### **(c) Bureaucratic Model – Max Weber**

Weber emphasized formal authority, rules, hierarchy, and impersonality. Key features include a clearly defined hierarchy, division of labor, selection based on competence and merit, and formal rules and regulations.

Contribution: Basis for formal organizational structures and government systems.

Limitation: Often criticized for rigidity and excessive red-tapism.

### **3. Neo-Classical Approaches (Human Relations & Behavioral)**

By the mid-20th century, scholars recognized that organizations are not just mechanical systems but social systems. These approaches emphasized people, motivation, and relationships.

#### **(a) Human Relations Approach – Elton Mayo**

Based on the Hawthorne Studies (1924–1932). Found that productivity is not just influenced by physical conditions but also by social and psychological factors.

Key Findings:

- Informal groups influence employee behavior.
- Recognition and attention improve morale.
- Leadership and communication are critical for motivation.

Contribution: Shifted focus from machines to humans.

Limitation: Overemphasized social needs, ignoring economic and structural aspects.

#### **(b) Behavioral Approach**

Focused on individual behavior, motivation, leadership, and group dynamics.

Major Thinkers:

- Maslow: Need Hierarchy Theory.
- McGregor: Theory X and Theory Y.
- Herzberg: Motivation-Hygiene Theory.

Contribution: Developed the field of Organizational Behavior (OB).

Limitation: Sometimes too theoretical and difficult to apply universally.

## **4. Modern Approaches**

### **(a) Systems Approach**

Views an organization as an open system interacting with its environment. Elements include Inputs → Transformation Process → Outputs → Feedback. Emphasizes interdependence of subsystems like HR, Finance, Marketing, and Operations.

Contribution: Encourages managers to adopt a holistic perspective.

Limitation: Difficult to implement in practice due to complexity.

### **(b) Contingency Approach**

States that 'there is no one best way to manage.' Management style depends on factors like environment, technology, size, and people.

Contribution: Provides flexibility and situational analysis.

Limitation: Lacks clear universal guidelines.

### **(c) Quantitative Approach (Management Science)**

Uses mathematics, statistics, and computer models for decision-making. Tools include Operations Research, Linear Programming, Simulation, and Forecasting.

Contribution: Helpful in solving complex problems scientifically.

Limitation: Ignores human aspects and focuses mainly on numbers.

### **(d) Learning Organization Approach – Peter Senge**

Focuses on continuous learning, knowledge sharing, and innovation. Highly relevant in today's knowledge-driven economy.

Contribution: Encourages adaptability and innovation.

Limitation: Requires strong leadership and cultural change.

## 5. Relevance of Organizational Approaches under NEP (National Education Policy)

NEP emphasizes **holistic and multidisciplinary** learning, aligning with organizational approaches that integrate structure, people, and environment.

**Skill Development:** Approaches like systems and contingency enhance problem-solving and decision-making skills.

**Entrepreneurship & Startups:** Learning Organization and Human Relations approaches help build adaptable and innovative teams.

**Digital Age Relevance:** Quantitative and systems approaches support data-driven and tech-enabled decision-making.

- NEP emphasizes holistic and multidisciplinary learning.
- Enhances problem-solving, teamwork, and leadership.
- Supports entrepreneurship and startups.
- Encourages data-driven and technology-enabled decision-making.

## 6. Comparative Analysis

Approach	Focus	Strengths	Limitations
Classical	Structure, rules, efficiency	Clear framework, improves productivity	Rigid, ignores human needs

Neo-Classical	People, motivation, relations	Improves morale, teamwork, satisfaction	Overemphasis on social factors
Systems	Organization as a whole	Holistic, adaptable, interdependent view	Complex to implement
Contingency	Situational factors	Practical, flexible, realistic	Lacks universal principles
Quantitative	Mathematical models	Scientific, precise decision-making	Neglects human factors
Learning Organization	Continuous learning, innovation	Encourages creativity and adaptability	Needs cultural transformation

## 7. Conclusion

Organizational approaches are not isolated but complementary. Classical approaches provide structure and efficiency, Neo-classical approaches highlight the importance of people, and Modern approaches integrate environment, systems thinking, and adaptability.