## INTRODUCTION TO

MANAGEMENT

## ASSIGNMENT

# NO 1

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## QUESTION 1

# Write down the weaknesses/limitations in Maslow's hierarchy. Also mention the levels and sequence of China's Need based Theory.

MASLOW’S HIERARCHY OF NEEDS

The basis of Maslow’s motivation theory is that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. According to Maslow, there are general types of needs (physiological, survival, safety, love and esteem) that must be satisfied before a person can act unselfishly.

He called these needs “deficiency needs” As long as we are motivated to satisfy these cravings we are moving towards growth, towards self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or act evilly.

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep.

2. Safety needs - protection from elements, security, order, law, stability, freedom from fear.

3. Love and belongingness needs - friendship, intimacy, affection and love, - from work group, family, friends, romantic relationships.

4. Esteem needs - achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others.

5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.

CRITICISM

* Measurement of satisfaction of needs is not possible.
* There is lack of direct cause and effect relationship between need and behavior.
* Sometimes people are not aware of their own needs.
* Maslow states that one need must be satisfied at a time. But human behavior cannot be classified. A single act may account for multiple levels.
* Maslow’s theory provides are a very rigid model i.e. the higher levels cannot be achieved without completing the lower levels of need. But practically this is incorrect. It is a very well known fact that humans are often driven by the desire to be recognized and renowned. An individual, for the sake of fame, may completely forsake his physiological and security needs for higher needs.
* Researchers have proved that there is lack of hierarchical structure of needs as suggested by Maslow. People may have deprived feeling but strive for self-actualizing.
* Furthermore, the theory is not supported by various cultures. Some culture may place social needs above others while some may prefer esteem needs.
* The very strict pattern of Maslow’s theory states that an individual is motivated by the levels of needs, from bottom to top, one at a time. Whereas in real life that driving force is usually a combination of various levels e.g. the physiological need never ceases to affect a person.
* The theory also fails to account for sudden changes i.e. life changing events that tend to force a person to change priorities.

CHINA’S NEED-BASED THEORY

As explained in the weaknesses of Hierarchy of needs that priorities may differ from culture to culture. In West no doubt physiological needs come first. But in China or generally in Asia love and affiliation comes first. For Asians dedication is even prior to their lives. So on this basis the Chinese version of need theory is given:

1. Love/Affiliation
2. Physiological
3. Safety
4. Self-Actualization

QUESTION 2

# Explain the deadly flaws of Carrot and Stick Theory (aka Theory X & Y)

CARROT AND STICK THEORY

Carrot and stick theory is a motivation concept given by Douglas McGregor. In this theory, two contrasting models are presented. ‘Theory X’ that stresses the importance of strict supervision and external rewards. ‘Theory Y’ that highlights the fact that people like doing their jobs.

FLAWS IN CARROT AND STICK THEORY:

The flaws in this theory are as follows:

* The two types of management ideas presented are very contrary to one another. While one theory suggests that employees are extremely lazy, the other states that employees are self motivated and very ambitious. Whereas in reality all employees of any company cannot be put under a certain category.
* Another way would be to implement both the theories simultaneously i.e. theory X for some employees and theory Y for others. But practically that would not be a feasible solution. Although human labor may be improved but on the cost of monetary loses (funding the implementation of both theories at a time)
* The theory X type of management tends to foster hostile behavior i.e. an employee who is over threatened i.e. the stick may create distress or rebellion among other employees. Also the prospect of high reward may force employees to resolve to unethical means i.e. cheating etc
* The theory Y is practically very difficult to recreate. It states that with proper environment, all employees can perform their jobs properly. But in real life, providing an environment suitable to all employees is near to impossible.
* In theory Y employees are given power by the managers, in terms of free will, decision making etc, and participation is encouraged. Whereas in theory X, the employees are not involved in the affairs of management which leads to a sense of un-belonging.
* In theory Y, when power of decision making is put in hands of unqualified employees who are not suitable for the task, this may lead to loopholes in the company polices and tasks.

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