

DEVELOPMENT OF MANAGEMENT AND BEHAVIORAL THEORIES

MGT213

**MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR**

Topic 2 | Week 2

BBA Program | Summer **2025**



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TOPICS TO LEARN

- ❑ Theory and Its Role
- ❑ The Management Perspectives: Classical, Behavioral, and Quantitative
- ❑ Frederick W. Taylor's Principles of Scientific Management
- ❑ Henri Fayol's Principles of Administrative Management
- ❑ McGregor's Theory X and Theory Y
- ❑ Maslow's Hierarchy of Needs Theory
- ❑ Elton Mayo's Hawthorne Studies

THEORY AND ITS ROLE

Why Theory?

A theory serves as a blueprint for action and provides a conceptual framework for organizing knowledge and guiding action.

Examples

- ❑ Management theories, such as **scientific management**, guide organizations like Daimler AG, Black & Decker, and Maytag.
- ❑ **Behavioral perspectives** influence organizations like Best Buy, Texas Instruments, and Seiko to enhance employee satisfaction and motivation.

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.

- ☐ Scientific Management (Frederick W. Taylor)
- ☐ Administrative Management (Henri Fayol)
- ☐ Bureaucratic Management (Max Weber)

THE MANAGEMENT PERSPECTIVES: CLASSICAL, BEHAVIORAL, AND QUANTITATIVE

2. Behavioral Perspective

The **behavioral perspective** highlights the importance of human behavior, motivation, group dynamics, and leadership.

- ❑ The Hawthorne Studies (Elton Mayo)
- ❑ Theory X and Y (McGregor)
- ❑ Hierarchy of Needs Theory (Maslow)

THE MANAGEMENT PERSPECTIVES: CLASSICAL, BEHAVIORAL, AND QUANTITATIVE

3. Quantitative Perspective

The **quantitative perspective** uses mathematical models, statistics, and data analysis to support decision-making and problem-solving.

- Forecasting models

FREDERICK W. TAYLOR'S PRINCIPLES OF SCIENTIFIC MANAGEMENT

Taylor's 1911 work, "**Principles of Scientific Management**," marked the birth of modern management theory. Taylor focused on applying scientific methods to define the most efficient way to perform a job.

- ❑ Clearly defined guidelines for improving production efficiency.
- ❑ Emphasis on the "one best way" for job completion.
- ❑ Application of scientific principles to manual work.
- ❑ Achieving consistent productivity improvements through scientific methods.

FREDERICK W. TAYLOR'S PRINCIPLES OF SCIENTIFIC MANAGEMENT

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.

FREDERICK W. TAYLOR'S PRINCIPLES OF SCIENTIFIC MANAGEMENT

Which of the following is NOT associated with Taylor's Principles of Scientific Management?

- A. Defining the “one best way” for doing each job
- B. Dividing work and responsibilities almost equally between management and workers
- C. Hiring as many workers as possible to get the job done
- D. Creating a more efficient and productive workforce

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Fayol's **administrative management** focuses on managing the entire organization.

- ❑ Fayol identified specific managerial functions: planning, organizing, commanding, coordinating, and controlling.
- ❑ Systematizing management practices.
- ❑ Identifying managerial functions applicable across all organizational situations.
- ❑ Development of **14 principles of management** for universal application.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Division of work.

Specialization increases output by making employees more efficient.

Authority.

Managers must be able to give orders, and authority gives them this right.

Discipline.

Employees must obey and respect the rules that govern the organization.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Unity of command.

Every employee should receive orders from only one superior.

Unity of direction.

The organization should have a single plan of action to guide managers and workers.

Subordination of individual interests to the general interest.

The interests of any one employee or group of employees should not take precedence over the interests of the organization as a whole.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Remuneration.

Workers must be paid a fair wage for their services.

Centralization.

This term refers to the degree to which subordinates are involved in decision making.

Scalar chain.

The line of authority from top management to the lowest ranks is the scalar chain.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Order.

People and materials should be in the right place at the right time.

Equity.

Managers should be kind and fair to their subordinates.

Stability of tenure of personnel.

Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Initiative.

Employees allowed to originate and carry out plans will exert high levels of effort.

Esprit de corps.

Promoting team spirit will build harmony and unity within the organization.

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Which of the following principles emphasizes the importance of employees receiving orders from only one superior?

- A. Unity of direction
- B. Scalar chain
- C. Unity of command
- D. Division of work

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Which principle refers to the degree to which subordinates are involved in decision making?

- A. Centralization
- B. Authority
- C. Unity of command
- D. Scalar chain

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

Which of Fayol's principles suggests that the interests of any one employee or group should not take precedence over the organization as a whole?

- A. Equity
- B. Subordination of individual interests to the general interest
- C. Discipline
- D. Order

HENRI FAYOL'S PRINCIPLES OF ADMINISTRATIVE MANAGEMENT

According to Fayol, what is the importance of the 'scalar chain'?

- A. It ensures that employees are paid fairly
- B. It establishes a clear line of authority from top management to the lowest ranks
- C. It emphasizes the need for centralization
- D. It promotes equity and fairness in the workplace

MCGREGOR'S THEORY X AND THEORY Y

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



MCGREGOR'S THEORY X AND THEORY Y



Theory X

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.

MCGREGOR'S THEORY X AND THEORY Y



Theory Y

A relatively optimistic and positive view that assumes employees enjoy work, seek out and accept responsibility, and exercise self-direction.

MCGREGOR'S THEORY X AND THEORY Y

Theory X Assumptions

1. People do not like work and try to avoid it.
2. People do not like work, so managers have to control, direct, coerce, and threaten employees to get them to work toward organizational goals.
3. People prefer to be directed, to avoid responsibility, and to want security; they have little ambition.

Theory Y Assumptions

1. People do not naturally dislike work; work is a natural part of their lives.
2. People are internally motivated to reach objectives to which they are committed.
3. People are committed to goals to the degree that they receive personal rewards when they reach their objectives.
4. People will both seek and accept responsibility under favorable conditions.
5. People have the capacity to be innovative in solving organizational problems.
6. People are bright, but under most organizational conditions their potential is underutilized.

MCGREGOR'S THEORY X AND THEORY Y

Which of the following best describes Theory X?

- A. Workers enjoy work, seek out responsibility, and exercise self-direction.
- B. Workers have little ambition, dislike work, want to avoid responsibility, and need to be closely controlled.
- C. Workers are motivated by intrinsic rewards and seek challenging tasks.
- D. Workers are naturally innovative and thrive under minimal supervision.

MCGREGOR'S THEORY X AND THEORY Y

According to Theory Y, which of the following is true?

- A. People inherently dislike work and try to avoid it.
- B. People need to be coerced and threatened to work effectively.
- C. People enjoy work and are internally motivated to reach objectives.
- D. People prefer to avoid responsibility and need constant supervision.

MCGREGOR'S THEORY X AND THEORY Y

Which statement about Theory X and Theory Y is true?

- A. Theory X managers believe in empowering and trusting their employees.
- B. Theory Y managers assume employees are naturally lazy and need close supervision.
- C. Theory X is associated with a pessimistic view of human nature.
- D. Theory Y is based on the idea that employees dislike work and need to be controlled.

MCGREGOR'S THEORY X AND THEORY Y

What management practice does McGregor believe would maximize employee motivation under Theory Y?

- A. Strict supervision and control mechanisms
- B. Participation in decision making and challenging jobs
- C. Coercion and threat of punishment
- D. Detailed instructions and close oversight

MCGREGOR'S THEORY X AND THEORY Y

Research findings suggest that being a Theory Y manager is the better way to motivate employees.

True/False?

MASLOW'S HIERARCHY OF NEEDS THEORY

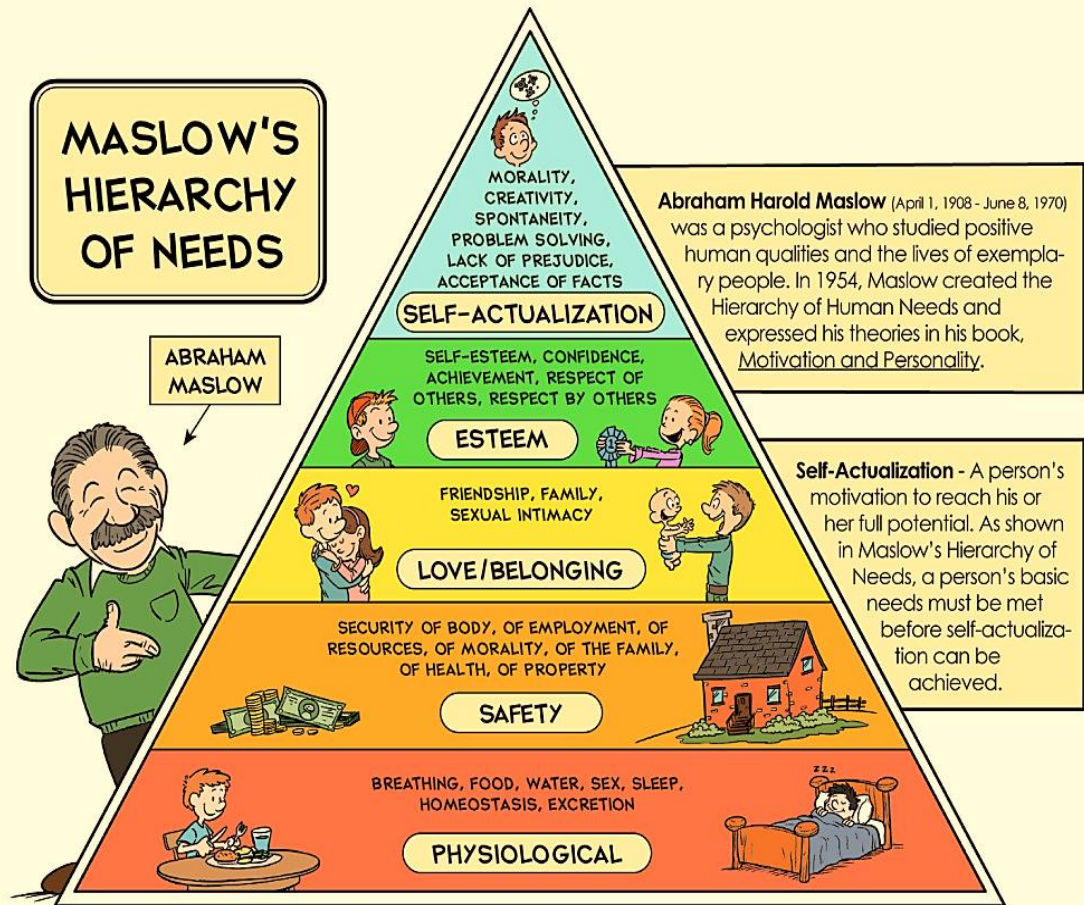
Abraham Maslow's hierarchy of needs theory is a well-known motivation theory. It identifies five hierarchical needs:

1. **Physiological** Needs
2. **Safety** Needs
3. **Social** Needs
4. **Esteem** Needs, and
5. **Self-Actualization** Needs

MASLOW'S HIERARCHY OF NEEDS THEORY

Physiological and safety needs are **lower-order needs**, primarily satisfied **externally**.

Social, esteem, and self-actualization needs are **higher-order needs**, satisfied **internally**.



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MASLOW'S HIERARCHY OF NEEDS THEORY

According to Maslow's hierarchy, which of the following needs is the MOST BASIC human need?

- A. Social Needs
- B. Esteem Needs
- C. Physiological Needs
- D. Self-Actualization Needs

MASLOW'S HIERARCHY OF NEEDS THEORY

A manager can help satisfy an employee's need for security and protection by offering –

- A. Opportunities for leadership roles
- B. A comfortable work environment
- C. A competitive salary and benefits package
- D. Recognition for achievements

MASLOW'S HIERARCHY OF NEEDS THEORY

Which of the following statements about Maslow's hierarchy is TRUE?

- A. People can skip levels in the hierarchy and focus on self-actualization first.
- B. All needs must be completely fulfilled before moving to the next level.
- C. Social needs are considered lower-order needs according to Maslow.
- D. Physiological needs are satisfied internally through personal growth.

MASLOW'S HIERARCHY OF NEEDS THEORY

Maslow's theory suggests that a manager can MOST effectively motivate an employee who is primarily concerned with having a sense of belonging by –

- A. Offering a higher salary
- B. Providing opportunities to work independently
- C. Encouraging participation in team projects
- D. Granting them a private office space

MASLOW'S HIERARCHY OF NEEDS THEORY

Having an attractive job title may fulfill an employee's esteem need even if the job doesn't pay enough.

True/False?

MASLOW'S HIERARCHY OF NEEDS THEORY

A manager can try to fulfill an employee's self-actualization need by giving them a challenging project to lead.

True/False?

ELTON MAYO'S HAWTHORNE STUDIES

- ❑ Conducted between 1924–1932 at Western Electric Hawthorne Works in Chicago.
- ❑ Led by Australian psychologist Elton Mayo and his team.
- ❑ Originally aimed to study how physical conditions (e.g., lighting, rest breaks) affect productivity.



ELTON MAYO'S HAWTHORNE STUDIES

- ❑ Unexpectedly found that productivity increased regardless of changes in lighting.
- ❑ Discovery led to the concept of the **Hawthorne Effect** — **people work better when they feel observed and valued.**



THANK YOU



CONSULTATION HOURS

Sunday and **Tuesday**

12:20 PM - 2:35 PM

Monday and **Wednesday**

10:50 AM - 2:35 PM



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