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Introduction

Within this report you will find information on the different types of management theories, an in-depth version of Maslow's theory of motivation (hierarchy), and its relation to the modern-day workplace, it shows how when translated in to modern terms with recognising the flaws and benefits and recognising other theories that may enable a better outcome, is so relevant to how needs are seen, and means are met, enabling the workforce to move onward and upwards within the business setting. Complete with conclusion.

In the second part of this work, you will see an in-depth version of some of the things I have learned in lectures and how it has made a change in the way thoughts are processed for use in the both near and far future using:

Part 1

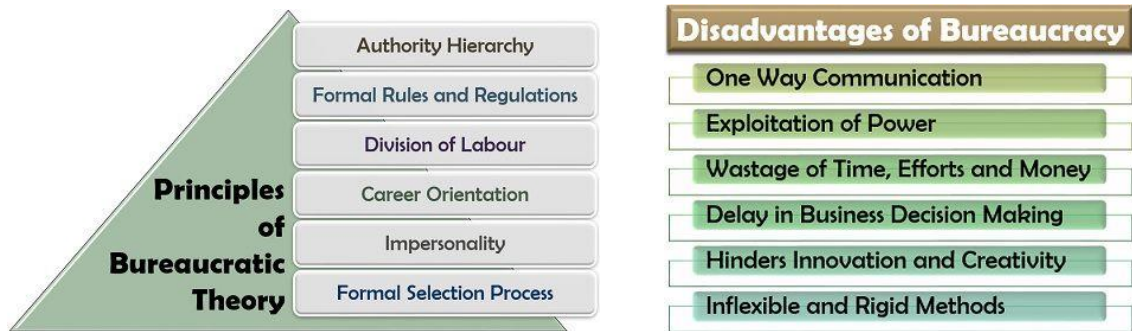
What is a management theory?

Management theories are ideas that surround preferred management practises, which may include tools like frameworks and principles that may be used in modern businesses. Depending on the aims of the organisation and the sector.

There are 4 major types of management theories that may be used in modern businesses, and these are as follow:

Bureaucratic theory

Definition. Bureaucratic theory shows how an impersonal structure of authority controls organisational and individual decision-making and behaviour. Organizational researchers have long studied how bureaucracy interacts with and affects control and communication in the workplace. The shifts and failures of bureaucratic organising in modern society have been researched, evaluated, and found by communication academics as prospective transitions. The emergence of post bureaucratic systems of organising and control, as well as their importance in today's global society, has piqued the interest of organisational communication researchers.



(Weber, Lutzker, 1982) (Meisenbach and Jensen, 2021)

Scientific management theory

Definition. Taylor (2004) study resulted in the scientific management theory. Taylors employed scientific investigations to build new management theories and procedures with the goal of reducing conflict between managers and employees. Taylor felt that by standardising duties and working conditions, production would increase, with the promise that if goals were met, pay would reflect the workers' efforts, but that if goals were not met, wages would be reduced to reflect the failure. Scientific management controversially proposed that practically every act of the worker be preceded by one or more preparatory actions of management, so separating the planning and execution of an act.



(Taylor 2004)

Behavioural management theory

Definition. Behavioural management theory is concerned with understanding worker motivation, including expectations, wants and interests, and group dynamics, in order to manage productivity. Mary Parker Follett, Elton Mayo, and Abraham Maslow are among the behavioural management theorists. Because it emphasises the human aspect of work, behavioural management theory is often referred to as the human relations movement. Behavioural theorists felt that a greater knowledge of human behaviour at work, such as motivation, conflict, expectations, and group dynamics, would result in increased productivity.



(Follett, 1924) (Mayo, 1924) (Maslow, 1943)

Human relations theory

Definition. Human relations theory is an organisational school of thought that focuses on employee happiness, informal workplace organisations, and ways to influence employee productivity. Human relations theory, unlike scientism, does not regard employees as basically interchangeable parts.

Human Relations Theory of Management



Elton Mayo
1933
"The Human Problems of an Industrial Civilization"



Fritz Roethlisberger
1939
"Management and the Worker"

People are social beings, motivated by social needs.
A sense of identity is derived from inter-personal relationships.
Workers are more receptive to social forces of peer groups than monetary incentives and management controls.
Workers respond positively to attention from management, co-workers and customers.
The psychological needs of individuals significantly impact group performance.

9/13/2013
Mala Sarat Chandra
20

(Thomas, 2021) (Mayo, 1933) (Roethlisberger, 1939)

School of thought

With each of these definitions each theory is correct to the theorist due to their research and evidence, with each theory and theorist the evidence and research that was done would have been strong enough to bring the conclusions (proof in their mind) that were reached in each section relating to the organisations and businesses at the timeline they were written:

- Bureaucratic theory (1905)
- Scientific management theory (1911)
- Behavioural management theory (1920-1950)
- Human relations theory (1924-1932)

As can be seen by the dates above the basis of all these management theories stems back to pre-war and early post wartimes so can be seen as very Machiavellian, though being used and adapted to modern times depending how westernised the country and workplace culture is, have been adapted and made more relevant.

relevance

When it comes to the relevance of these management theories according to modern times the adaptation of these theories has scummed to the times, and each adaptation varies across the world. Within countries such as Russia where such theories as the Belbin theory are still used they can be very old fashioned, with the fault of poor communication within the hierarchical management (Bureaucratic Management Theory) where communication is so broken down with the hierarchy only speaking to those below (and hence forth), expecting them to pass the message on, (Chinese whispers being a perfect example of how bad communication can make these theories

less relevant). luckily within the UK and other forward-thinking countries they have progressed forward so far from those times that theories such as human relations and behavioural management transcribe in to modern day society perfectly.

Maslow's theory of motivation (Hierarchy)

Maslow's Hierarchy of Needs is a famous theory of needs established by psychologist Abraham Maslow in his 1943 publication "A Theory of Human Motivation." According to Maslow, (1943) People are motivated by five types of wants: physiological, safety, love, esteem, and self-actualization. With the basis as, Basic physiological requirements such as food, water, and shelter are at the bottom of the pyramid, and the urge for self-actualization at the top.

"A person does not feel anything if their requirements are satisfied, but gets concerned if they are not," Maslow added, classifying the bottom four levels of the pyramid as "deficiency needs." The fifth level is a 'development need,' according to Maslow, (1943), since it allows a person to 'self-actualize,' or fulfil his full potential as a human being.

Maslow believed that human conduct is motivated by a desire to meet wants, and that lower-level needs must be addressed before a person can focus on higher-level needs. A fulfilled need is no longer motivating. A fundamental motivation is an unfulfilled need. Maslow's hierarchy therefore serves as a visual depiction of employee motivation for managers.



Maslow's hierarchy is often referenced in Business classes with regards to organisational behaviour and human resources, as you can see above is based on a pyramid diagram.

According to Maslow's Hierarchy of need, Key motivation theory, which is a theory of psychology explaining how human motivation is based on the pursuit of diverse levels of needs. Maslow states that humans are motivated to fulfil their needs in a Hierarchical order:

When it comes to Maslow's Hierarchy of needs it all begins at the lower level, being life's most basic (Biological and psychological) needs, things a person "CAN NOT!!" live without:

- Water
- Food
- Heat
- Rest
- And Health

Maslow's second level of needs (Safety) meaning things such as:

- Money
- Legalities
- And stability

Maslow's third level of hierarchy (psychological) being love and belonging, such as:

- Friendship
- Intimacy
- Family
- And connections

Maslow's fourth level being that of esteem taking on board things like:

- Respect
- Status
- Self-esteem
- Recognition
- And strength

And finally, the fifth step in Maslow's Hierarchy (self-fulfilment needs) self-actualisation where the person is meeting their full potential in life with all the other steps being reached can then focus on things like:

- Utilising skills, knowledge, and talents
- Obtaining new skills
- Continued education
- Seeking happiness
- Pursuing lifelong dreams

School of Thought and reflection

According to Maslow the First steps are the needs that simply keep us alive. In the work place these can be perceived as things such as Break Time, Lunch Time, and a warm clean place to work.

In the Second step, In the workplace these can be such things as wages meeting the criteria, contracted hours and the feeling of a job being stable within the business.

In the Third step these Can relate to the feeling of belonging to a group of colleagues, making that friendship/family like bond within the workplace.

In the Fourth steps with All things looking at core values of what make you feel like a valued, confident, respected member of the team.

In the Fifth and ultimate step is the benefits of knowing self-worth and being able to move forward in self growth

However, this structure and these steps needed in everyday life, people go to work just to get the money to supply the basic needs and sadly to some it is hard just to maintain the first (Water, Food, Heat, Rest, And Health) and second (Money, Legalities, And stability) steps due to the costs of modern day living.

With the third fourth and fifth steps there is a possible link to adopt the Pygmalion theory to reach these targets:

- Friendship
- Intimacy
- Family
- And connections
- Respect
- Status
- Self-esteem
- Recognition
- And strength
- Utilising skills, knowledge, and talents
- Obtaining new skills
- Continued education
- Seeking happiness
- Pursuing lifelong dreams

Pygmalion theory

Leader Theory of Self-Fulfilling Prophecy (SFP)

The Pygmalion Leadership Theory is a model of SFP at work that involves supervisory expectation and is based on the Pygmalion effect. This is a self-fulfilling prophecy

(SFP) effect in which boosting the leader's expectations for subordinate performance improves the group's performance. Managers who are encouraged to expect more from their employees perform better. The SFP effect may exist, according to some evidence.

“When we expect certain behaviours of others, we are likely to act in ways that make the expected behaviour more likely to occur.” (Rosenthal and Babad, 1985)

One of the keys to success is breaking down departmental walls and communicating as a team/as a whole. When projects are departmentalized, communication is broken down, thus it's critical to break down these barriers if you want to conduct a successful project or team-based activity.

Though it may take time to break down these barriers due to the psychological aspects of things such as conditioning from a young age can dictate how a person perceives themselves, for example, the fear of spiders or clowns can be a learned behaviour if your peers have these fears, the impact of things that dictate how you perceive yourself to be, especially self-worth and doubting your very own self-worth, can affect your everyday life in multiple ways, the way you eat, the way you dress, and the way you think, , how you act among particular individuals, such as authority figures, strangers, and co-workers, may all influence and obstruct your progress toward Maslow's idea of motivation.

When discussing Maslow's theory can also be appropriate to adopt Herzberg's hygiene factors/ motivational theory alongside:

Herzberg's hygiene factors/motivational theory

In Herzberg's theory he attempts to explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these needs.

Herzberg's theory is known as a two-factor content theory. His theory is based upon the deceptively simple idea that motivation can be dichotomised to hygiene factors and motivational factors. Also called the “two needs system” the two need being:

- To avoid any unpleasantness
- The need for personal development

So by not focusing on the motivational factors the employees focus on the non job related “hygiene factors”.

The most important aspect of Herzberg's theory is that the main motivating factors are the intrinsic value and satisfaction gained from the job itself, the level of recognition by both colleagues and management, the level of responsibility, opportunities for advancement, and the status provided. These factors lead to satisfaction from the need for growth and self-achievement, which leads management to recognise that problems are not necessarily caused by work but by external factors. Recognition of these elements can lead to increased employee satisfaction and enhanced organisational effectiveness.

So by adding the Pygmalion theory and Herzberg's theory of motivation to Maslow's Theory of motivation, with the support of each other used in the correct manner it is clear to see both, the flaws, and the fringe benefits each theory provides and gives a better picture/thought map to guide you through the do's and don'ts of these theories.

Part 2

For this part of the report, I will be putting my critical thinking skills to use on what I have learned over the semester and evaluating the skills I have gained with the hope it will help in present and future situations.

To do this I will be picking only a few points as the word ratio may not cover everything, though its hard to pick specifics as there was so much that was valid and has made an impact,

First off all I'm going to introduce a few terms that I had problems with originally but through the help of my lecturer i gained an understanding.

Inductive = unsound, not valid, no guarantee.

Deductive = valid, guaranteed, sound.

Logic = is a philosophical discipline that is defined as the science of accurate reasoning.

Reasoning = the creation of interfaces or the making of conclusions based on known or assumed facts.

Valid reasoning = Deductive reasoning is used appropriately to infer the logical conclusion of your premises.

Invalid reasoning = employing deductive reasoning poorly, resulting in a conclusion that does not logically follow from your premises.

Necessary condition = must be satisfied if anything is to be true, but it does not ensure that it is true.

Sufficient condition = one that, if fulfilled, ensures that something is true.

Premise = a point made in the direction of ensuring the conclusion

Conclusion = a final item to consider

With most of these terms being quite new to me I found these things very educational and will now know when these things are addressed exactly what they mean.

Bureaucratic theory

Theory of bureaucracy

The bureaucratic theory explains how an impersonal authority structure influences organisational and individual decision-making and behaviour. Organizational experts have long been interested in how bureaucracy interacts with and influences workplace control and communication. Communication scholars have studied, assessed, and identified the changes and failures of bureaucratic organisation in modern society as potential transitions. The advent of post-bureaucratic organising and control methods, as well as their significance in today's global society, has attracted the interest of academics in organisational communication.

(Weber, Lutzker, 1982)

It is felt by many that the bureaucratic theory is very out of sync with the modern-day society and its roots are very Machiavellian, hence through research has no relevance to the western modern society. Though as stated earlier in the report it also depends on the ruling of a country, and part of the world as there are many places that still run by the old regime such as Russia, north Korea etc.

As the western society has learnt from its past of bureaucracy that the old regimes do not work for a forward moving country, whereas other countries above will promote these dark age practices as is the country ran on the same premise.

Sadly, evolution is not welcomed all over the world as of yet but only the future will tell how society will grow and expand with equality and diversity over the next century.

The only way forward is to learn from this and move on with the great belief that communities and societies will eventually emerge to build a better world.

Behavioural management theory

In order to control productivity, behavioural management theory is concerned with understanding worker motivation, including expectations, needs and interests, and group dynamics. Behavioural management theorists include Mary Parker Follett, Elton

Mayo, and Abraham Maslow. behavioural management theory is often known as the human relations movement because it emphasises the human side of work. Increased productivity, according to behavioural theorists, would arise from a better understanding of human behaviour at work, such as motivation, conflict, expectations, and group dynamics.

(Follett, 1924) (Mayo, 1924) (Maslow, 1943)

As above when spoken of Maslow's theory and the behavioural management theory we need to back to basics and realise that its not just in the work place these theories should stay, if a man has no roof over his head and the warmth of a comfy coat hat and scarf, is a man then able to achieve the following level of the hierarchy? Starting at basics for the human race its basic needs are and should always be perceived as mandatory.

Without these human rights a person will never flourish as hoped by the many, again as aforementioned the world is not yet up to standards with the humanitarian rights systems with many being led bureaucratically. We as a human race need to break this cycle of Machiavellianism and how it is allowed in so many places all over the world, but through things such as the behavioural management theory and the human relations theory along side so many others we can and will make the world a better place utilising not only equality and diversity but our critical thinking skills where and when needed so that even if we only affect one business it will enact like a ripple in the water so that one will grow to two and henceforth.

conclusion

so it is here the conclusion is drawn, using both these techniques, critical thinking, with the climate of the world today and the backlash of the epidemic, the hope is that when we come out the other side, that not only our lives or our work place, but our country and every other can use a bit more of the criteria of the critical thinking process and make that progression happen to enable not just businesses to thrive but to enable whole countries to grow and eventually the world. Its that little bit of kindness shown, that smile, that hello, to enable people to see how valued they are, to enable people to see their own worth, could not only change a moment but could change a whole day leading to a whole week with the hope that it can lead to changing a life, we need the human kindness and it should be one of the main criteria, it is one of man's BASIC NEEDS. It starts with one person, and that one person is me, you, never judge a book by its cover and always see room for improvement because "things can only get better" from here on in.

(D:ream, 1994)

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