

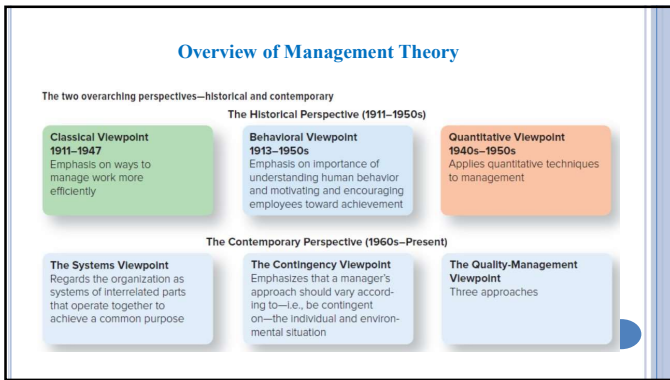
INTRODUCTION TO MANAGEMENT

Management Theories Part 2 (W4)

BEHAVIORAL VIEWPOINT

Emphasized the importance of understanding human behavior and of motivating employees toward achievement. The behavioral viewpoint developed over 3 phases:

- (1) **Early behaviorism** was pioneered by Hugo Munsterberg, Mary Parker Follett, and Elton Mayo.
- (2) **The human relations movement** was pioneered by Abraham Maslow (who proposed a hierarchy of needs) and Douglas McGregor (who proposed a Theory X and Theory Y view to explain managers' attitudes toward workers).
- (3) **The behavioral science** approach relied on scientific research for developing theories about behavior useful to managers.



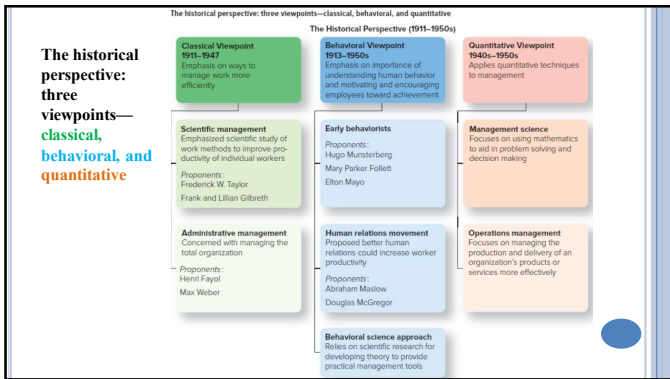
EARLY BEHAVIORISM: PIONEERED BY MUNSTERBERG, FOLLETT, AND MAYO

➤ **Hugo Munsterberg and the First Application of Psychology to Industry**

Called “the father of industrial psychology,” German-born Hugo Munsterberg suggested that psychologists could contribute to industry in 3 ways.

1. Study jobs and determine which people are best suited to specific jobs.
2. Identify the psychological conditions under which employees do their best work.
3. Devise management strategies to influence employees to follow management's interests.

✓ *Why Munsterberg Is Important: His ideas led to the field of industrial psychology, the study of human behavior in workplaces, which is still taught in colleges today.*



EARLY BEHAVIORISM: PIONEERED BY MUNSTERBERG, FOLLETT, AND MAYO

➤ **Elton Mayo and the Supposed “Hawthorne Effect”**

Do you think workers would be more productive if they thought they were receiving special attention? This was the conclusion drawn by a Harvard research group in the late 1920s.

Hawthorne effect—namely, that employees worked harder if they received added attention, if they thought that managers cared about their welfare and that supervisors paid special attention to them.

THE HUMAN RELATIONS MOVEMENT: PIONEERED BY MASLOW AND MCGREGOR

➤ Hugo Munsterberg and the First Application of Psychology to Industry

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THE BEHAVIORAL SCIENCE APPROACH

✓ More recently, the human relations view has been superseded by the behavioral science approach to management. **Behavioral science approach** relies on scientific research for developing theories about human behavior that can be used to provide practical tools for managers.

✓ The disciplines of behavioral science include psychology, sociology, anthropology, and economics.

THE HUMAN RELATIONS MOVEMENT: PIONEERED BY MASLOW AND MCGREGOR

• The two theorists who contributed most to the **human relations movement**—which proposed that better human relations could increase worker productivity—were Abraham Maslow and Douglas McGregor

➤ Abraham Maslow and the Hierarchy of Needs

What motivates you to perform: Food? Security? Love? Recognition? Self-fulfillment? Probably all of these, in 1943 Abraham Maslow would say, although some needs must be satisfied before others.



ACTIVITY 4.1

INDIVIDUAL CLASS ACTIVITY



1. What Is Your Orientation: Toward Theory X/Theory Y?
2. As a leader of a student or work-related project team, how might your results affect your approach toward leading others? Explain.
3. If an employee doesn't seem to show ambition, can that be changed? Discuss

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THE HUMAN RELATIONS MOVEMENT: PIONEERED BY MASLOW AND MCGREGOR

➤ Douglas McGregor and Theory X versus Theory Y

Douglas McGregor came to realize that it was not enough for managers to try to be liked; they also needed to be aware of their attitudes toward employees.

- ✓ *Theory X* represents a pessimistic, **negative view of workers**. In this view, workers are considered to be irresponsible, to be resistant to change, to lack ambition, to hate work, and to want to be led rather than to lead.
- ✓ *Theory Y* represents a human relations outlook—an optimistic, **positive view** of workers as capable of accepting responsibility, having self-direction and self-control, and being imaginative and creative.

✓ *Why Theory X/Theory Y Is Important: The principal contribution offered by the Theory X/Theory Y perspective is that it helps managers understand how their beliefs affect their behavior. For example, Theory X managers are more likely to micromanage, which leads to employee dissatisfaction, because they believe employees are inherently lazy.*

QUANTITATIVE VIEWPOINTS: MANAGEMENT SCIENCE AND OPERATIONS MANAGEMENT

THE BIG PICTURE

The third and last category under historical perspectives consists of quantitative viewpoints, which emphasize the application to management of quantitative techniques, such as statistics and computer simulations.

➤ Two approaches of quantitative management are **management science** and **operations management**.