



Management Theory: Essential Background for the Successful Manager

Chapter Two

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?

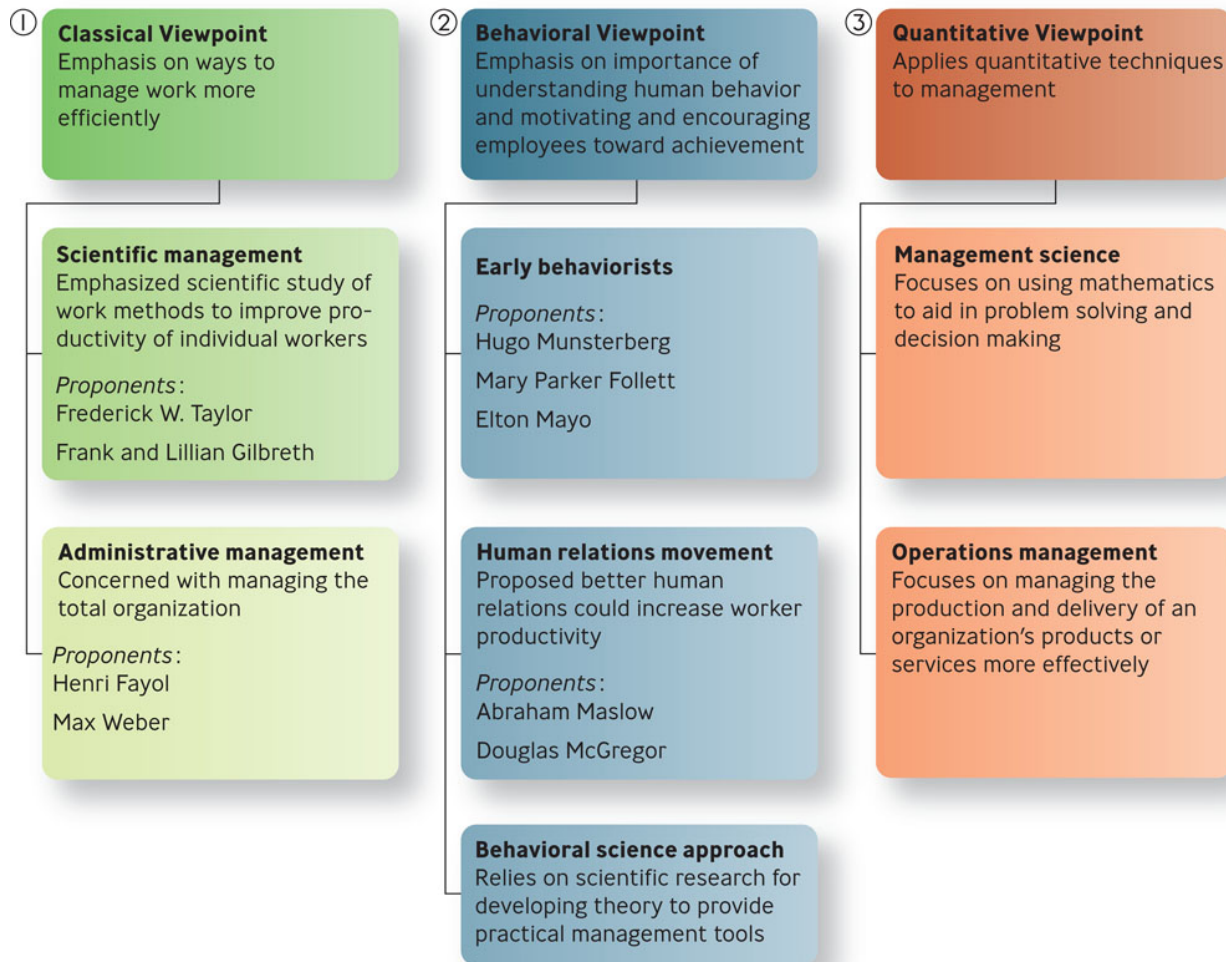
How We Got to Today's Management Outlook

★ **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



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

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.

Early Behaviorism: Pioneered by Munsterberg, Follett, & Mayo

★ **Mary Parker Follett**

↳ social worker and social philosopher

1. Organizations should be operated as “communities.”
2. 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

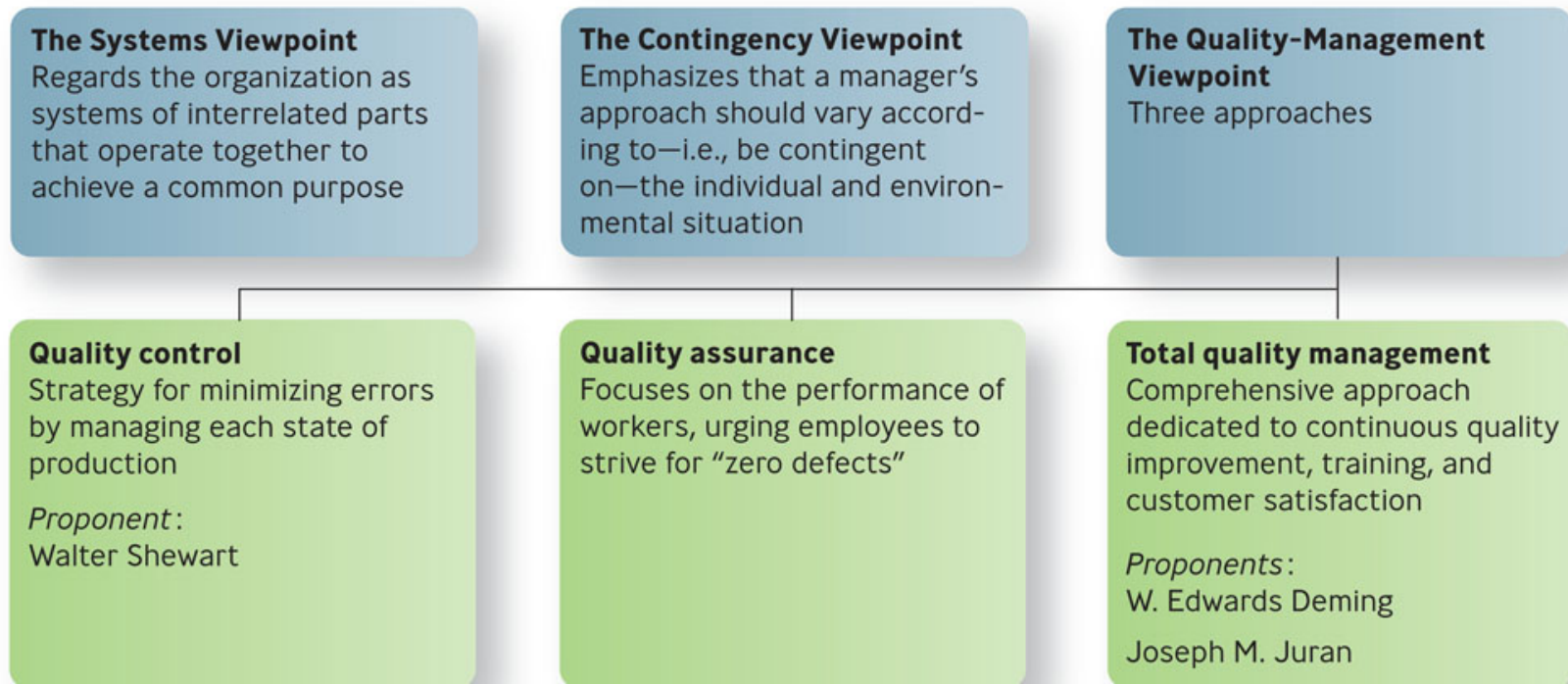
The Behavioral Science Approach

★ 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

