

## Study Note

# DEVELOPMENT OF MANAGEMENT AND BEHAVIORAL THEORIES

**MGT213:** Management Practices and Organizational Behavior

**Development of Management and Behavioral Theories**

Topic 2 | Week 2

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# DEVELOPMENT OF MANAGEMENT AND BEHAVIORAL THEORIES

## Topic 2 | Week 2



# CONTENTS

- 03 **Theory and Its Role**
- 03 **The Management Perspectives: Classical, Behavioral, and Quantitative**
- 04 **Frederick W. Taylor's Principles of Scientific Management**
- 06 **Henri Fayol's Principles of Administrative Management**
- 07 **McGregor's Theory X and Theory Y**
- 09 Story to Put McGregor's Theory X and Theory Y Into Perspective
- 10 **Maslow's Hierarchy of Needs Theory**
- 12 **The Hawthorne Studies**
- 14 **Review and Discussion Questions**

## THEORY AND ITS ROLE

Some people question the value of theory. Their arguments are usually based on the assumptions that theory is abstract and of no practical use. In reality, however, theory is important to all managers today.

### Why Theory?

A **theory** is simply a conceptual framework for organizing knowledge and providing a blueprint for action.

Although some theories seem abstract and irrelevant, others appear very simple and practical. Management theories, used to build organizations and guide them toward their goals, are grounded in reality. Practically any organization that uses assembly lines (such as Daimler AG, Black & Decker, and Maytag) is drawing on what we describe as "**scientific management.**"

Many organizations, including Best Buy, Texas Instruments, and Seiko, use concepts developed from the **behavioral perspective** to improve employee satisfaction and motivation. And naming a large company that does not use one or more techniques from the **quantitative management perspective** would be difficult. For example, retailers like Kroger and Target routinely use operations management to determine how many checkout lines they need to have open at any given time.

In addition, most managers develop and refine their own theories of how they should run their organizations and manage the behavior of their employees.

**For example,** James Sinegal, founder and CEO of Costco Wholesale, believes that paying his employees well but otherwise keeping prices as low as possible are the key ingredients in success for his business. This belief is based essentially on his personal theory of competition in the warehouse retailing industry.

## THE MANAGEMENT PERSPECTIVES: CLASSICAL, BEHAVIORAL, AND QUANTITATIVE

### 1. Classical Perspective

The **classical perspective** focuses on improving efficiency, productivity, and output through proper organization and management practices. This approach emerged during the late 19th and early 20th centuries, a time when businesses were growing rapidly due to industrialization. The classical perspective is divided into three branches.

- ⊕ **Scientific Management (Frederick W. Taylor):** Focused on analyzing and standardizing workflows to increase productivity. Example: A factory setting where workers are trained to follow specific steps for assembling products to reduce waste and time.
- ⊕ **Administrative Management (Henri Fayol):** Emphasized principles of management like planning, organizing, commanding, coordinating, and controlling. Example: A manager using Fayol's principles to structure the roles and responsibilities within a team.
- ⊕ **Bureaucratic Management (Max Weber):** Advocated for a formal organizational structure with clear rules, hierarchy, and roles. Example: Government offices with well-defined rules and job descriptions.

## 2. Behavioral Perspective

The **behavioral perspective** highlights the importance of human behavior, motivation, group dynamics, and leadership. This approach developed as a response to the limitations of the classical perspective, especially its neglect of human and social factors in the workplace.

**Example:** The **Hawthorne Studies** by Elton Mayo revealed that social factors and employee attention could improve productivity.

This perspective encourages managers to understand employee needs, promote teamwork, and improve job satisfaction.

## 3. Quantitative Perspective

The **quantitative perspective** uses mathematical models, statistics, and data analysis to support decision-making and problem-solving. It became popular during and after World War II, especially in military and logistics operations, and was later adopted by businesses.

**Example:** A company using forecasting models to predict future sales or applying operations research to optimize inventory levels.

Tools include simulations, linear programming, and statistical analysis.

### Differences Between the Three Perspectives

Aspect	Classical Perspective	Behavioral Perspective	Quantitative Perspective
Focus	Efficiency, structure, and rules	Human behavior and motivation	Data, models, and mathematical tools
View of Employees	As tools or parts of a machine	As individuals with needs and emotions	As variables in a system
Key Contributors	Taylor, Fayol, Weber	Mayo, Maslow, McGregor	Operations researchers, statisticians
Example Setting	Factory assembly lines	Team meetings, leadership training	Data-driven supply chain planning
Managerial Approach	Control and structure	Support and understanding	Analysis and optimization

## FREDERICK W. TAYLOR'S PRINCIPLES OF SCIENTIFIC MANAGEMENT

If you had to pinpoint when modern management theory was born, 1911 might be a good choice. That was when **Frederick Winslow Taylor's** Principles of Scientific Management was published. Its contents were widely embraced by managers around the world. Taylor's book described the theory of scientific management: **the use of scientific methods to define the "one best way" for a job to be done.**

Taylor worked as a foreman at the Midvale and Bethlehem Steel Companies in Pennsylvania. As a mechanical engineer with a Quaker and Puritan background, he was continually appalled by workers' inefficiencies. It was there that he observed what he called **soldiering** — **employees deliberately working at a pace slower than their capabilities**. Employees used vastly different techniques to do the same job. They often "took it easy" on the job, and Taylor believed that worker output was only about one-third of what was possible. Virtually no work standards existed, and workers were placed in jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do.

Taylor set out to remedy that by applying the scientific method to shop-floor jobs. He spent more than two decades passionately pursuing the "one best way" for such jobs to be done.

Taylor's experiences at Midvale led him to define clear guidelines for improving production efficiency. He argued that the following four principles of management (see Exhibit MH-2) would result in prosperity for both workers and managers.

**Exhibit MH-2.** Taylor's Scientific Management Principles

1.	Develop a science for each element of an individual's work to replace the old rule-of-thumb method.
2.	Scientifically select and then train, teach, and develop the worker.
3.	Heartily cooperate with the workers to ensure that all work is done in accordance with the principles of the science that has been developed.
4.	Divide work and responsibility almost equally between management and workers. Management does all work for which it is better suited than the workers.

How did these scientific principles really work? Let's look at an example.

Probably the best known example of Taylor's scientific management efforts was **the pig iron experiment**. Workers loaded "pigs" of iron (each weighing 92 lb.) onto rail cars. Their daily average output was 12.5 tons. However, Taylor believed that by scientifically analyzing the job to determine the "one best way" to load pig iron, output could be increased to 47 or 48 tons per day. After scientifically applying different combinations of procedures, techniques, and tools, Taylor succeeded in getting that level of productivity.

**How?** By -

- ⊕ putting the right person on the job with the correct tools and equipment,
- ⊕ having the worker follow his instructions exactly, and
- ⊕ motivating the worker with an economic incentive of a significantly higher daily wage.

Using similar approaches for other jobs, Taylor was able to define the "one best way" for doing each job. Overall, Taylor achieved consistent productivity improvements in the range of 200 percent or more. **Based on his groundbreaking studies of manual work using scientific principles, Taylor became known as the "father" of scientific management.** His ideas spread in the United States and to other countries and inspired others to study and develop methods of scientific management.

Taylor's work had a major impact on U.S. industry. By applying his principles, many organizations achieved major gains in efficiency. Taylor was not without his detractors,

however. Labor argued that scientific management was just a device to get more work from each employee and to reduce the total number of workers needed by a firm. There was a congressional investigation into Taylor's ideas, and evidence suggests that he falsified some of his findings. Nevertheless, Taylor's work left a lasting imprint on business.

## HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Whereas **scientific management** deals with the jobs of individual employees, **administrative management** focuses on managing the total organization.

In other words, the general administrative theory focused more on **what managers do** and **what constituted good management practice**.

**Exhibit MH-3.** Fayol's 14 Principles of Management

1.	<b>Division of work.</b> Specialization increases output by making employees more efficient.
2.	<b>Authority.</b> Managers must be able to give orders, and authority gives them this right.
3.	<b>Discipline.</b> Employees must obey and respect the rules that govern the organization.
4.	<b>Unity of command.</b> Every employee should receive orders from only one superior.
5.	<b>Unity of direction.</b> The organization should have a single plan of action to guide managers and workers.
6.	<b>Subordination of individual interests to the general interest.</b> The interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.
7.	<b>Remuneration.</b> Workers must be paid a fair wage for their services.
8.	<b>Centralization.</b> This term refers to the degree to which subordinates are involved in decision making.
9.	<b>Scalar chain.</b> The line of authority from top management to the lowest ranks is the scalar chain.
10.	<b>Order.</b> People and materials should be in the right place at the right time.
11.	<b>Equity.</b> Managers should be kind and fair to their subordinates.
12.	<b>Stability of tenure of personnel.</b> Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.
13.	<b>Initiative.</b> Employees allowed to originate and carry out plans will exert high levels of effort.
14.	<b>Esprit de corps.</b> Promoting team spirit will build harmony and unity within the organization.

One of the primary contributors to the principles of administrative management was **Henri Fayol** (1841–1925).

Henri Fayol was administrative management's most articulate spokesperson. A French industrialist, Fayol was unknown to U.S. managers and scholars until his most important work, *General and Industrial Management*, was translated into English in 1930. Drawing on his own managerial experience as the managing director of a large French coal-mining firm, he attempted to systematize the practice of management to provide guidance and direction to other managers.

*Fayol wrote during the same time period as Taylor. **While Taylor was concerned with first-line managers and the scientific method, Fayol's attention was directed at the activities of all managers.***

Fayol also was the first to identify the specific managerial functions of planning, organizing, commanding, coordinating, and controlling. He believed that these functions accurately reflect the core of the management process. Fayol described the practice of management as something distinct from accounting, finance, production, distribution, and other typical business functions. He believed that management was an activity common to all business endeavors, government, and even the home; this belief led him to develop **14 principles of management** — fundamental rules of management that could be applied to all organizational situations and taught in schools. These principles are shown in Exhibit MH-3.

Most contemporary management books still use this framework, and practicing managers agree that these functions are a critical part of their jobs.

## MCGREGOR'S THEORY X AND THEORY Y

Test: Do You Believe in Theory X or Theory Y?					
Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. Most people will try to do as little work as possible.					
2. Most people are industrious.					
3. Most people are lazy and don't want to work.					
4. People naturally like to work.					
5. Most employees will slack off if left alone by managers.					
6. Employees' ideas are generally not useful to organizations.					
7. Most employees are capable of providing ideas that are helpful to the organizations where they work.					
8. Employees possess imagination and creativity.					
9. Most employees lack the ability to help the organizations where they work.					
10. Most employees are trustworthy.					

Add your points associated with question no. 1, 3, 5, 6, 9. Then, add your points associated with question no. 2, 4, 7, 8, 10.

Andy Grove, cofounder of Intel Corporation and now a senior advisor to the company, was known for being open with his employees. However, he was also known for his tendency to yell. Intel's current CEO, Paul Otellini, said, "When Andy was yelling at you, it wasn't because he didn't care about you. He was yelling at you because he wanted you to do better." Although managers like Andy Grove want their employees to do better, that approach might not have been the best way to motivate employees, as McGregor's Theory X and Theory Y suggest.

**Douglas McGregor** is best known for proposing two assumptions about human nature: **Theory X** and **Theory Y**.

- ⊕ Very simply, **Theory X** is a relatively pessimistic and negative view of people that assumes workers have little ambition, dislike work, want to avoid responsibility, and need to be closely controlled to work effectively.
- ⊕ **Theory Y** is a relatively optimistic and positive view that assumes employees enjoy work, seek out and accept responsibility, and exercise self-direction.

**Table 2.2** Theory X and Theory Y

Douglas McGregor developed Theory X and Theory Y. He argued that Theory X best represented the views of scientific management and Theory Y represented the human relations approach. McGregor believed that Theory Y was the best philosophy for all managers.

<b>Theory X Assumptions</b>	<ol style="list-style-type: none"> <li>1. People do not like work and try to avoid it.</li> <li>2. People do not like work, so managers have to control, direct, coerce, and threaten employees to get them to work toward organizational goals.</li> <li>3. People prefer to be directed, to avoid responsibility, and to want security; they have little ambition.</li> </ol>
<b>Theory Y Assumptions</b>	<ol style="list-style-type: none"> <li>1. People do not naturally dislike work; work is a natural part of their lives.</li> <li>2. People are internally motivated to reach objectives to which they are committed.</li> <li>3. People are committed to goals to the degree that they receive personal rewards when they reach their objectives.</li> <li>4. People will both seek and accept responsibility under favorable conditions.</li> <li>5. People have the capacity to be innovative in solving organizational problems.</li> <li>6. People are bright, but under most organizational conditions their potential is underutilized.</li> </ol>

McGregor believed that Theory Y assumptions should guide management practice and proposed that participation in decision making, responsible and challenging jobs, and good group relations would maximize employee motivation.

**For example,** Walmart gives workers a significant role in decision making. Store associates can provide input into what is sold locally. The company relies on associates' judgment because they interact with customers. Walmart's U.S. CEO stated: "There is nothing I like better than hearing about your [associates'] jobs, your ideas, your hopes and dreams, and frustrations, and listening to how we can make your lives easier." Clearly, this is an example of Walmart putting the philosophy of Theory Y management into practice.



Unfortunately, no evidence confirms that either set of assumptions is valid or that being a Theory Y manager is the only way to motivate employees. For instance, JenHsunHuang, founder of Nvidia Corporation, an innovative and successful microchip manufacturer, has been known to use both reassuring hugs and tough love in motivating employees. He also has little tolerance for screw-ups. In one meeting, he supposedly screamed at a project team for its tendency to repeat mistakes. "Do you suck?" he asked the stunned employees. "Because if you suck, just get up and say you suck." His message, delivered in classic Theory X style, was that if you need help, ask for it. It's a harsh approach, but in this case, it worked as employees knew they had to own up to their mistakes and find ways to address them.

### Story to Put McGregor's Theory X and Theory Y into Perspective

Once upon a time in a bustling corporate environment, there were two managers named **Chowdhury** and **Rahman**. Each embodied a different managerial philosophy – **Chowdhury** adhered staunchly to Theory X, while **Rahman** embraced the principles of Theory Y.

**Chowdhury**, a seasoned manager, firmly believed in Theory X. He viewed employees as inherently lazy, unmotivated, and requiring strict supervision. **Chowdhury** implemented rigid control mechanisms, closely monitoring every aspect of the team's work. Fear of punishment and the promise of rewards were his primary motivational tools. He assumed that employees needed constant direction and could not be trusted to work independently.

One day, a challenging project came up, and **Chowdhury** assigned tasks with detailed instructions, closely overseeing every step. The team felt the pressure, and morale plummeted. Despite achieving short-term results, the atmosphere became increasingly tense, and turnover rates rose.

**Rahman**, on the other hand, embraced Theory Y. **Rahman** believed that employees were inherently motivated, creative, and could thrive in an environment that encouraged autonomy and personal growth. **Rahman** focused on creating a positive work culture, fostering open communication, and empowering team members to contribute ideas.

When faced with a similar challenging project, **Rahman** gathered the team for a collaborative brainstorming session. Encouraging each member to showcase their strengths, **Rahman** believed in the power of intrinsic motivation. The team felt a sense of ownership and responsibility, leading to increased engagement and a shared commitment to success.

As time went on, it became evident that **Rahman's** team consistently outperformed **Chowdhury's**. The positive work environment cultivated by Theory Y principles resulted in higher job satisfaction, creativity, and a lower turnover rate. **Chowdhury**, observing the success of **Rahman's** approach, began to question the effectiveness of Theory X.

One day, a crucial project required collaboration between **Chowdhury** and **Rahman's** teams. Despite initial resistance from **Chowdhury**, the intermingling of Theory X and Theory Y perspectives created a dynamic synergy. **Chowdhury** witnessed firsthand the benefits of fostering a positive work culture, where employees felt valued, empowered, and motivated to contribute their best.

In the end, inspired by the success of Theory Y, **Chowdhury** underwent a transformation. Recognizing the limitations of Theory X, **Chowdhury** began to adopt a more open and collaborative management style. The workplace culture shifted, and employees responded positively to the newfound trust and autonomy.

### Moral of the Story

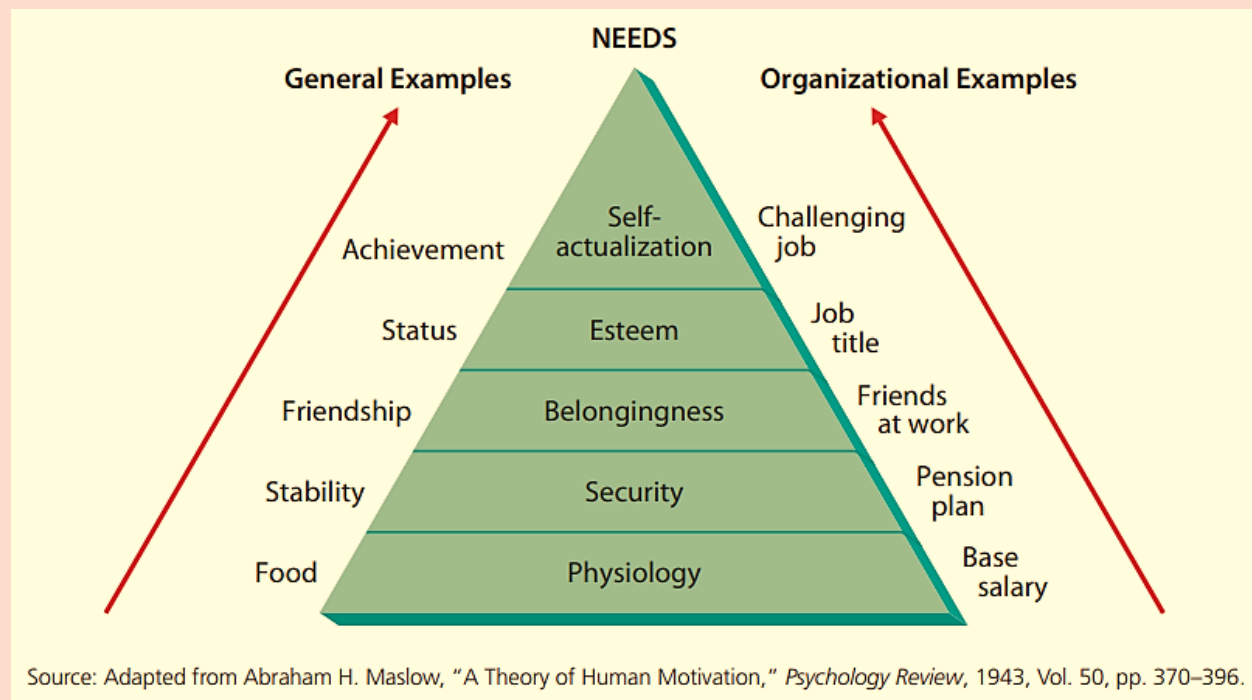
Managers should believe in the transformative power of embracing a human-centric approach to management, which –

- ⊕ emphasizes the importance of recognizing and adapting to the unique strengths and motivations of each individual and
- ⊕ ultimately leads to a more productive and fulfilling work environment.

## MASLOW'S HIERARCHY OF NEEDS THEORY

Having a car to get to work is a necessity for many workers. When two crucial employees of Vurv Technology in Jacksonville, Florida, had trouble getting to work, owner Derek Mercer decided to buy two inexpensive used cars for the employees. One of the employees who got one of the cars said it wasn't the nicest or prettiest car, but it gave him such a sense of relief to know that he had a reliable way to get to work. So when the company needed him to work hard, he was willing to do so. Derek Mercer understands employee needs and their impact on motivation.

The best-known theory of motivation is probably **Abraham Maslow's hierarchy of needs theory**.



**Figure 16.2** Maslow's Hierarchy of Needs

Maslow was a psychologist who proposed that within every person is **a hierarchy of five needs**.

1. **Physiological Needs:** At the bottom of the hierarchy are the **physiological needs** — a person's needs for food, drink, shelter, sex, and other physical requirements - which represent basic issues of survival and biological function.

In organizations, these needs are generally satisfied by **adequate wages** and the **work environment** itself, which provides restrooms, adequate lighting, comfortable temperatures, and ventilation.

2. **Safety Needs:** Next are the **safety** needs - a person's needs for security and protection from physical and emotional harm as well as assurance that physical needs will continue to be met. Examples include the desire for housing and clothing and the need to be free from worry about money and job security.

These needs can be satisfied in the workplace by **job continuity** (no layoffs), a **grievance system** (to protect against arbitrary supervisory actions), and an **adequate insurance and retirement benefit package** (for security against illness).

and provision of income in later life). Even today, however, depressed industries and economic decline can put people out of work and restore the primacy of security needs.

3. **Social Needs: Social** needs relate to social processes. They include a person's needs for love, affection, belongingness, acceptance, and friendship. These needs are satisfied for most people by family and community relationships outside of work and by friendships on the job.  
A manager can help satisfy these needs by allowing **social interaction** and by making employees feel like part of a team or work group.
4. **Esteem Needs: Esteem** needs actually comprise two different sets of needs: a person's needs for internal esteem factors such as self-respect, autonomy, and achievement and external esteem factors such as status, recognition, and attention.  
A manager can help address these needs by providing a variety of **extrinsic symbols of accomplishment**, such as job titles, nice offices, and similar rewards, as appropriate. At a more **intrinsic** level, the manager can provide challenging job assignments and opportunities for the employee to feel a sense of accomplishment.
5. **Self-Actualization Needs:** At the top of the hierarchy are the **self-actualization** needs. These involve a person's needs for growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.  
The self-actualization needs are perhaps the most difficult for a manager to address. In fact, it can be argued that these needs must be met entirely from within the individual. But a manager can help by promoting a culture wherein self-actualization is possible. For instance, a manager could give employees a chance to participate in making decisions about their work and the opportunity to learn new things.

Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next need becomes dominant. An individual moves up the needs hierarchy from one level to the next.

In addition, Maslow separated the five needs into higher and lower levels.

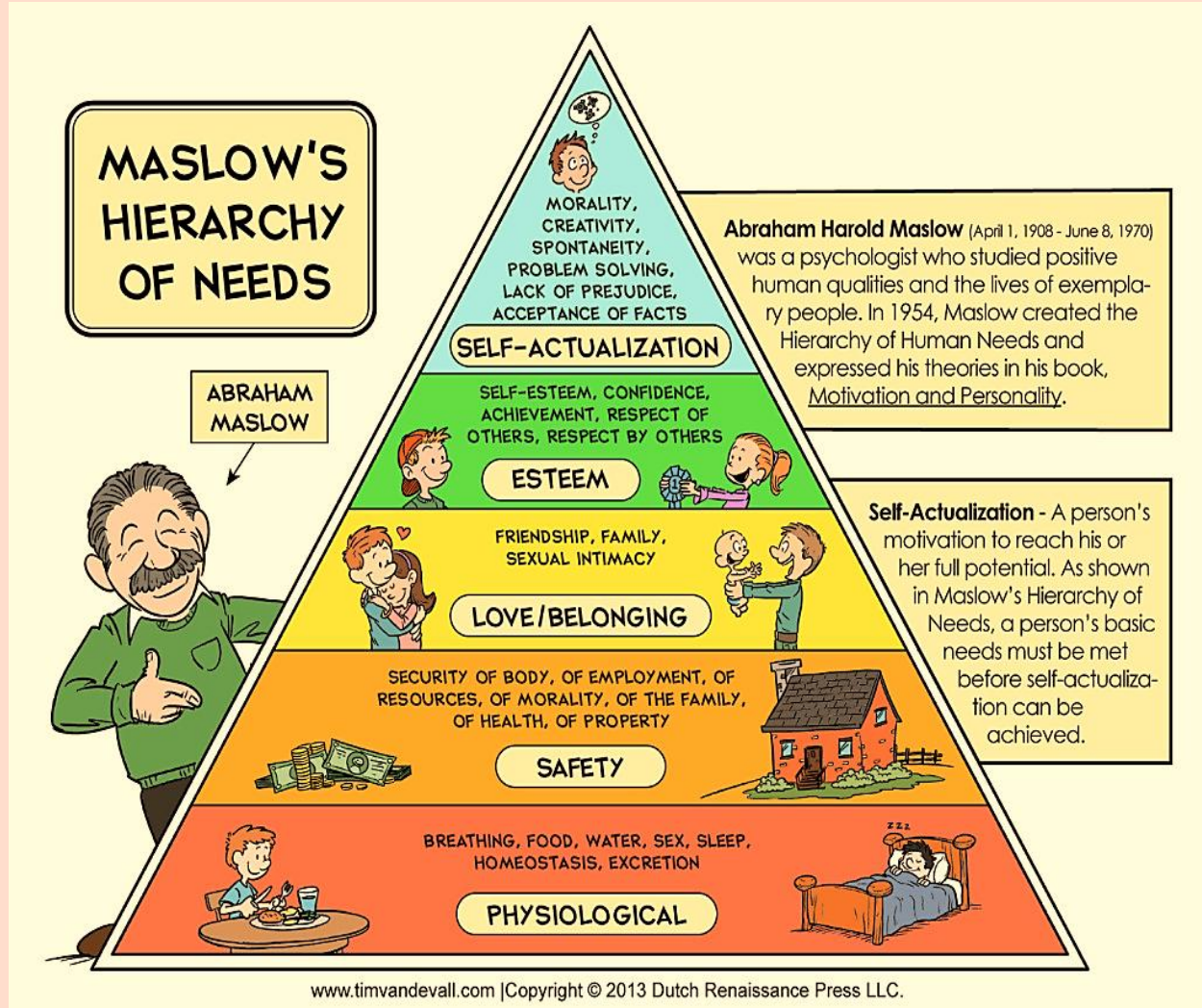
- ⊕ Physiological and safety needs were considered **lower-order needs**;
- ⊕ Social, esteem, and self-actualization needs were considered **higher-order needs**.

**Lower-order needs are predominantly satisfied externally while higher-order needs are satisfied internally.**

### **How does Maslow's theory explain motivation?**

Managers using Maslow's hierarchy to motivate employees do things to satisfy employees' needs. But the theory also says that once a need is substantially satisfied, an individual is no longer motivated to satisfy that need. Therefore, to motivate someone, you need to understand at what need level that person is on in the hierarchy and focus on satisfying needs at or above that level.

Maslow's needs theory was widely recognized during the 1960s and 1970s, especially among practicing managers, probably because it was intuitively logical and easy to understand. But Maslow provided no empirical support for his theory, and several studies that sought to validate it could not.



## THE HAWTHORNE STUDIES

The **Hawthorne Studies** were a series of famous experiments conducted between 1924 and 1932 at the Western Electric Hawthorne Works in Chicago. These studies were led by Australian psychologist Elton Mayo and his team. They were originally intended to examine how different working conditions, such as lighting and rest breaks, affected worker productivity. However, the results led to surprising and groundbreaking conclusions that changed how managers think about workers and motivation.





One of the major experiments was the **Relay Assembly Test Room Study**, where six female workers were observed in a special room. Researchers adjusted work conditions like rest breaks, work hours, and food availability. Interestingly, productivity kept improving, no matter the changes. The researchers concluded that the increase was mainly due to the supportive environment, team spirit, and personal attention the workers received.

Another part of the research was the **Bank Wiring Observation Room Study**, where a group of male workers was observed in their regular workspace. The team noticed that the workers developed their own informal rules to control how much work was acceptable. Peer pressure kept the group working at a certain pace, showing how strong social norms and group dynamics could influence individual behavior.

At first, researchers noticed something unexpected. No matter how they changed the lighting — brighter or dimmer — worker productivity improved. Even when the lighting was eventually reduced to a very low level, productivity still increased. This puzzled the researchers. They realized that it wasn't the physical changes that were making a difference. Instead, it was the fact that someone was paying attention to the workers. The workers felt valued and important, which motivated them to work harder. This became known as the "Hawthorne Effect" – the idea that people perform better when they know they are being observed or when they feel cared for.

Elton Mayo's team went further and studied things like rest breaks, work hours, and how people worked together in groups. They found that social factors, such as feeling part of a team, having supportive supervisors, and experiencing a sense of belonging, had a big impact on how productive workers were. This was very different from earlier beliefs that focused only on physical conditions or financial incentives.

### Managerial Implications

The Hawthorne Studies taught managers some important lessons.

- ⊕ **People Matter:** Workers are not just machines; they have emotions, needs, and social connections that influence their work.
- ⊕ **Attention Boosts Morale:** When employees feel noticed and appreciated, their motivation and productivity can increase.
- ⊕ **Teamwork and Relationships:** Positive group dynamics and good relationships with supervisors contribute to better performance.
- ⊕ **Communication Is Key:** Open communication between workers and managers builds trust and improves job satisfaction.

In short, Elton Mayo's Hawthorne Studies shifted the focus from just physical working conditions to the human side of work. They helped create the field of human relations management, emphasizing the importance of understanding people at work.

## REVIEW AND DISCUSSION QUESTIONS

### A. Theoretical/Conceptual Questions

1. Explain why studying management history is important.
2. Briefly describe the principles of scientific management.
3. Briefly describe the principles of administrative management.
4. Why did Taylor believe there was a need for a more scientific approach to work? What inefficiencies did he observe?
5. Explain the concept of the "one best way" in scientific management. How did Taylor aim to achieve it?
6. What were the main concerns raised by labor unions regarding Taylor's scientific management?
7. Discuss the ethical implications of Taylor's focus on maximizing efficiency.
8. How relevant are Taylor's principles of scientific management in today's workplace environment? Explain your reasoning.
9. How does Fayol's principle of "Division of Work" contribute to increased efficiency within an organization?
10. Differentiate between Fayol's principles of "Unity of Command" and "Centralization." How can they impact decision-making?
11. Which of Fayol's principles do you think would have the most significant impact on employee motivation? Why?
12. Are Fayol's principles, developed in the early 20th century, still applicable to modern management practices? Explain your reasoning.
13. Do Fayol's principles provide a comprehensive framework for all management situations? What limitations might they have?
14. How do you think Fayol's principles might need to adapt to address the evolving workplace landscape (e.g., remote work, automation)?
15. Compare and contrast Fayol's principles with more recent management theories like Theory X and Theory Y.
16. Young, innovative, or high-tech firms often adopt the strategy of ignoring history or attempting to do something radically new. In what ways might this strategy help them? In what ways might this strategy hinder them?
17. Write the theory X and theory Y assumptions.
18. According to McGregor, what are the fundamental differences in assumptions about employee behavior between Theory X and Theory Y?
19. How would a manager's approach to employee supervision differ based on Theory X versus Theory Y?
20. From the perspective of Theory X and Theory Y, what factors motivate employees to work effectively?
21. Do McGregor's Theory X and Theory Y provide a complete picture of employee motivation? What other factors might influence how people approach work?
22. Explain Maslow's hierarchy of needs theory with examples.
23. How do rewards increase motivation? What would happen if an organization gave too few rewards? What would happen if it gave too many?
24. Can you categorize the needs in Maslow's hierarchy as basic or growth needs? Explain your answer.
25. How does Maslow's theory explain the difference between motivating a hungry employee vs. an employee who feels undervalued?
26. Maslow's theory suggests a hierarchy, but is it always the case that needs are fulfilled in a strict order? Explain your answer.
27. Can you think of any limitations of Maslow's theory? How might it be incomplete in explaining motivation in today's workplace?
28. Explain the Hawthorne Studies.
29. What are the managerial implications of the Hawthorne Studies?

## B. Situational/Contextual Questions

30. Can you think of situations where a Theory X approach might be more effective than Theory Y in motivating employees? Explain your reasoning.
31. If you were a manager, which theory (X or Y) would you be more inclined to follow and why? Are there situations where you might use elements of both?
32. How do you think Theory X and Theory Y might be relevant in today's workplace, considering factors like remote work and changing employee expectations?
33. Imagine a situation where an employee might be highly motivated by a need lower in the hierarchy (e.g., safety) even though they have higher-level needs met. How could you explain this using Maslow's theory?
34. Maslow's theory suggests that focusing on unsatisfied needs leads to greater motivation. Can you think of an example where a manager might purposely create a situation to address a specific need in their employees?
35. Think about a job you've had (or a job you can imagine). How could a manager use Maslow's hierarchy to create a more motivating work environment?
36. In a manufacturing company, Manager A uses a strict Theory X approach to manage a team of assembly line workers, believing they need constant supervision and control. How might this management style affect the team's motivation and overall productivity in the long term?
37. Manager B at a tech startup adopts a Theory Y approach, encouraging employees to take initiative and participate in decision-making processes. What potential benefits and challenges might arise from this management style in a fast-paced, innovative environment?
38. A retail company combines Theory X and Theory Y management styles, using strict supervision for new hires while gradually giving more autonomy as employees gain experience. How might this blended approach impact employee development and retention?
39. In a creative advertising agency, Manager C believes in Theory Y and gives the creative team complete freedom to work on projects. How might this approach influence the creativity and job satisfaction of the team?
40. A factory ensures all workers have adequate wages and safe working conditions, meeting their physiological and safety needs. How might fulfilling these basic needs impact employee performance and motivation according to Maslow's theory?
41. A manager in a large corporation organizes regular team-building activities to satisfy employees' social needs for belonging and acceptance. What effects might this focus on social needs have on team dynamics and productivity?
42. In a sales company, Manager D implements a recognition program to satisfy employees' esteem needs, offering awards for top performers. How can addressing esteem needs enhance employees' motivation and performance?
43. A tech firm provides opportunities for continuous learning and career development, aiming to fulfill employees' self-actualization needs. What might be the long-term benefits of promoting self-actualization for both the employees and the organization?
44. A medium-sized company uses a mix of Theory X, Theory Y, and Maslow's hierarchy to manage and motivate its diverse workforce. How can integrating these theories provide a more comprehensive approach to employee motivation and satisfaction?
45. A multinational corporation has a varied workforce with different cultural backgrounds and needs. The management team decides to apply Maslow's hierarchy to understand and address these needs effectively. What challenges might the company face in applying Maslow's theory across different cultural contexts, and how can they overcome them?

## C. Case Study

### From Roots to Canvas: Sarah's Artistic Legacy

Once upon a time in a small village nestled between rolling hills and lush meadows, there lived a young woman named Sarah. Sarah was an aspiring artist who spent her days sketching the beauty that surrounded her.

She lived in a modest cottage and worked in the village market, selling fresh vegetables. She toiled under the sun, earning enough to put food on her table and a roof over her head. The aroma of freshly baked bread filled her kitchen, satisfying her hunger and providing her with the energy to pursue her passion for art.

One day, a sudden storm struck the village, threatening the safety of its residents. Sarah, realizing the importance of safety, helped her neighbors secure their homes and livestock. In the face of adversity, the community came together, providing a sense of security and camaraderie.

As Sarah continued to pursue her art, she found herself longing for companionship. She befriended fellow artists in the village, sharing ideas and inspirations. Soon, a sense of belongingness blossomed, and Sarah discovered the joy of collaboration. The bonds she formed with her new friends fulfilled her need for love and belongingness, creating a supportive network that fueled her creative spirit.

Sarah's talent as an artist began to gain recognition in the village. Her paintings adorned the walls of local galleries, and her work inspired others. The validation she received from her community and the growing esteem for her art fueled Sarah's confidence. As she continued to hone her skills, she realized the importance of self-respect and the fulfillment of her esteem needs.

Sarah immersed herself in her art, pushing boundaries and experimenting with new techniques. Sarah's paintings became a reflection of her innermost self, expressing the depths of her creativity. Through her artistic journey, she not only fulfilled her own potential but also inspired others in the village to pursue their passions.

In the small village surrounded by hills and meadows, Sarah continued to create, her art becoming a source of inspiration, spreading joy and fulfillment throughout the community. And so, Sarah's journey of self-discovery and creativity flourished, leaving an enduring mark on the tapestry of the village's collective soul.

### Questions

1. What were Sarah's physiological needs?
2. What were Sarah's safety needs?
3. What were Sarah's social needs?
4. What were Sarah's esteem needs?
5. What were Sarah's self-actualization needs?