

Management and Organizational Behavior

Historical Foundations of Management - 2

Historical Foundations

- Classical Approaches to Management
- Behavioral Approaches to Management
- Modern Approaches to Management

Classical Approaches

- Scientific
- Rational
- Economic motive
- Machine model

Behavioral Approaches

- Humanistic Perspective – – emphasized enlightened treatment of workers and power sharing between managers and employees
- Human relations
- Human needs
- Human resources

Hawthorne Studies



- Scientific Management studies
 - Research program, series of studies
 - Controlled experiments
 - Focused on working conditions and economic incentives
 - Assumed an economic motive only



Hawthorne Studies



- Western Electric Company
 - Hawthorne Works, Chicago plant
 - 1924 – 1932
- Illumination study
- Relay Assembly Test-room studies
- Bank Wiring Room



Hawthorne Studies Illumination

- | | |
|--------------------|-----------------------|
| • Test Group | • Control Group |
| Physical change | No physical change |
| Expecting response | Expecting no response |

Light  Prod 

Light  Prod 

Light  Prod 

Light  Prod 

Hawthorne Studies Relay Assembly Test-Room Studies

- Focused on worker fatigue
- Scientific study
 - 6 workers isolated in special test room
 - Rest pauses and workdays and workweeks varied in length

Hawthorne Studies Relay Assembly Test-Room Studies

- Productivity increased regardless of changes made
- Experimenters' conclusions
 - Group atmosphere
 - Participative supervision

Hawthorne Studies Bank Wiring Room

- Focused on role of work group
- Recognized the power of group cohesion
 - Groups can have strong impact on individual productivity, negative as well as positive
 - Economic motive not the only motive driving workers

Hawthorne Studies Controversy

- Criticisms
 - Poor research design
 - Weak empirical support
 - Overgeneralization

Hawthorne Studies Conclusions

- Turning point
 - Social motive
 - Work group
 - Hawthorne effect

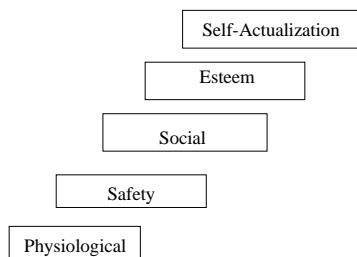
Hawthorne Studies Conclusions

- **Human Relations Movement**
 - Emphasized satisfaction of employee's basic needs as the key to increased worker productivity
- **Human Resources Perspective**
 - Jobs should be designed to allow workers to use their full potential

Human Needs

- Need – physiological or psychological deficiency that a person feels compelled to satisfy

Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs

- Deficit principle – a satisfied need is not a motivator of behavior
- Progression principle – a need becomes a motivator once the preceding lower-level need is satisfied

McGregor's Theory X and Theory Y

- | Theory X | Theory Y |
|--------------------------------|--|
| • Dislike work | • Willing to work |
| • Prefer to be directed | • Willing to accept responsibility |
| • Must be coerced to work | • Have intellect that could be applied to organizational goals |
| • Want to avoid responsibility | |
| • Want security | |

McGregor's Theory X and Theory Y

- Managers create self-fulfilling prophecies
- Theory X managers create situations where workers become dependent and reluctant
- Theory Y managers create situations where workers respond with initiative and high performance

Argyris' Theory of Adult Personality

- Classical management principles and practices inhibit worker maturation and are inconsistent with the mature adult personality
- Management should accommodate the mature personality

Argyris' Theory of Adult Personality

- Management practices consistent with the mature adult personality
 - Increasing task responsibility
 - Increasing task variety
 - Using participative decision-making

Behavioral Approaches Summary

- Consider social motive
- Focus on employee satisfaction
- Examine managerial assumptions
- Alternative to classical approaches

Management Science

- Quantitative management approaches involve use of mathematical techniques for management problem solving
- Operations research
- Quantitative analysis

Management Science

- Forecasting
- Inventory control
- Linear and nonlinear programming
- Queuing theory
- Scheduling
- Simulation
- Network models
- Breakeven analysis

Quantitative Analysis

- Use of staff specialists to help managers apply techniques.
- Software and hardware developments have expanded potential quantitative applications to managerial problems.
- Good judgment and appreciation for human factors must accompany use of quantitative analysis.

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