

Management Theory: Essential Background for the Successful Manager

Chapter Two

Copyright © 2013 by The McGraw-Hill Companies, Inc. All rights reserved.

McGraw-Hill/Irwin

Major Questions You Should Be Able to Answer

- **2.1** What's the payoff in studying different management perspectives, both yesterday's and today's?
- 2.2 If the name of the game is to manage work more efficiently, what can the classical viewpoint teach me?
- **2.3** To understand how people are motivated to achieve, what can I learn from the behavioral viewpoint?
- **2.4** If the manager's job is to solve problems, how might the two quantitative approaches help?

Major Questions You Should Be Able to Answer

- **2.5** How can the exceptional manager be helped by the systems viewpoint?
- **2.6** In the end, is there one best way to manage in all situations?
- **2.7** Can the quality-management viewpoint offer guidelines for true managerial success?
- **2.8** How do I build a learning organization?

How We Got to Today's Management Outlook

Evidence-based management

- translating principles based on best evidence into organizational practice, bringing rationality to the decision-making process
- → Pfeffer and Sutton

Classical Viewpoint: Scientific & Administrative Management

Figure 2.1	Classical Viewpoint Emphasis on ways to manage work more efficiently	2 Behavioral Viewpoint Emphasis on importance of understanding human behavior and motivating and encouraging employees toward achievement	3 Quantitative Viewpoint Applies quantitative techniques to management
	Scientific management Emphasized scientific study of work methods to improve pro- ductivity of individual workers <i>Proponents</i> : Frederick W. Taylor Frank and Lillian Gilbreth	Early behaviorists <i>Proponents</i> : Hugo Munsterberg Mary Parker Follett Elton Mayo	Management science Focuses on using mathematics to aid in problem solving and decision making
	Administrative management Concerned with managing the total organization Proponents : Henri Fayol Max Weber	Human relations movement Proposed better human relations could increase worker productivity Proponents: Abraham Maslow Douglas McGregor	Operations management Focuses on managing the production and delivery of an organization's products or services more effectively
		Behavioral science approach Relies on scientific research for developing theory to provide practical management tools	

Scientific Management: Pioneered by Taylor & the Gilbreths

Scientific management

- emphasized the scientific study of work methods to improve the productivity of individual workers
- └→ Frederick W. Taylor, Frank and Lillian Gilbreth

Administrative Management: Pioneered by Fayol & Weber

Administrative management

└→ concerned with managing the total organization

🕈 Henri Fayol

- └→ French engineer and industrialist
- ↓ first to identify the major functions of management

Behavioral Viewpoint: Behaviorism, Human Relations, & Behavioral Science

Behavioral viewpoint

emphasized the importance of understanding human behavior and of motivating employees toward achievement Early Behaviorism: Pioneered by Munsterberg, Follett, & Mayo

Hugo Munsterberg

- └→ father of industrial psychology
- 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.

Early Behaviorism: Pioneered by Munsterberg, Follett, & Mayo

Mary Parker Follett

- → social worker and social philosopher
- Organizations should be operated as "communities."
- Conflicts should be resolved by having managers and workers talk over differences and find solutions that would satisfy both parties.
- **3.** The work process should be under the control of workers with relevant knowledge.

Early Behaviorism: Pioneered by Munsterberg, Follett, & Mayo

Hawthorne effect

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

└→ Elton Mayo

Douglas McGregor – Theory X versus Theory Y

Theory X

represents a pessimistic, negative view of workers

→ workers are irresponsible, resistant to change, lack ambition, hate work, and want to be led

Theory Y

represents an optimistic, positive view of workers

workers are considered capable of accepting responsibility, self-direction, self-control and being creative

The Behavioral Science Approach

Behavioral science

→ relies on scientific research for developing theories about human behavior that can be used to provide practical tools for managers

The Contemporary Perspective

Figure 2.2



The Four Parts of a System

Figure 2.3

tools, marketing expertise

Inputs	2	Transformational processes	3	Outputs
The people, money,		The organization's capabilities		The products, services, profits,
information, equipment,		in management and technology		losses, employee satisfaction or
and materials required		that are applied to converting		discontent, etc., produced by th
to produce an organization's		inputs into outputs		organization
goods or services				
Example : For a jewelry designer—design, money, artistic talent, gold and silver,		Example : Designer's management skills (planning, organizing, leading, controlling), gold and silver smithing tools and		Example : Gold and silver rings, earrings, bracelets, etc.

(4) **Feedback** Information about the reaction of the environment to the outputs, which affects the inputs

Example: Web customers like African-style designs, dislike imitation Old English designs

expertise, Web site for marketing