



UNIVERSITY OF RWANDA

COLLEGE OF BUSINESS & ECONOMICS

SCHOOL OF BUSINESS

BUSINESS INFO. TECHNOLOGY (BIT)

LEVEL I

## **ASSIGNMENT**

MODULE: ORGANIZATION THEORY AND BEHAVIOR

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**I. Phases of organizational theory are:**

1. Neo-classical organization theory
2. Classical organization theory
3. Modern organization theory

**II. Here there are some explanations according to each theory:**

**1. Neo-classical theories:** which are theories focused main attention on physiological and mechanical variables of organization functioning.

Also Neo-classical: is social system and organizational performance purely depends on the workers and gets affected by human causes.

*Person is motivated by various reasons and desires to fulfill specific requirement*

**Neo-Classical Based on the following terms:**

- Neo-Classical is arranged as flat in organization structure
- Consider factors like job satisfaction and career development along with physical and economic needs
- An organization is social system that various interacting parts.
- Team work is the most important factor for something functioning and to achieve this behavioral approach is of at most importance

**Here there is example of theory related to Neo-classical:**

if workers have relevant knowledge of task, then they should control the task. Said by "*Marry Parker Follet*"

Contributors of this theory are:

The *Hawthorne studies* which focused on worker's attitudes towards their managers which affect the level of worker's performance.

- Neo-classical theory also supports organizations with flat hierarchical structures because they have high degree of decentralization.
- Flat structures also increase motivation and the chain of communication is shorter and it is free from hierarchical control.
- It also suggests that managers should be behaviorally trained to understand how behaviors, feelings and thoughts of workgroup members affect their performance.

Neo-classical theory also had some drawbacks like lacking particular organizational structure that can be suitable for all organizations, it also lack a unified approach of organization.

**2. Classical theories:** which are theories that based on one general idea that is then is one best way "to perform a task.

### **Also Classical Theories**

Describe main idea of classical organization theories is that, there is one best way to perform a task

*It consists two Categories within*

(Scientific & Administrative management(s))

- **Scientific Management:** focusing on the management of work and workers Example: Fredrick Winslow Taylor's Scientific Management.

- **Administrative Management Theories:** addressing issues concerning how overall organization should be structured.

### Six Essential pillars that Classical theory Follows

1. Division of Labor
2. Departmentation
3. Coordination
4. Scalar and Functional Process
5. Structure
6. The Span of Control

### Example Of Classical Management Organizational Theories

In **scientific management** also known as *Taylorism*, *F.W Taylor* focused on the relationship between workers and tasks they perform for the purpose of increasing efficiency. This is when he established four principles of scientific management which are;

- ✓ **Scientific job analysis:** It studies how workers perform their tasks and gather all informal skills they use and determine the best one way to perform their tasks.
- ✓ **Codify those new methods** of performing tasks into written rules and standard operating procedures.
- ✓ **Select personnel:** Carefully select workers who possess skills and abilities that match the needs of the task and train them to perform the task according to the established plan.
- ✓ **Establish a pay system** that provides a reward for performance above the acceptable level which will motivate them to work hard and increase efficiency and effectiveness.

*There are also other classical theories like theory of Bureaucracy of Max weber and Management of Gilberth's.*

3. **Modem theories:** which consist of quantitate ice system and contingency theory.  
It consists of quantitative theories, system theories and contingency theories

- **System theory:** it states that the organization is not self-contained and therefore must adapt to changes in their external environment.
- **Quantitative managements:** utilize linear and non-linear programming modeling, simulation, queuing theory and chaos theory.

System is divided into two categories which are: Closed & Open system

- **Contingency theory/ situation theory:** this theory state that there is no one best way in management, it depends on the situation. Organization is individually different faces, different variables (contingent variables) and require different ways to manage it.

According to the description above the best theory are neoclassical theories for the following reasons:

- a. As we know that human resources are the most valuable part in the business, neoclassic is the best because it focuses on the workers satisfactions
- b. It also focuses on the organization profitable way as the theories, means that organization can't fall in loss because of caring on the workers satisfactions, for all above reasons it's the best.

### AS CONCLUSION:

- III. *I would like to use **Neo-classical organization theory** in my organization*

*Because I think considering your employee's satisfaction is necessary in boosting their motivation and make them feel that they participate and have a say in what they do hence this increases their performance and result in organizational efficiency, When employees satisfied they try to maximize their performance hence performance maximized it lead to organization efficiency and effectiveness. **That's my phase I prefer to use in my organization.***

## REFERENCES

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