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EDM 103

INTRODUCTION TO MANAGEMENT AND ADMINISTRATIVE THEORIES

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COURSE CODE: EDM 103

COURSE TITLE:Introduction to Management and Administrative Theories

COURSE CREDIT LOAD: (2 Units C: LH 30)

LISTS OF SERIES:

1. **Series 1: Scientific Management and Classical Foundations**
2. **Series 2: Human Relations and Behavioural Approaches**
3. **Series 3: Neo-Behavioural and Motivation Theories**
4. **Series 4: Contingency and Social System Theories**
5. **Series 5: Contributions of Key Management and Administrative Theorists**

Scientific Management and Classical Foundations

Part 1.1 Scientific Management Theory

- 1.1.1 Origins and principles of scientific management
- 1.1.2 Contributions of Frederick Taylor
- 1.1.3 Applications and criticisms of scientific management

Part 1.2 Classical Administrative Theory

- 1.2.1 Henri Fayol's principles of management
- 1.2.2 Max Weber and the bureaucratic model
- 1.2.3 Strengths and limitations of classical administrative theory

Part 1.3 Early Contributions to Management Thought

- 1.3.1 Mary Parker Follett and human cooperation
- 1.3.2 Chester Barnard and organisational functions
- 1.3.3 Influence of early theorists on modern management

Part 1.4 Foundations and Legacy of Classical Theories

- 1.4.1 Lasting impact on contemporary management practices
- 1.4.2 Relevance to administrative structures today
- 1.4.3 Transition towards behavioural and modern approaches

Introduction

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Management as a discipline did not emerge overnight, but developed gradually through the contributions of early thinkers who sought to improve efficiency and organisation. At the dawn of the twentieth century, industrial growth created the need for systematic approaches to managing work and people. This Series introduces you to the foundations of management theory, beginning with scientific management and classical approaches that shaped the way organisations were structured and administered. Understanding these theories is important because they provide the groundwork upon which modern management practices are built.

The aim of this Series is to equip you with the ability to explain the principles of scientific management and classical administrative theory, analyse the contributions of their key proponents, and evaluate their continuing relevance to contemporary management and administration.

We shall commence this Series by exploring the origins and principles of scientific management, focusing on Frederick Taylor's contributions and the criticisms of his approach. Next, we will examine classical administrative theory, including Henri Fayol's principles of management and Max Weber's bureaucratic model. Following that, we will consider the early contributions of theorists such as Mary Parker Follett and Chester Barnard, who emphasised cooperation and organisational functions. Finally, we will wrap up by discussing the legacy of these classical theories and their influence on modern management practices, setting the stage for subsequent Series that address behavioural and modern approaches.

Series Learning Outcomes

Upon completing this Series, you should be able to:

- **SLO 1.1** define the principles of scientific management and explain Frederick Taylor's contributions,
- **SLO 1.2** analyse the core ideas of classical administrative theory, including Henri Fayol's principles and Max Weber's bureaucratic model,
- **SLO 1.3** evaluate the early contributions of theorists such as Mary Parker Follett and Chester Barnard to organisational thought, and
- **SLO 1.4** assess the lasting impact and legacy of classical management theories on contemporary administrative practices.

1.1 Scientific Management Theory

1.1.1 Origins and principles of scientific management

The **scientific management theory** refers to a systematic approach to improving efficiency in organisations by studying work processes and applying scientific methods. It emerged in the early twentieth century during the industrial revolution, when factories needed ways to increase

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productivity and reduce waste. The central idea was that work could be analysed, measured, and reorganised to achieve maximum efficiency.

Fill in the blank: Scientific management is a systematic approach to improving _____ in organisations by studying work processes.

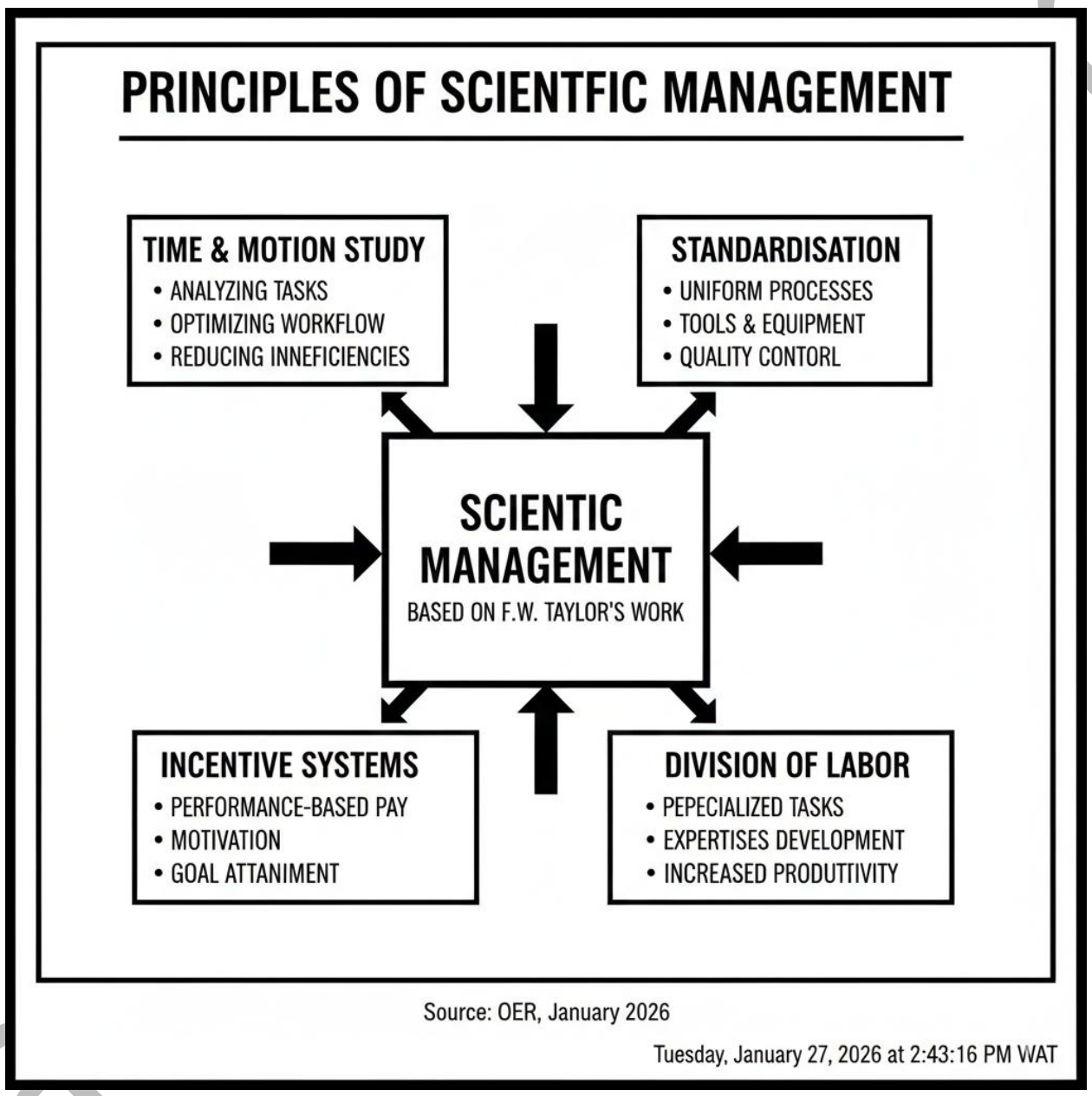


Diagram showing the principles of scientific management: time study, standardisation, division of labour, and incentive systems. Caption: Figure 1.1 Principles of scientific management

1.1.2 Contributions of Frederick Taylor

Frederick Taylor, often called the father of scientific management, introduced methods such as **time study** (measuring the time taken to complete tasks), **standardisation** (establishing uniform procedures), and **task specialisation** (assigning workers to specific roles). He believed that

productivity could be improved if managers applied scientific methods rather than relying on intuition. Taylor also emphasised the importance of incentives, suggesting that workers should be rewarded for meeting performance targets.

Fill in the blank: Frederick Taylor introduced methods such as time study, standardisation, and _____ to improve productivity.

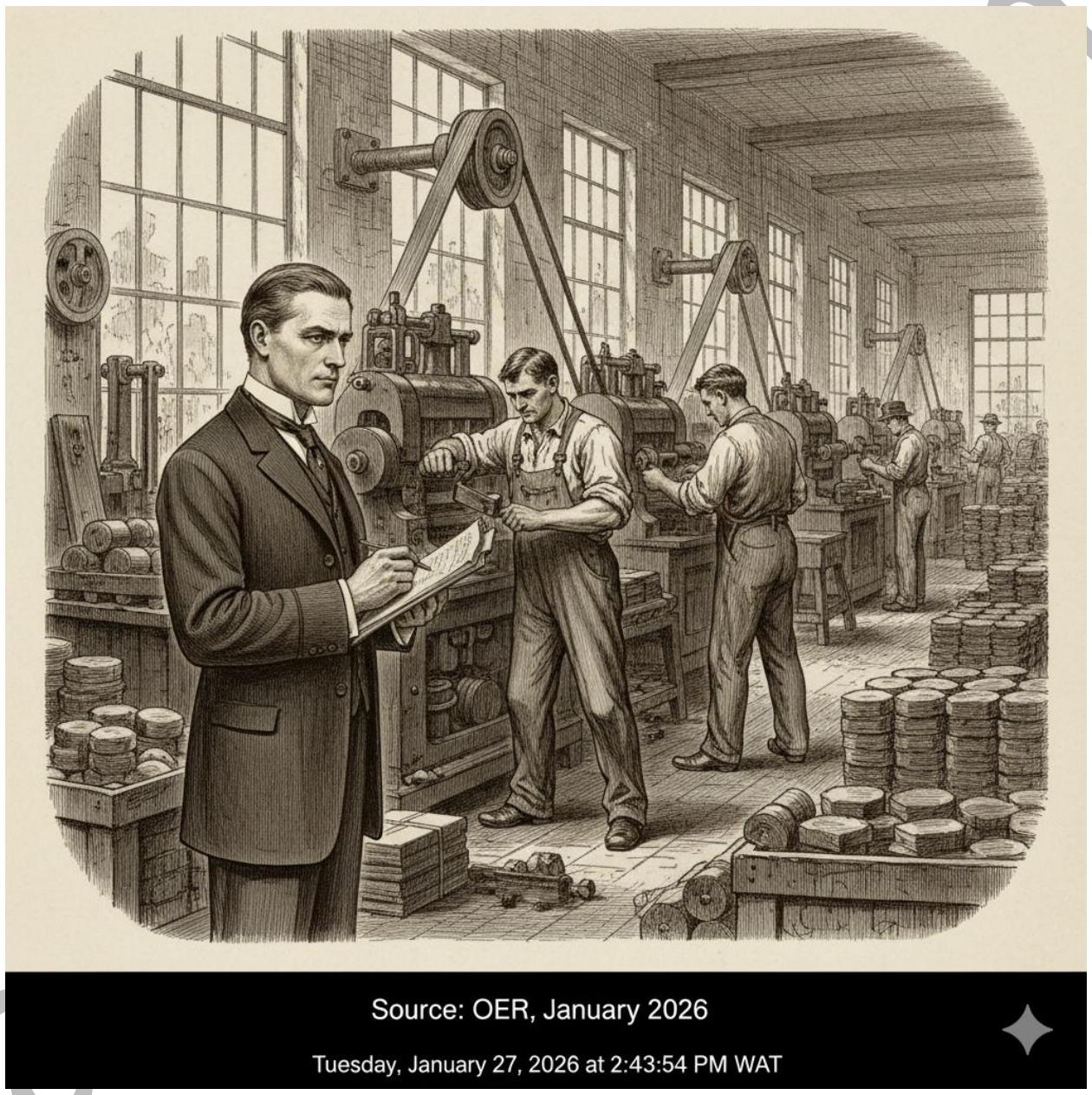


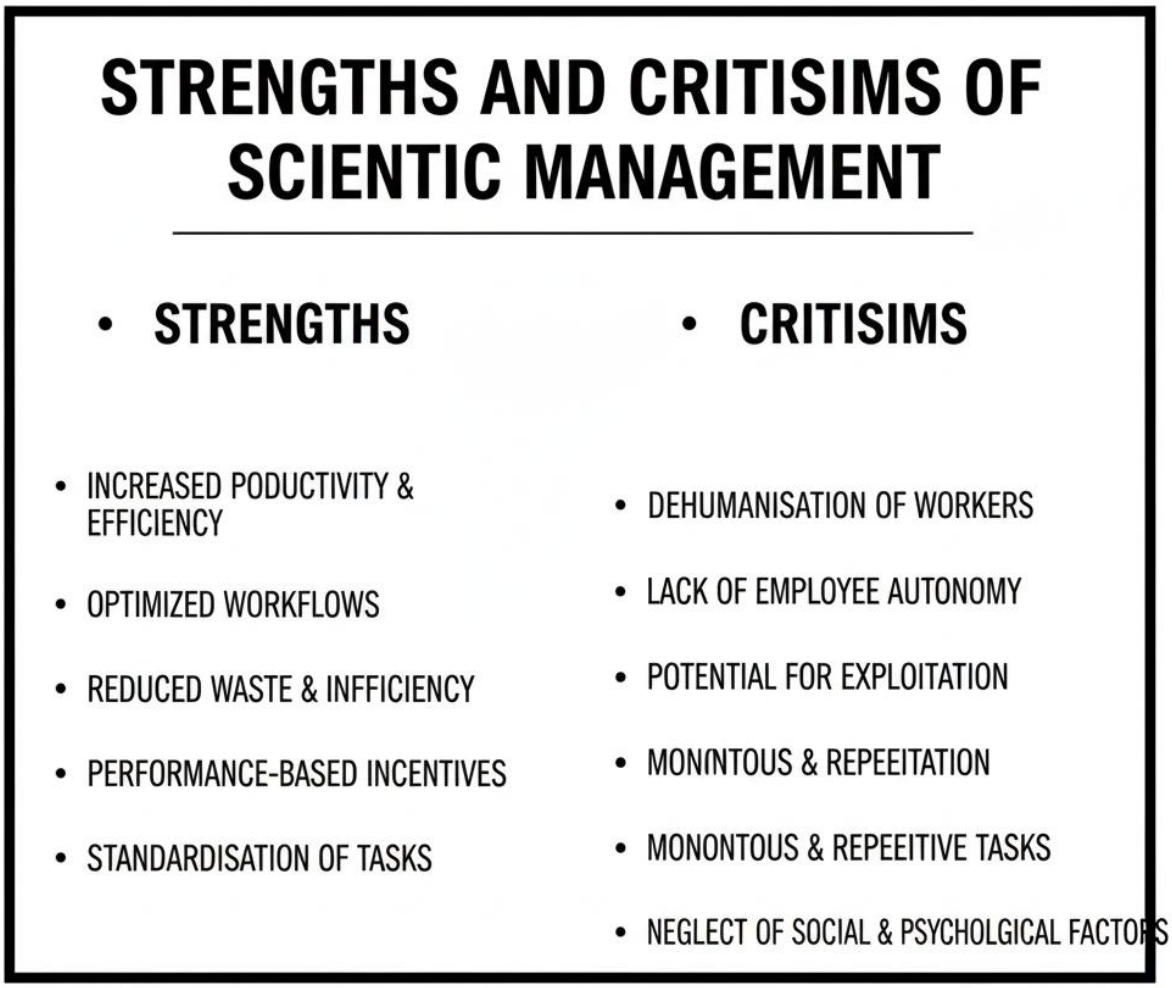
Image of Frederick Taylor observing factory workers during a time study. Caption: Plate 1.1 Frederick Taylor conducting a time study in a factory

1.1.3 Applications and criticisms of scientific management

Scientific management was applied widely in manufacturing industries, leading to significant increases in productivity. It influenced assembly line production and modern industrial

engineering. However, critics argued that it treated workers like machines, ignoring their social and psychological needs. The focus on efficiency sometimes led to monotonous work and worker dissatisfaction. Despite these criticisms, scientific management laid the foundation for later theories that incorporated human relations and behavioural perspectives.

Fill in the blank: Critics of scientific management argued that it treated workers like _____, ignoring their social and psychological needs.



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Box 1.1: Strengths and criticisms of scientific management

- Strengths: Increased productivity, systematic work processes, foundation for industrial engineering
- Criticisms: Worker alienation, monotony, neglect of social needs

Pilot questions 1.1

1. Define scientific management and state its main purpose.
2. Identify two principles of scientific management.
3. Who is regarded as the father of scientific management?
4. State one method introduced by Frederick Taylor to improve productivity.
5. Mention one criticism of scientific management.

1.2 Classical Administrative Theory

1.2.1 Henri Fayol's principles of management

Henri Fayol was a French mining engineer who developed one of the earliest comprehensive theories of management. He identified **principles of management**, which are guidelines for organising and administering organisations effectively. These principles include division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests, remuneration, centralisation, scalar chain, order, equity, stability of tenure, initiative, and esprit de corps. Fayol believed that applying these principles would improve efficiency and harmony in organisations.

Fill in the blank: Henri Fayol's principles of management include division of work, authority, discipline, and _____ of command.

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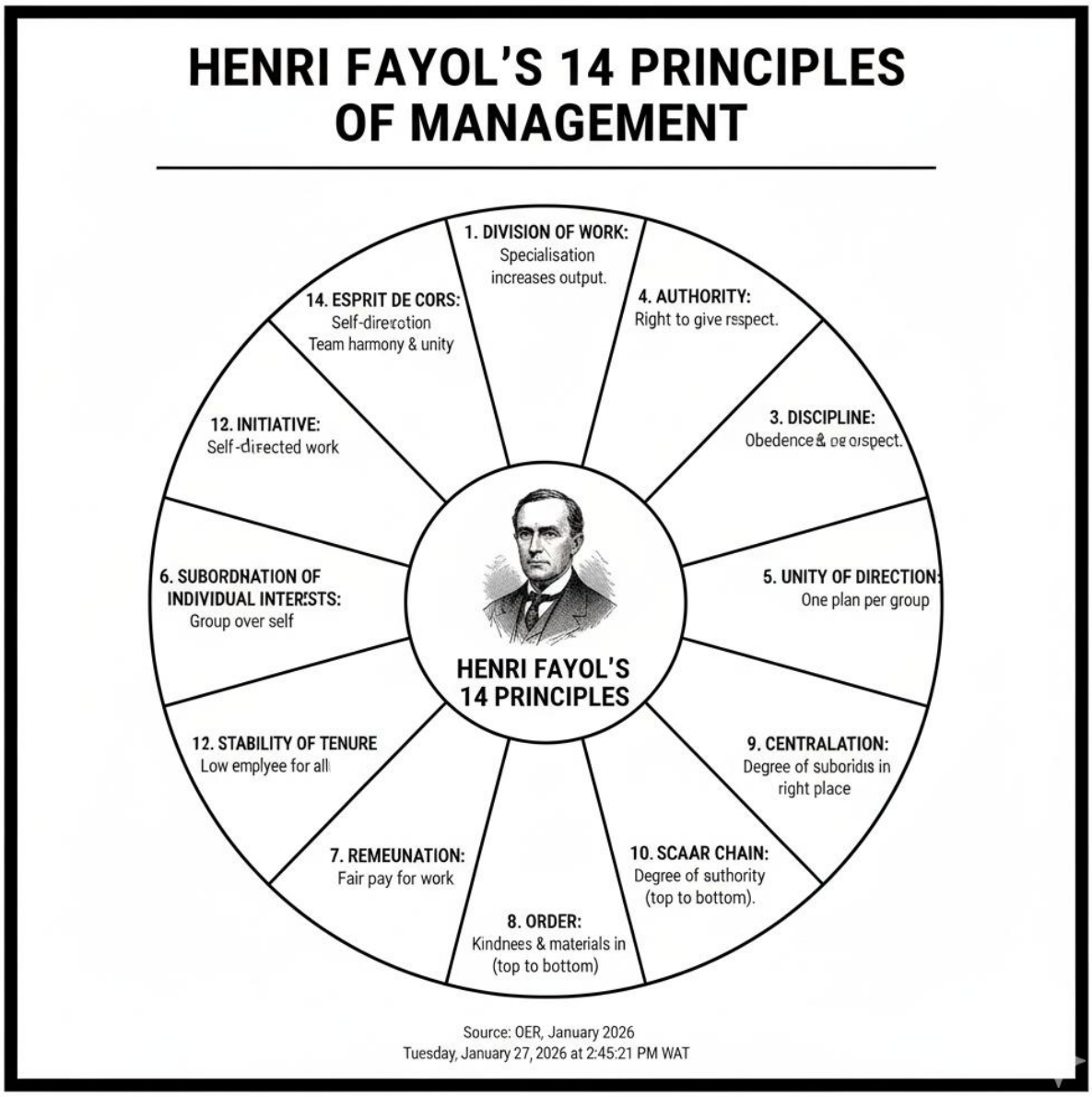


Diagram showing Henri Fayol's 14 principles of management arranged in a circular chart. Caption: Figure 1.2 Henri Fayol's principles of management

1.2.2 Max Weber and the bureaucratic model

Max Weber, a German sociologist, introduced the concept of **bureaucracy**, which he defined as a structured and rule-based system of administration. Bureaucracy emphasises hierarchy, formal rules, impersonality, and merit-based recruitment. Weber argued that bureaucracy was the most rational and efficient way to organise large institutions. However, critics later noted that excessive bureaucracy could lead to rigidity and inefficiency.

Fill in the blank: Max Weber's bureaucratic model emphasises hierarchy, formal rules, impersonality, and _____-based recruitment.

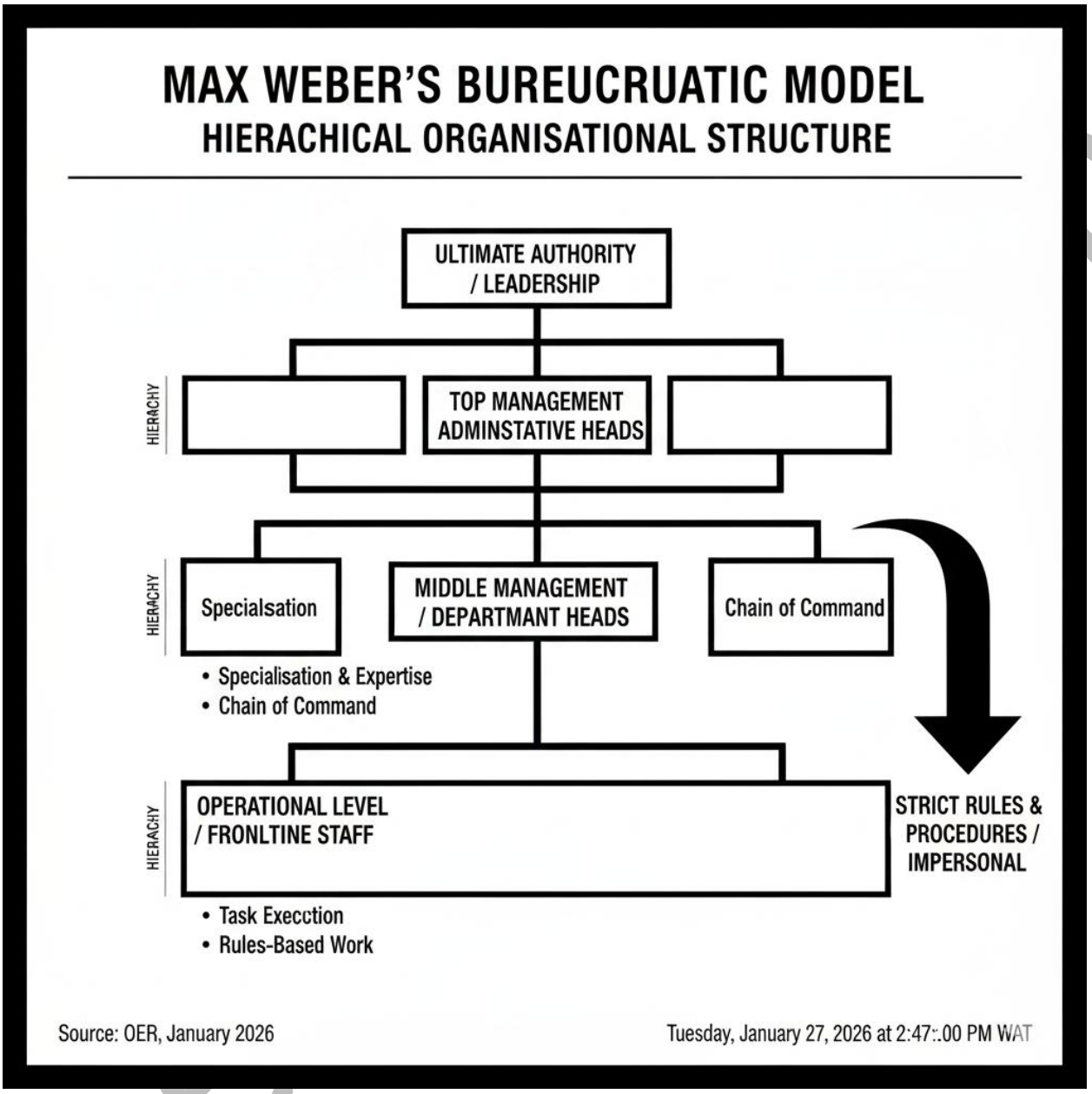
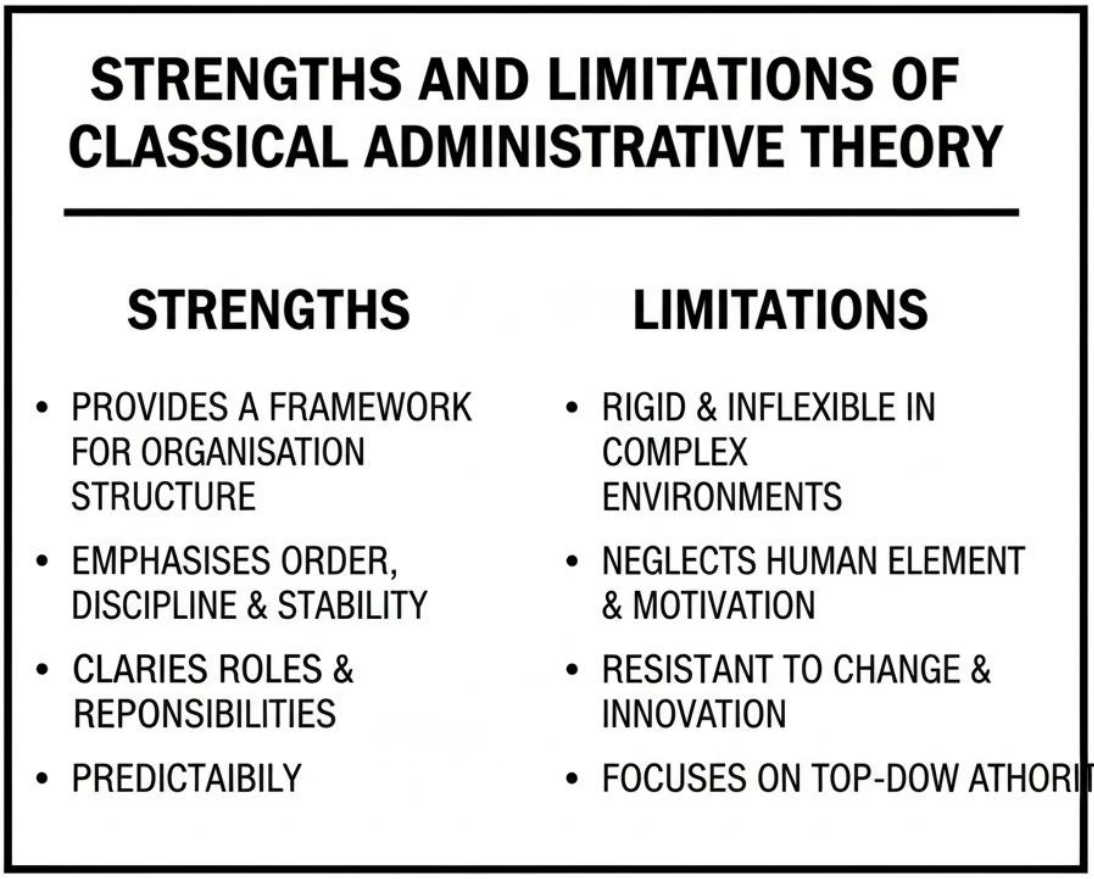


Image of a hierarchical organisational chart representing Weber's bureaucratic model. Caption: Plate 1.2 Max Weber's bureaucratic model of organisation

1.2.3 Strengths and limitations of classical administrative theory

Classical administrative theory provided a systematic framework for managing organisations, offering clear principles and structures. Its strengths include clarity of roles, efficiency, and predictability. However, limitations include overemphasis on rules, neglect of human and social factors, and potential rigidity. These weaknesses paved the way for later theories that incorporated behavioural and human relations perspectives.

Fill in the blank: A limitation of classical administrative theory is its neglect of _____ and social factors in organisations.



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Box 1.2: Strengths and limitations of classical administrative theory

- Strengths: Clear structure, efficiency, predictability
- Limitations: Rigidity, neglect of human factors, overemphasis on rules

Pilot questions 1.2

1. State four of Henri Fayol's principles of management.
2. Who introduced the concept of bureaucracy in management theory?
3. Identify two features of Max Weber's bureaucratic model.
4. Mention one strength of classical administrative theory.

5. Mention one limitation of classical administrative theory.

1.3 Early Contributions to Management Thought

1.3.1 Mary Parker Follett and human cooperation

Mary Parker Follett was an early management thinker who emphasised the importance of **human cooperation** in organisations. She argued that management should not be about controlling workers but about fostering collaboration and integration. Follett introduced ideas such as the "law of the situation", which suggested that authority should come from the needs of the task rather than from hierarchical position. Her work highlighted the social and psychological dimensions of management, paving the way for later human relations theories.

Fill in the blank: Mary Parker Follett believed that authority should come from the needs of the _____ rather than hierarchy.

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Image of Mary Parker Follett addressing a group on organisational cooperation. Caption: Plate 1.3 Mary Parker Follett emphasising cooperation in organisations

1.3.2 Chester Barnard and organisational functions

Chester Barnard contributed significantly to management thought through his book *The Functions of the Executive*. He defined organisations as systems of consciously coordinated activities and stressed the importance of communication and cooperation. Barnard introduced the concept of the **zone of indifference**, which refers to the range of requests employees are willing to accept without resistance. He also emphasised the role of executives in maintaining organisational purpose and securing employee commitment.

Fill in the blank: Chester Barnard introduced the concept of the _____ of indifference to explain employee acceptance of authority.

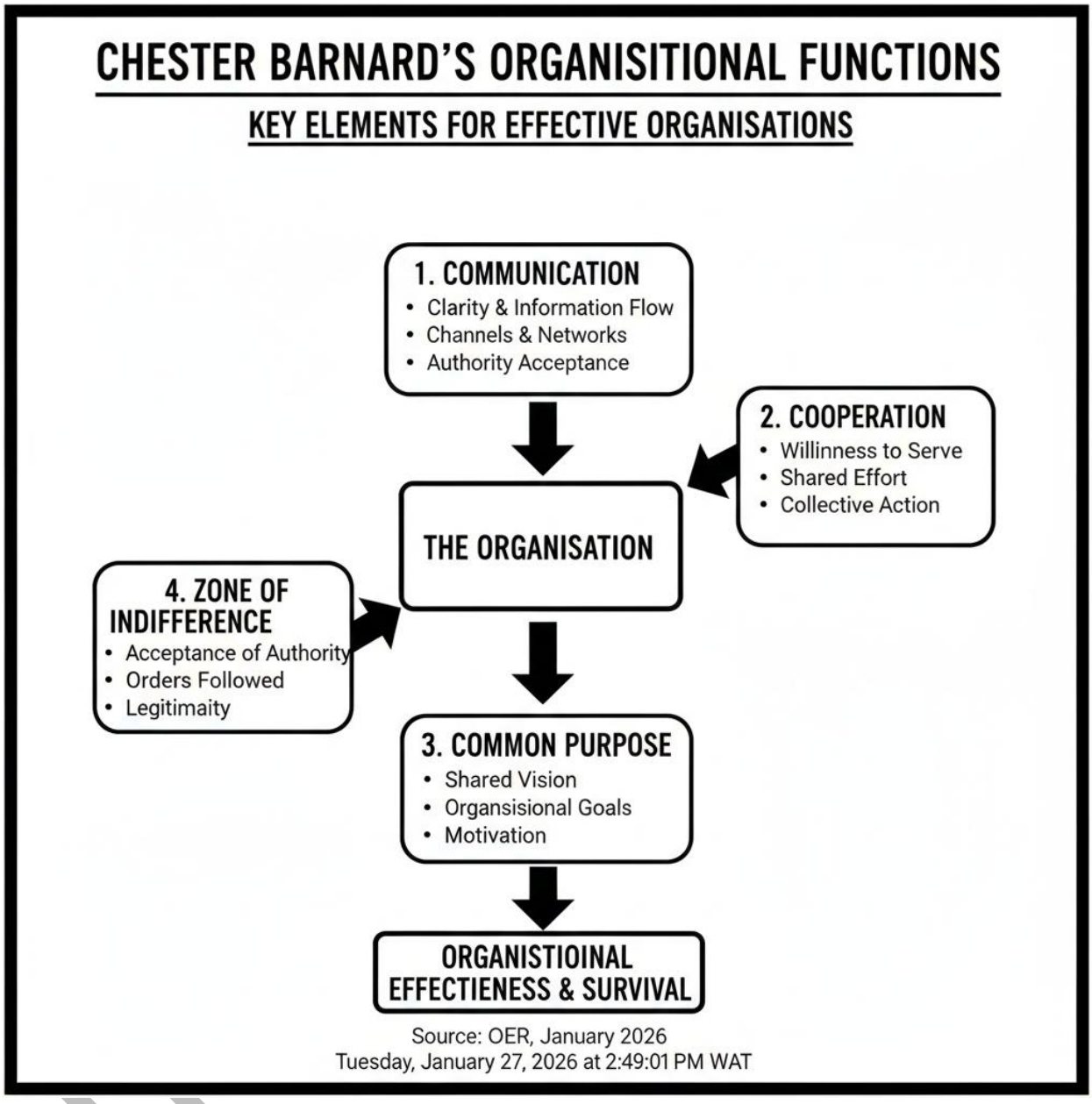


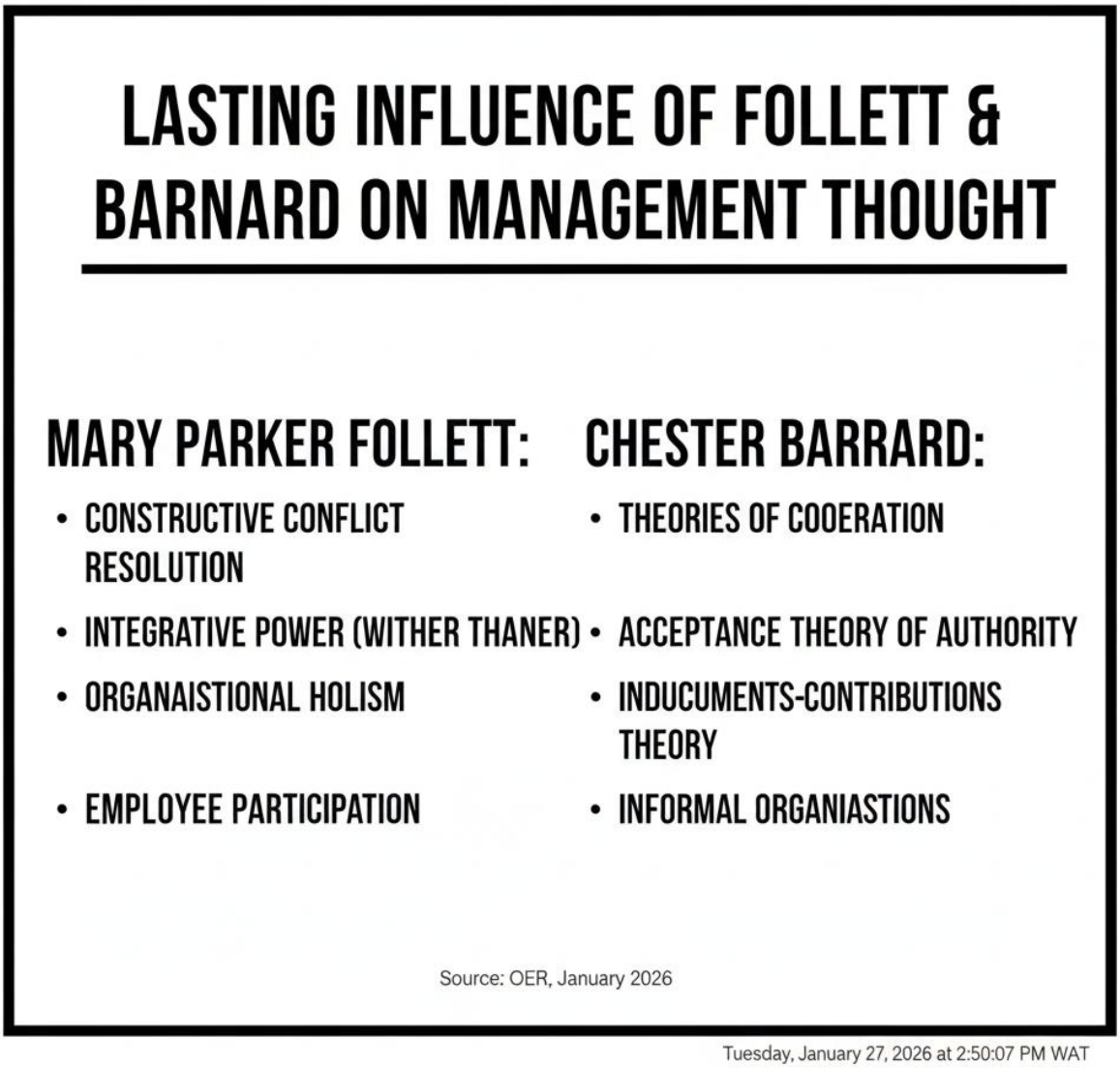
Diagram showing Barnard's organisational functions: communication, cooperation, purpose, and zone of indifference. Caption: Figure 1.3 Chester Barnard's organisational functions

1.3.3 Influence of early theorists on modern management

The contributions of Follett and Barnard influenced modern management by highlighting the importance of social factors, communication, and cooperation. Their ideas bridged the gap between classical theories that focused on structure and efficiency, and later behavioural theories that emphasised human needs. Follett's emphasis on integration and Barnard's focus on

communication remain relevant in today's organisations, where teamwork and leadership are critical for success.

Fill in the blank: The ideas of Follett and Barnard bridged the gap between classical theories and _____ theories.



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Box 1.3: Lasting influence of early contributors

- Follett: Integration, law of the situation, cooperation
- Barnard: Communication, zone of indifference, organisational purpose
- Influence: Foundation for human relations and behavioural approaches

Pilot questions 1.3

1. Who emphasised the importance of human cooperation in organisations?
2. What is the “law of the situation” according to Mary Parker Follett?
3. Name the book written by Chester Barnard that contributed to management thought.
4. What concept did Barnard introduce to explain employee acceptance of authority?
5. How did the contributions of Follett and Barnard influence modern management theories?

1.4 Foundations and Legacy of Classical Theories

1.4.1 Lasting impact on contemporary management practices

The **classical theories of management** provided the foundation for many practices that are still in use today. Concepts such as division of labour, hierarchy, and clear organisational structures continue to shape modern workplaces. For example, Fayol’s principles of management remain relevant in areas like planning, organising, and controlling, while Weber’s bureaucratic model influences public administration and large corporations. These ideas gave managers a structured way to organise work and ensure accountability.

Fill in the blank: Fayol’s principles of management remain relevant in areas such as planning, organising, and _____.

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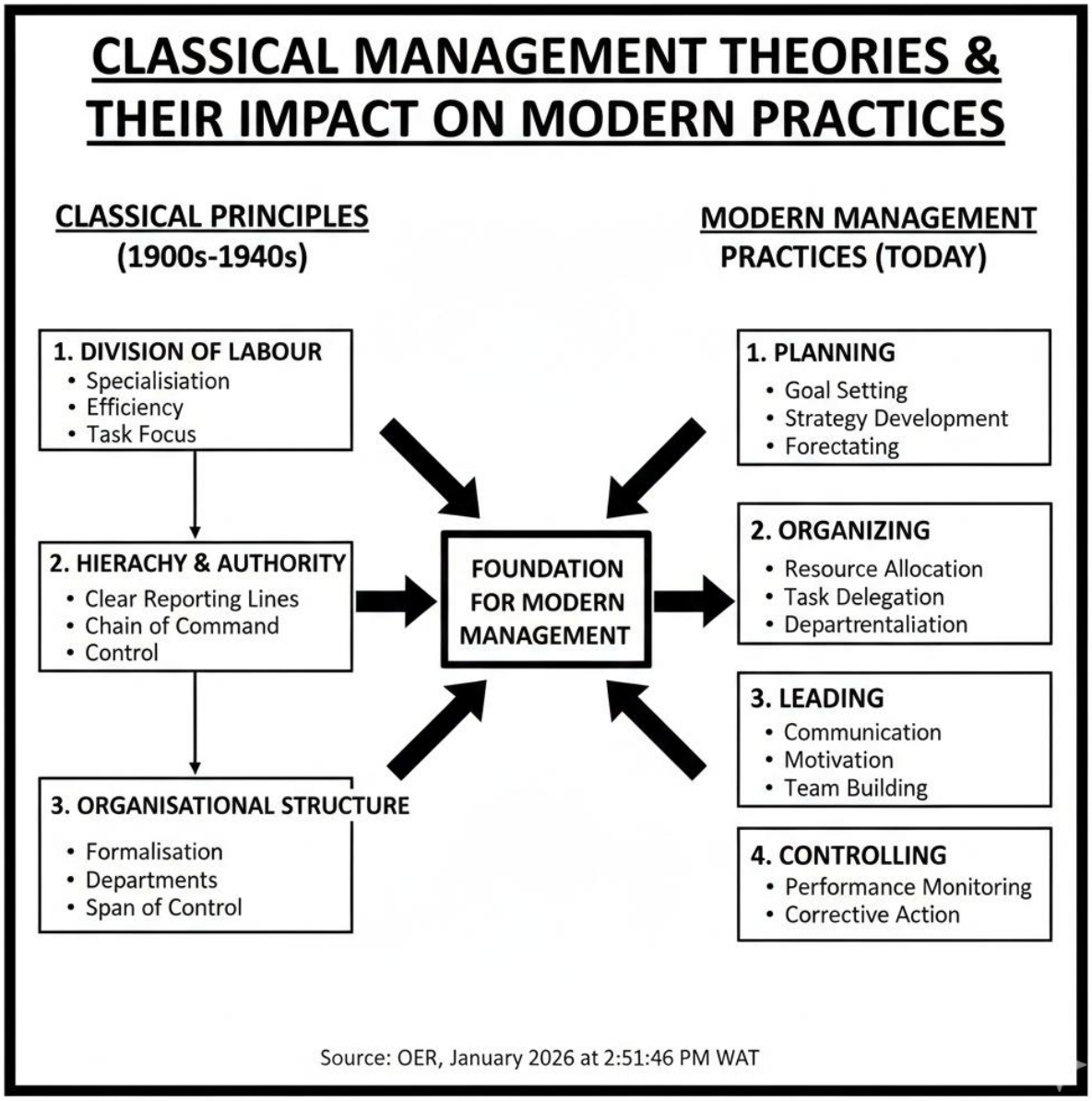


Diagram showing classical principles (division of labour, hierarchy, structure) linked to modern practices (planning, organising, controlling). Caption: Figure 1.4 Lasting impact of classical theories on modern management

1.4.2 Relevance to administrative structures today

Classical theories remain particularly relevant in administrative structures where order, predictability, and accountability are essential. Government agencies, schools, and large organisations often rely on bureaucratic models to maintain consistency and fairness. Although modern approaches emphasise flexibility and human relations, classical principles still provide a backbone for organisational design.

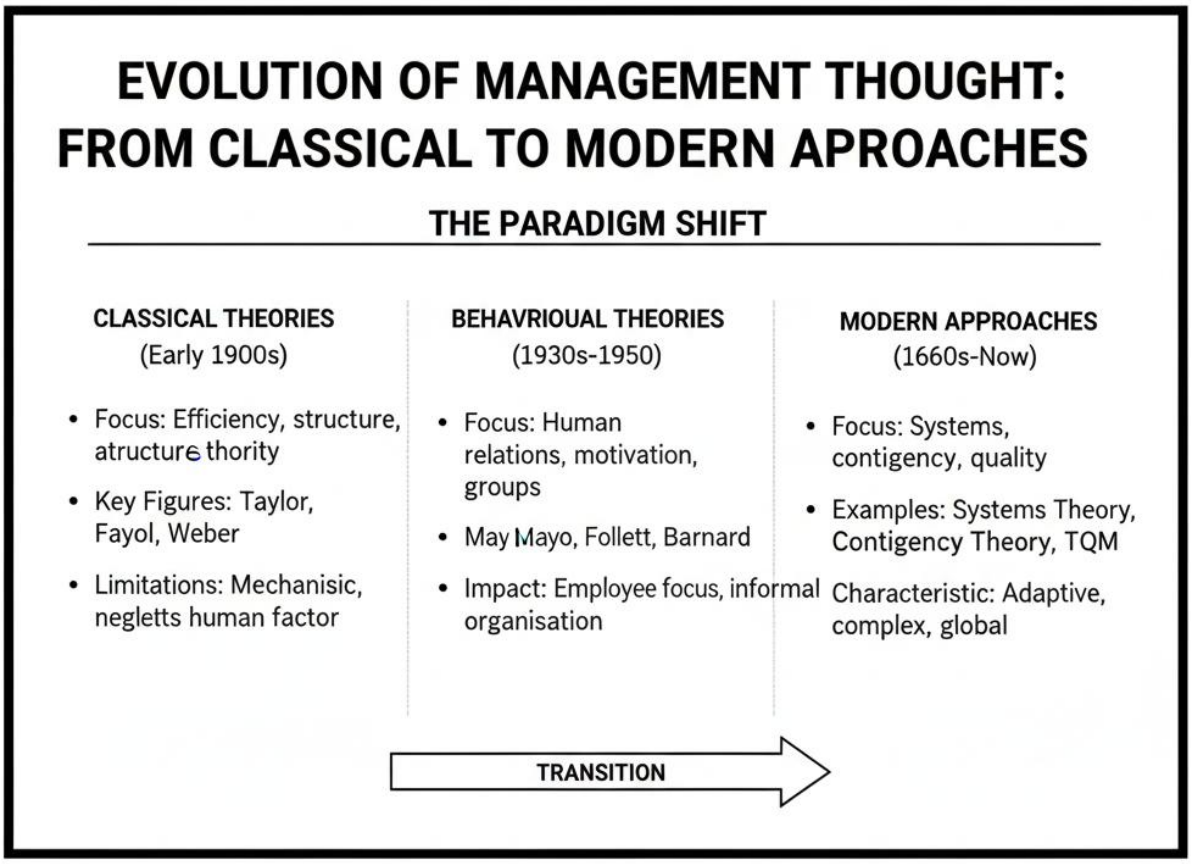
Fill in the blank: Classical theories remain relevant in administrative structures where _____ and accountability are essential.

Image of a government office or large organisation using hierarchical structures. Caption: Plate 1.4 Classical principles applied in modern administrative structures

1.4.3 Transition towards behavioural and modern approaches

While classical theories laid the groundwork, their limitations encouraged the development of behavioural and modern approaches. The neglect of human and social factors led to the rise of human relations theory, while the rigidity of bureaucracy prompted contingency and systems theories. Thus, classical theories are best seen as a starting point that evolved into more comprehensive frameworks addressing both efficiency and human needs.

Fill in the blank: The neglect of human and social factors in classical theories led to the rise of _____ relations theory.



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Box 1.4: Transition from classical to modern approaches

- Classical focus: Structure, efficiency, rules
- Limitations: Rigidity, neglect of human needs
- Transition: Rise of behavioural, contingency, and systems theories

Pilot questions 1.4

1. State one way classical theories continue to influence modern management practices.

2. Identify one type of organisation where classical administrative structures remain relevant today.
3. What limitation of classical theories led to the rise of behavioural approaches?
4. Mention one principle from Fayol that is still applied in modern management.
5. How did classical theories pave the way for contingency and systems theories?

Series Summary

This Series has introduced you to the foundations of management and administrative theories, focusing on the origins and development of scientific and classical approaches. Its purpose was to help you appreciate how early theorists shaped the discipline of management and to highlight the continuing relevance of their ideas in modern organisational practice. By exploring these theories, you have gained insight into the structured methods that laid the groundwork for later behavioural and contemporary approaches.

We began with scientific management, examining Frederick Taylor's principles and their applications, before moving on to classical administrative theory through Henri Fayol's principles and Max Weber's bureaucratic model. We then considered the contributions of Mary Parker Follett and Chester Barnard, who emphasised cooperation, communication, and organisational purpose, and concluded with the legacy of classical theories and their transition towards behavioural and modern perspectives. In line with the Series Learning Outcomes, you should now be able to define the principles of scientific management (SLO 1.1), analyse classical administrative theory (SLO 1.2), evaluate the contributions of early theorists (SLO 1.3), and assess the lasting impact of classical theories on contemporary management practices (SLO 1.4).

Glossary of Terms

Authority The recognised right to give orders and make decisions within an organisation, often linked to responsibility.

Bureaucracy A structured system of administration introduced by Max Weber, characterised by hierarchy, formal rules, impersonality, and merit-based recruitment.

Division of labour The principle of breaking down tasks into smaller, specialised roles to improve efficiency and productivity.

Esprit de corps A principle identified by Henri Fayol, referring to team spirit and unity among members of an organisation.

Human cooperation An idea emphasised by Mary Parker Follett, highlighting the importance of collaboration and integration among workers and managers.

Law of the situation A concept introduced by Mary Parker Follett, suggesting that authority should come from the needs of the task rather than from hierarchy.

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Organisation A system of consciously coordinated activities, as described by Chester Barnard, designed to achieve a common purpose.

Principles of management Guidelines developed by Henri Fayol to organise and administer organisations effectively, including unity of command, discipline, and initiative.

Scientific management A systematic approach to improving efficiency in organisations by studying work processes and applying scientific methods, pioneered by Frederick Taylor.

Standardisation The process of establishing uniform procedures and methods to ensure consistency and efficiency in work practices.

Time study A method introduced by Frederick Taylor to measure the time taken to complete tasks, used to determine the most efficient way of working.

Unity of command A principle of management stating that each employee should receive orders from only one superior to avoid confusion.

Zone of indifference A concept introduced by Chester Barnard, referring to the range of requests employees are willing to accept without resistance.

Concept Check Questions 1

Objective Questions

1. Who is regarded as the father of scientific management? (Linked to SLO 1.1)
2. Which principle of management states that each employee should receive orders from only one superior? (Linked to SLO 1.2)
3. What concept did Chester Barnard introduce to explain employee acceptance of authority? (Linked to SLO 1.3)
4. Which German sociologist developed the bureaucratic model of administration? (Linked to SLO 1.2)
5. Which limitation of classical theories led to the rise of behavioural approaches? (Linked to SLO 1.4)

Short-Answer Questions

1. Define scientific management and state its main purpose. (Linked to SLO 1.1)
2. Identify two features of Max Weber's bureaucratic model. (Linked to SLO 1.2)
3. Explain the "law of the situation" as introduced by Mary Parker Follett. (Linked to SLO 1.3)
4. State one way classical theories continue to influence modern management practices. (Linked to SLO 1.4)

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5. Mention one strength and one limitation of classical administrative theory. (Linked to SLO 1.2)

Long-Answer Questions

1. Analyse Frederick Taylor's contributions to scientific management and evaluate their impact on organisational efficiency. (Linked to SLO 1.1)
2. Discuss Henri Fayol's principles of management and assess their relevance to contemporary organisations. (Linked to SLO 1.2)
3. Evaluate the contributions of Mary Parker Follett and Chester Barnard to management thought, highlighting their influence on later theories. (Linked to SLO 1.3)
4. Assess the legacy of classical theories in shaping modern administrative structures and explain how they paved the way for behavioural and contingency approaches. (Linked to SLO 1.4)

Answers to Concept Check Questions 1

Objective Questions

1. Frederick Taylor
2. Unity of command
3. Zone of indifference
4. Max Weber
5. Neglect of human and social factors

Short-Answer Questions

1. Scientific management is a systematic approach to improving efficiency in organisations by studying work processes and applying scientific methods. Its main purpose is to increase productivity.
2. Features include hierarchy, formal rules, impersonality, and merit-based recruitment.
3. The law of the situation means authority should come from the needs of the task rather than hierarchy.
4. Classical theories influence modern practices through principles such as planning, organising, and controlling.
5. Strength: Clear organisational structure. Limitation: Neglect of human and social factors.

Long-Answer Questions

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1. **Basic response:** Frederick Taylor introduced time study, standardisation, and task specialisation, which improved productivity and efficiency in organisations. **Value-added response:** Beyond efficiency, Taylor's ideas influenced assembly line production and industrial engineering, though critics argued they treated workers like machines, leading to later developments in human relations theory.
2. **Basic response:** Henri Fayol's principles of management, such as division of work, unity of command, and equity, provided guidelines for effective administration. **Value-added response:** These principles remain relevant in modern organisations, especially in planning and organising, though they must be adapted to contemporary contexts that emphasise flexibility and innovation.
3. **Basic response:** Mary Parker Follett emphasised cooperation and integration, while Chester Barnard highlighted communication and the zone of indifference. **Value-added response:** Their contributions bridged classical and behavioural theories, influencing modern ideas of teamwork, leadership, and organisational purpose.
4. **Basic response:** Classical theories provided structured frameworks that shaped modern administrative practices, such as hierarchy and accountability. **Value-added response:** Their limitations, including rigidity and neglect of human needs, encouraged the development of behavioural, contingency, and systems theories, making them a vital foundation for modern management thought.

Answers to Pilot Questions [Series 1]

Part 1.1

- Scientific management is a systematic approach to improving efficiency in organisations by studying work processes.
- Time study and standardisation.
- Frederick Taylor.
- Task specialisation.
- It treated workers like machines, ignoring their social and psychological needs.

Part 1.2

- Division of work, authority and responsibility, unity of command, discipline.
- Max Weber.
- Hierarchy and merit-based recruitment.
- Clear organisational structure.

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- Neglect of human and social factors.

Part 1.3

- Mary Parker Follett.
- Authority should come from the needs of the task rather than hierarchy.
- *The Functions of the Executive*.
- Zone of indifference.
- They bridged classical theories and behavioural approaches, influencing teamwork and communication.

Part 1.4

- Principles such as planning, organising, and controlling remain in use.
- Government agencies and large organisations.
- Neglect of human and social factors.
- Unity of command.
- By providing structured frameworks that later evolved into behavioural, contingency, and systems theories.

References and Attributions [Series 1]

General References

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- Open Educational Resources (OER Commons). (n.d.). Retrieved from https://www.oercommons.org

Illustrations

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Figure 1.1 Principles of scientific management

- AI-generated using Copilot image generation.
- Prompt: “Create a diagram showing the principles of scientific management: time study, standardisation, division of labour, and incentive systems.”
- Suggested OER search string: “scientific management principles diagram OER”.

Plate 1.1 Frederick Taylor conducting a time study in a factory

- AI-generated using Copilot image generation.
- Prompt: “Generate an illustration of Frederick Taylor observing factory workers during a time study.”
- Suggested OER search string: “Frederick Taylor scientific management time study OER image”.

Box 1.1 Strengths and criticisms of scientific management

- AI-generated using Copilot image generation.
- Prompt: “Create a text box listing strengths and criticisms of scientific management.”
- Suggested OER search string: “scientific management strengths and criticisms OER text resource”.

Figure 1.2 Henri Fayol’s principles of management

- AI-generated using Copilot image generation.
- Prompt: “Create a circular chart showing Henri Fayol’s 14 principles of management.”
- Suggested OER search string: “Henri Fayol principles of management diagram OER”.

Plate 1.2 Max Weber’s bureaucratic model of organisation

- AI-generated using Copilot image generation.
- Prompt: “Generate an illustration of a hierarchical organisational chart representing Weber’s bureaucratic model.”
- Suggested OER search string: “Max Weber bureaucratic model organisation chart OER image”.

Box 1.2 Strengths and limitations of classical administrative theory

- AI-generated using Copilot image generation.
- Prompt: “Create a text box listing strengths and limitations of classical administrative theory.”

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- Suggested OER search string: “classical administrative theory strengths and limitations OER text resource”.

Plate 1.3 Mary Parker Follett emphasising cooperation in organisations

- AI-generated using Copilot image generation.
- Prompt: “Generate an illustration of Mary Parker Follett addressing a group on organisational cooperation.”
- Suggested OER search string: “Mary Parker Follett management cooperation OER image”.

Figure 1.3 Chester Barnard’s organisational functions

- AI-generated using Copilot image generation.
- Prompt: “Create a diagram showing Chester Barnard’s organisational functions: communication, cooperation, purpose, and zone of indifference.”
- Suggested OER search string: “Chester Barnard organisational functions diagram OER”.

Box 1.3 Lasting influence of early contributors

- AI-generated using Copilot image generation.
- Prompt: “Create a text box listing the lasting influence of Mary Parker Follett and Chester Barnard on management thought.”
- Suggested OER search string: “Mary Parker Follett Chester Barnard influence management OER text resource”.

Figure 1.4 Lasting impact of classical theories on modern management

- AI-generated using Copilot image generation.
- Prompt: “Create a diagram showing classical principles like division of labour, hierarchy, and structure linked to modern practices such as planning, organising, and controlling.”
- Suggested OER search string: “classical management theories impact modern practices diagram OER”.

Plate 1.4 Classical principles applied in modern administrative structures

- AI-generated using Copilot image generation.
- Prompt: “Generate an illustration of a government office or large organisation using hierarchical structures.”
- Suggested OER search string: “bureaucratic administrative structures modern organisations OER image”.

Box 1.4 Transition from classical to modern approaches

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- AI-generated using Copilot image generation.
- Prompt: “Create a text box showing the transition from classical theories to behavioural and modern approaches.”
- Suggested OER search string: “transition classical to modern management theories OER text resource”.

Outline of Parts and Subparts

2.1 Emergence of Human Relations Approaches

- **2.1.1 Historical background of the Human Relations Movement**
- **2.1.2 Elton Mayo and the Hawthorne Studies**
- **2.1.3 Key principles of Human Relations theory**

2.2 Behavioural Science Contributions to Management

- **2.2.1 Definition and scope of Behavioural Science in management**
- **2.2.2 Major behavioural theorists and their contributions**
- **2.2.3 Applications of behavioural approaches in organisational settings**

2.3 Motivation and Work Behaviour

- **2.3.1 Early motivation theories (Maslow, Herzberg, McGregor)**
- **2.3.2 Impact of motivation on productivity and job satisfaction**
- **2.3.3 Practical implications for managers and administrators**

2.4 Criticisms and Contemporary Relevance

- **2.4.1 Limitations of Human Relations and Behavioural approaches**
- **2.4.2 Integration with modern management practices**
- **2.4.3 Continuing influence in contemporary organisations**

Introduction

In the last Series, we examined the foundations of scientific management and classical approaches, which emphasised efficiency, structure, and the rational organisation of work. While these ideas provided a strong basis for administrative practice, they often overlooked the human side of organisations. As workplaces grew more complex, it became clear that understanding

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people's needs, motivations, and behaviours was just as important as designing systems and processes. This Series therefore turns our attention to the human relations and behavioural perspectives, which highlight the social and psychological dimensions of management.

The aim of this Series is to equip you with knowledge of the human relations and behavioural approaches to management, enabling you to explain their origins, analyse their contributions, and evaluate their relevance to contemporary organisational practice.

We shall commence this Series by exploring the emergence of human relations approaches, focusing on the historical background and the influential Hawthorne Studies. Next, we will examine the contributions of behavioural science to management, considering how psychological and sociological insights shaped organisational theory. Following that, we will move on to motivation and work behaviour, where we will study key motivation theories and their practical implications for managers. Finally, we will wrap up by discussing the criticisms of these approaches and their continuing relevance in modern organisations.

Series Learning Outcomes

Upon completing this Series, you should be able to:

- **SLO 2.1** define the historical background of the Human Relations Movement,
- **SLO 2.2** explain the contributions of Elton Mayo and the Hawthorne Studies to management thought,
- **SLO 2.3** analyse the key principles of Human Relations theory in organisational contexts,
- **SLO 2.4** define the scope of Behavioural Science in management,
- **SLO 2.5** explain the contributions of major behavioural theorists to organisational practice,
- **SLO 2.6** apply behavioural approaches to practical management situations,
- **SLO 2.7** describe early motivation theories such as those of Maslow, Herzberg, and McGregor,
- **SLO 2.8** evaluate the impact of motivation on productivity and job satisfaction,
- **SLO 2.9** assess the practical implications of motivation theories for managers and administrators, and
- **SLO 2.10** critically evaluate the limitations of Human Relations and Behavioural approaches and their continuing relevance in contemporary organisations.

2.1 Emergence Of Human Relations Approaches

2.1.1 Historical background of the Human Relations Movement

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The **Human Relations Movement** refers to a school of thought in management that emphasised the importance of social factors, employee well-being, and interpersonal relationships in the workplace. It emerged in the early twentieth century as a response to the limitations of **scientific management**, which focused mainly on efficiency and mechanistic processes. The Human Relations perspective recognised that workers are not merely tools of production but individuals with social needs, emotions, and motivations.

Fill in the blank: The Human Relations Movement emerged as a response to the limitations of _____.

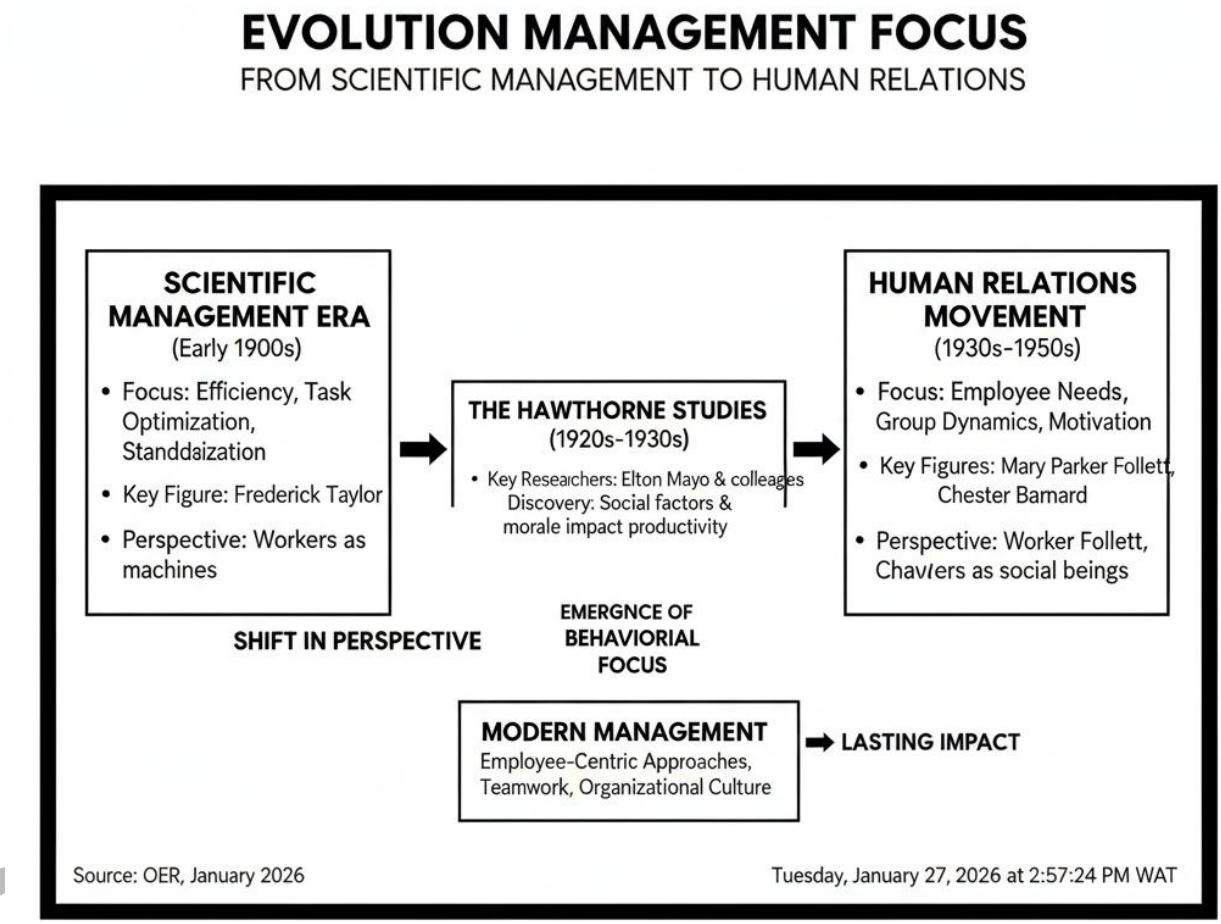

Diagram showing the shift from scientific management to human relations approaches Caption: Figure 2.1 Shift from mechanistic to human-centred management

2.1.2 Elton Mayo and the Hawthorne Studies

One of the most influential figures in the Human Relations Movement was **Elton Mayo**, an Australian-born psychologist and organisational theorist. He is best known for his role in the **Hawthorne Studies**, a series of experiments conducted at the Western Electric Hawthorne Works in Chicago between 1924 and 1932. These studies initially sought to examine the relationship between workplace lighting and productivity but eventually revealed that social and psychological factors had a greater impact on worker performance.

The Hawthorne Studies demonstrated that workers' productivity increased when they felt observed, valued, and included in decision-making. This phenomenon became known as the **Hawthorne Effect**, defined as the tendency of individuals to modify their behaviour when they know they are being studied or given attention.

Fill in the blank: The tendency of workers to improve performance when they feel observed is called the _____.

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Source: OER, January 2026 Tuesday, January 27, 2026 at 2:59:12 PM WAT

Image of Elton Mayo and workers at the Hawthorne plant Caption: Plate 2.1 Elton Mayo and the Hawthorne Studies

2.1.3 Key principles of Human Relations theory

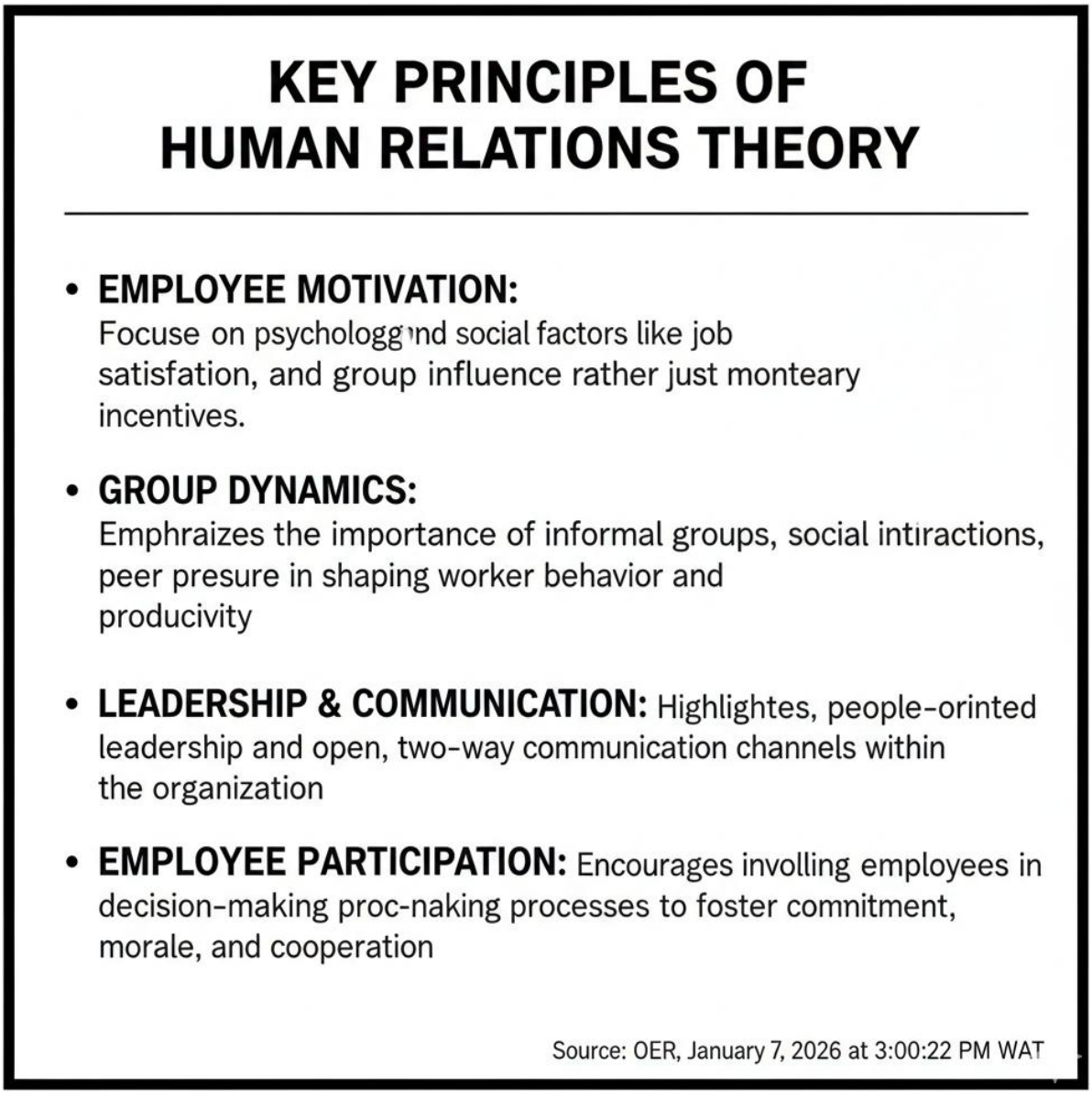
The Human Relations approach emphasised several principles that reshaped management practice. These include:

- Recognition of workers' social needs and interpersonal relationships.
- Importance of communication and participation in decision-making.
- Motivation through attention, recognition, and supportive supervision.

- Viewing organisations as social systems rather than purely mechanical structures.

The Human Relations theory suggested that managers should act not only as supervisors but also as facilitators of cooperation and morale. This perspective laid the foundation for later behavioural and motivational theories.

Fill in the blank: Human Relations theory views organisations as _____ systems rather than mechanical structures.



Box 2.1 Key principles of Human Relations theory

Pilot questions 2.1

1. Who is considered the leading figure of the Human Relations Movement?

2. What workplace experiments gave rise to the Human Relations approach?
3. What is the Hawthorne Effect?
4. List two key principles of Human Relations theory.
5. The Human Relations Movement emerged as a response to which earlier management approach?

2.2 Behavioural Science Contributions To Management

2.2.1 Definition and scope of Behavioural Science in management

Behavioural Science refers to the systematic study of human behaviour, drawing from disciplines such as psychology, sociology, and anthropology. In management, it focuses on understanding how individuals and groups act within organisations, and how these behaviours influence productivity, motivation, and decision-making. The scope of behavioural science in management includes studying leadership styles, communication patterns, group dynamics, and organisational culture.

Fill in the blank: Behavioural Science in management draws from disciplines such as psychology, sociology, and _____.

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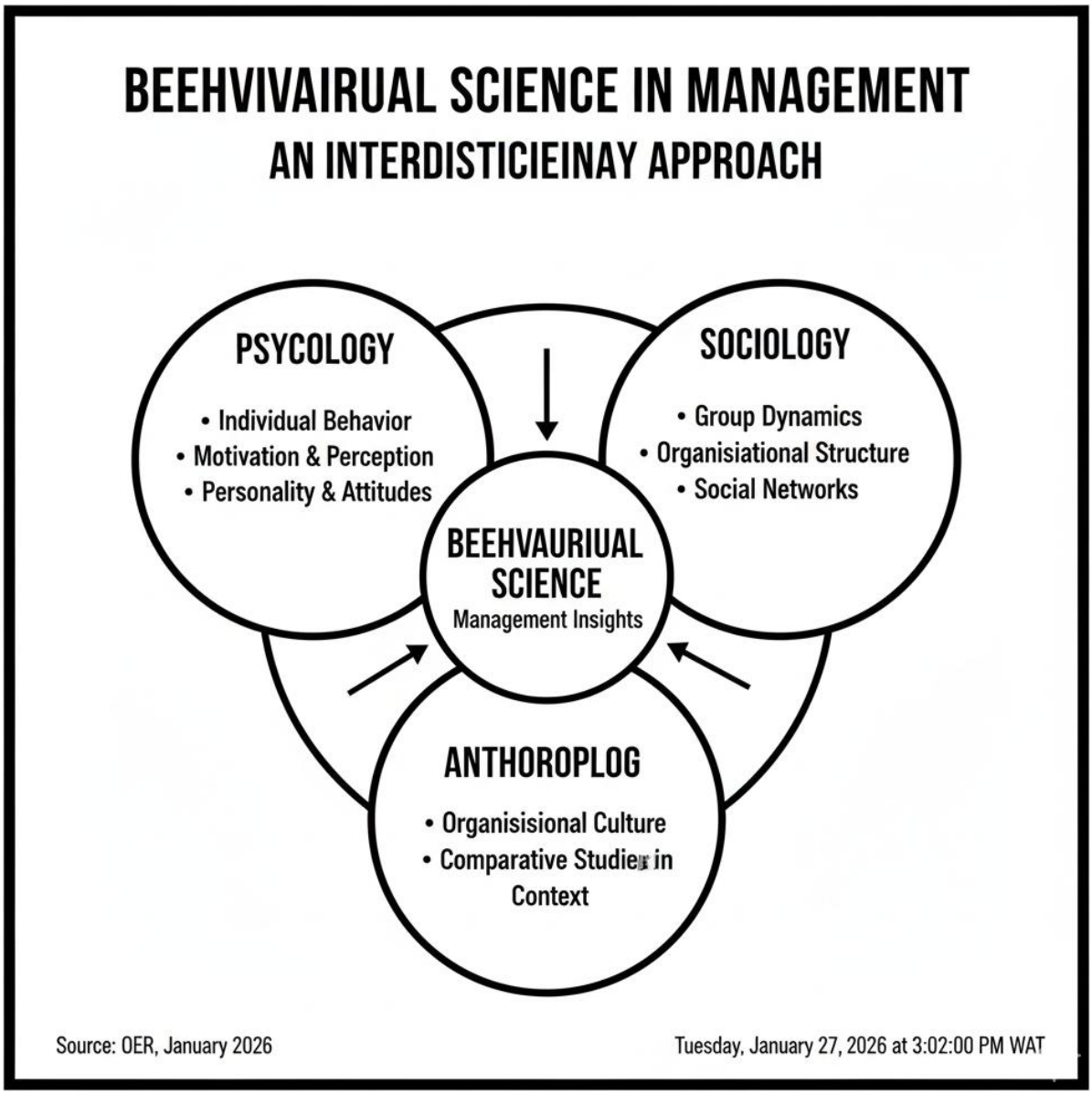

Diagram showing the interdisciplinary scope of behavioural science in management Caption: Figure 2.2 Interdisciplinary scope of behavioural science

2.2.2 Major behavioural theorists and their contributions

Several theorists contributed significantly to the development of behavioural approaches in management. For example, **Abraham Maslow** introduced the hierarchy of needs, which explained how human motivation progresses from basic physiological needs to self-actualisation. **Douglas McGregor** proposed Theory X and Theory Y, contrasting authoritarian and participative management styles. **Frederick Herzberg** developed the two-factor theory, distinguishing between hygiene factors and motivators in the workplace.

These contributions helped managers recognise that motivation and satisfaction are complex processes influenced by both external conditions and internal drives.

Fill in the blank: Herzberg's two-factor theory distinguishes between hygiene factors and _____.

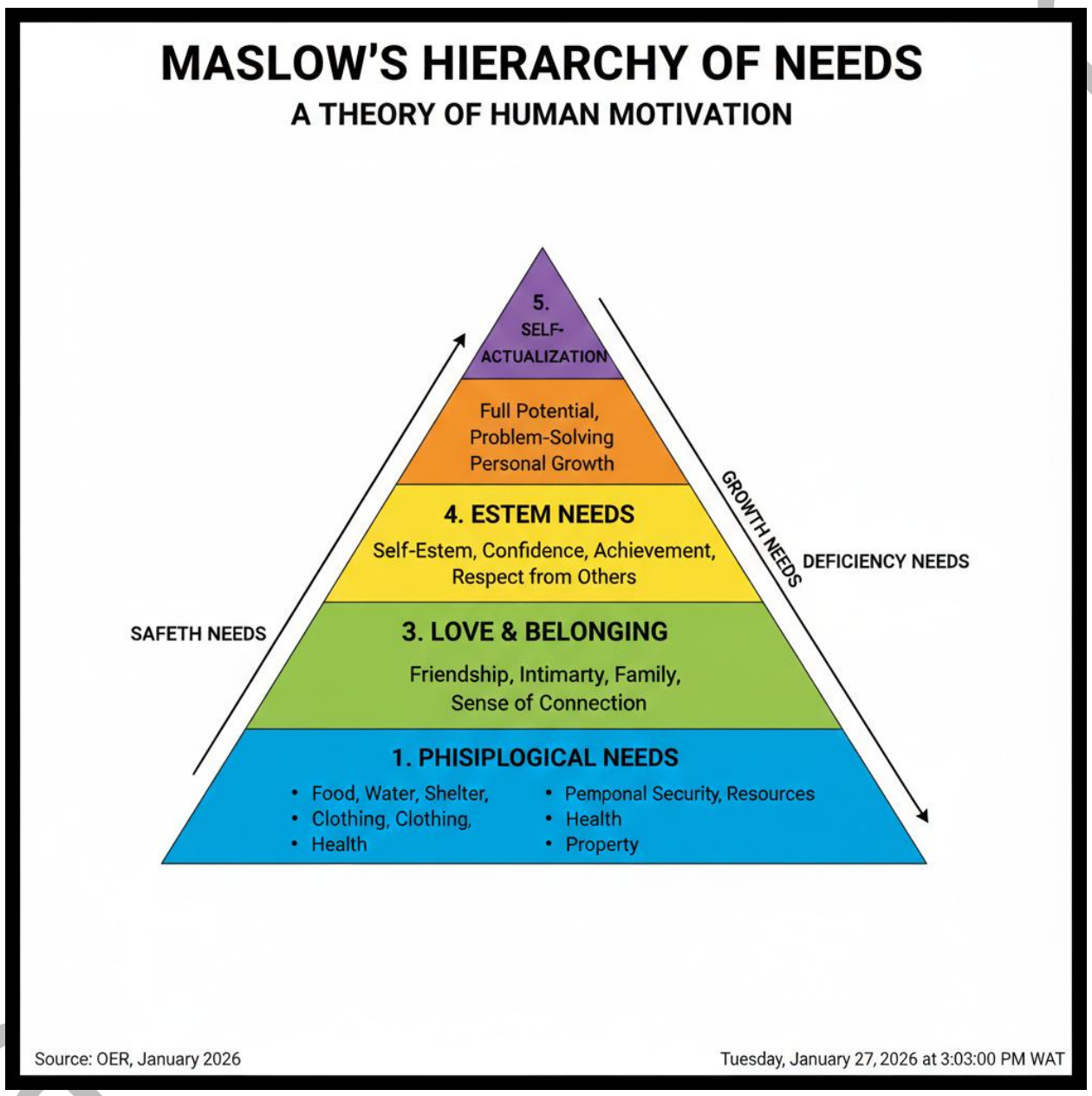

Image of Maslow's hierarchy of needs pyramid Caption: Plate 2.2 Maslow's hierarchy of needs

2.2.3 Applications of behavioural approaches in organisational settings

Behavioural approaches have practical applications in modern organisations. Managers use them to design motivational strategies, improve communication, and foster teamwork. For instance, applying Maslow's hierarchy can help managers identify whether employees' basic needs are met before expecting higher-level performance. McGregor's Theory Y encourages participative

decision-making, while Herzberg's model guides managers in creating jobs that are both satisfying and productive.

Behavioural science also informs practices such as leadership development, conflict resolution, and organisational change. By applying these insights, managers can create environments that support both individual growth and organisational success.

Fill in the blank: McGregor's Theory Y encourages _____ decision-making.

PRACTICAL APPLICATIONS OF BEHAVIEVURAL APPROACHES IN IN MANAGEMENT

FOCUS ON PEOPLE AND ORGANISTIONAL CULTURE

1. EMPLOYEE MOTIVATION & ENGAGEMENT:
Utilizing theories like Masoris like Masolo's Hiearancly (e.l., career recognition) and Herzerg's Two-Factor Theory to boost job satisfaction, productivity, and conmittrough tailored incetive systems and positive work environments.

2. LEADERSHIP & TEAM DYNAMICS:
Implementing people-centric leadership styles (e.p) transformatnal leadership) and fostring efective team collaboration, comnunication, and conflict resolution resolution training. Emphicizes emotional intelligence and building coehive work groups.

3. ORGANISTIONAL DEVELOPMENT & CHANGE MANAGEMENT:
Applling behavoioral insights to mange to manage organissioal change, improve communication channel; and develop a positive a organistatioal culture, a postrsion taulture. Focuss on employe on participation, participion, ion, fedback, and pychologic-we-liing wileng during transitions

Source: OER, January 2026 Tuesday, January 27, 2026 at 3:03:09 PM WAT

Box 2.2 Practical applications of behavioural approaches

Pilot questions 2.2

1. Define behavioural science in the context of management.

2. Which three disciplines contribute to behavioural science?
3. Who introduced the hierarchy of needs theory?
4. What are the two categories in Herzberg's two-factor theory?
5. Give one practical application of McGregor's Theory Y in organisations.

2.3 Motivation And Work Behaviour

2.3.1 Early motivation theories (Maslow, Herzberg, McGregor)

Motivation refers to the internal and external forces that drive individuals to act in certain ways, particularly in the workplace. Early theorists provided frameworks that helped managers understand what influences employee behaviour.

Abraham Maslow introduced the **hierarchy of needs**, a model that arranges human needs in five levels: physiological, safety, social, esteem, and self-actualisation. According to Maslow, individuals must satisfy lower-level needs before progressing to higher ones.

Frederick Herzberg developed the **two-factor theory**, distinguishing between hygiene factors (such as salary, working conditions, and company policies) and motivators (such as recognition, achievement, and responsibility). Hygiene factors prevent dissatisfaction, while motivators actively encourage satisfaction and productivity.

Douglas McGregor proposed **Theory X and Theory Y**, contrasting two managerial assumptions. Theory X assumes workers are inherently lazy and require strict supervision, while Theory Y assumes workers are self-motivated and thrive under participative management.

Fill in the blank: Herzberg's two-factor theory distinguishes between hygiene factors and _____.

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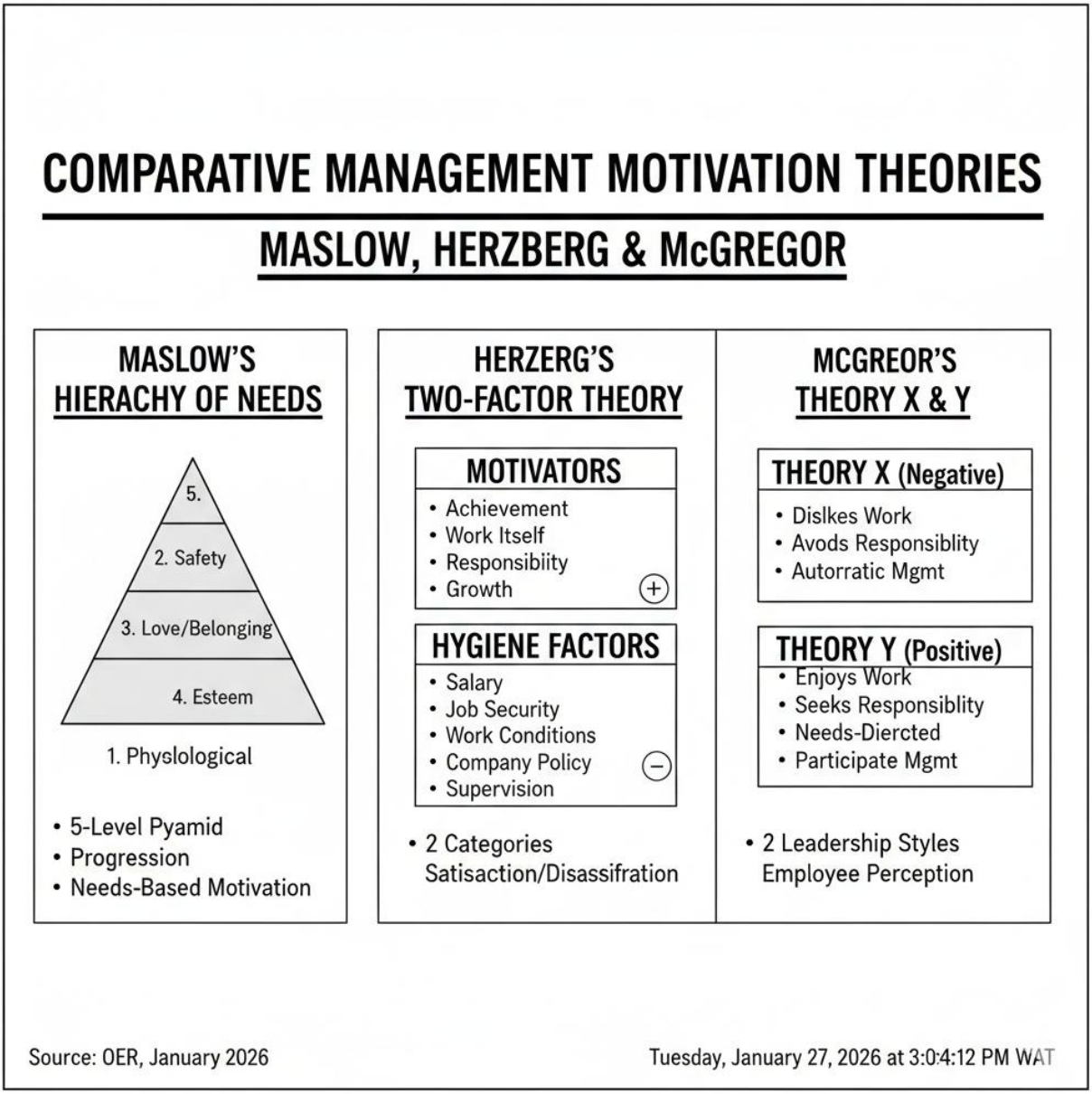

Diagram comparing Maslow's hierarchy, Herzberg's two-factor theory, and McGregor's Theory X and Y Caption: Figure 2.3 Comparative overview of early motivation theories

2.3.2 Impact of motivation on productivity and job satisfaction

Motivation plays a crucial role in determining both productivity and job satisfaction. When employees' needs are met and they feel valued, they are more likely to perform effectively and remain committed to organisational goals. Conversely, lack of motivation can lead to absenteeism, low morale, and reduced efficiency.

For example, applying Herzberg's theory, managers can ensure hygiene factors are addressed to prevent dissatisfaction, while also introducing motivators to enhance satisfaction. Similarly,

adopting McGregor's Theory Y can foster creativity and innovation by encouraging employees to take responsibility for their work.

Fill in the blank: Lack of motivation in the workplace can lead to _____ and reduced efficiency.

Image of motivated employees collaborating in a modern office Caption: Plate 2.3 Motivation and teamwork in the workplace

2.3.3 Practical implications for managers and administrators

Managers and administrators can apply motivation theories to design effective workplace strategies. For instance, Maslow's hierarchy can guide managers in ensuring employees' basic needs are met before expecting higher-level performance. Herzberg's model can help in job design,

ensuring roles are enriched with responsibility and recognition. McGregor's Theory Y can encourage participative decision-making, which enhances trust and commitment.

By applying these theories, managers can create supportive environments that not only improve productivity but also foster long-term organisational loyalty.

Fill in the blank: McGregor's Theory Y encourages _____ decision-making.

Box 2.3 Practical implications of motivation theories

Pilot questions 2.3

1. What are the five levels in Maslow's hierarchy of needs?
2. According to Herzberg, what is the difference between hygiene factors and motivators?

3. What assumptions are made in McGregor's Theory X?
4. How does motivation influence productivity and job satisfaction?
5. Give one practical implication of Herzberg's two-factor theory for managers.

2.4 Criticisms And Contemporary Relevance

2.4.1 Limitations of Human Relations and Behavioural approaches

Although the **Human Relations** and **Behavioural approaches** brought valuable insights into management, they are not without limitations. One criticism is that these theories sometimes overemphasise social and psychological factors while neglecting structural and economic realities. For instance, focusing too much on employee satisfaction may lead managers to overlook productivity targets or organisational efficiency.

Another limitation is the assumption that all workers respond positively to attention and participation. In reality, individuals differ in their motivations, and not all employees may value involvement in decision-making. Furthermore, critics argue that the Hawthorne Studies lacked rigorous scientific methodology, making some of their conclusions questionable.

Fill in the blank: One criticism of the Human Relations approach is that it sometimes overemphasises _____ factors while neglecting structural realities.

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Diagram showing strengths and weaknesses of Human Relations and Behavioural approaches
Caption: Figure 2.4 Strengths and weaknesses of Human Relations and Behavioural approaches

2.4.2 Integration with modern management practices

Despite these criticisms, the Human Relations and Behavioural approaches have been integrated into modern management practices. Concepts such as employee engagement, participative leadership, and organisational culture are rooted in these theories. Managers today recognise that productivity cannot be achieved solely through mechanistic systems but must also consider the human dimension.

For example, contemporary practices such as team-building exercises, employee recognition programmes, and flexible work arrangements reflect the continuing influence of these approaches.

By combining behavioural insights with structural and technological innovations, organisations can achieve a balanced approach to management.

Fill in the blank: Modern practices such as employee recognition programmes and flexible work arrangements reflect the continuing influence of _____ approaches.

Image of a modern workplace with employee recognition activities Caption: Plate 2.4 Employee recognition in contemporary organisations

2.4.3 Continuing influence in contemporary organisations

The continuing relevance of Human Relations and Behavioural approaches can be seen in areas such as organisational development, leadership training, and workplace motivation. Many modern

theories, including transformational leadership and positive organisational behaviour, build upon the foundations laid by these earlier approaches.

Organisations today face challenges such as globalisation, technological change, and diverse workforces. The emphasis on communication, motivation, and social systems remains critical in addressing these challenges. Thus, while the theories may have limitations, their core principles continue to guide managers in creating supportive and productive environments.

Fill in the blank: Transformational leadership and positive organisational behaviour build upon the foundations laid by _____ approaches.

Box 2.4 Continuing influence of Human Relations and Behavioural approaches

Pilot questions 2.4

1. What is one major criticism of the Human Relations approach?
2. Why were the conclusions of the Hawthorne Studies questioned?
3. Give two examples of modern management practices influenced by behavioural approaches.
4. How do Human Relations and Behavioural approaches remain relevant in contemporary organisations?
5. Which modern leadership theory builds upon the foundations of behavioural approaches?

Series summary

This Series has highlighted the importance of human relations and behavioural approaches in management, showing how they shifted attention from purely mechanistic systems to the social and psychological dimensions of work. By examining the historical background and the Hawthorne Studies, you have seen how Elton Mayo and his colleagues demonstrated the significance of interpersonal relationships and recognition in shaping productivity. We then explored the contributions of behavioural science, where theorists such as Maslow, Herzberg, and McGregor provided frameworks that continue to influence organisational practice.

Moving on, we considered motivation and work behaviour, analysing how needs, satisfaction, and managerial assumptions affect both productivity and job satisfaction. Finally, we discussed criticisms of these approaches and their continuing relevance in contemporary organisations, noting how their principles remain embedded in modern practices such as employee engagement and participative leadership. In line with the Series Learning Outcomes, you should now be able to define the origins of the Human Relations Movement, explain the contributions of key behavioural theorists, apply motivation theories to workplace scenarios, and critically evaluate both the limitations and the enduring influence of these approaches in today's organisational settings.

Glossary of terms

Behavioural science: The systematic study of human behaviour, drawing from psychology, sociology, and anthropology, applied in management to understand how individuals and groups act within organisations.

Hawthorne Effect: The tendency of individuals to change or improve their behaviour when they know they are being observed or given attention.

Hawthorne Studies: A series of workplace experiments conducted at the Western Electric Hawthorne Works in Chicago between 1924 and 1932, which revealed that social and psychological factors influence productivity more than physical conditions.

Hierarchy of needs: A motivational theory developed by Abraham Maslow, which arranges human needs in five levels: physiological, safety, social, esteem, and self-actualisation.

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Human Relations Movement: A school of thought in management that emphasised the importance of social needs, employee well-being, and interpersonal relationships in the workplace.

Hygiene factors: Elements in Herzberg's two-factor theory, such as salary, working conditions, and company policies, which prevent dissatisfaction but do not actively motivate employees.

Motivators: Elements in Herzberg's two-factor theory, such as recognition, achievement, and responsibility, which actively encourage satisfaction and productivity.

Motivation: The internal and external forces that drive individuals to act in certain ways, particularly in the workplace.

Theory X: A concept proposed by Douglas McGregor, which assumes that workers are inherently lazy, dislike responsibility, and require strict supervision.

Theory Y: A concept proposed by Douglas McGregor, which assumes that workers are self-motivated, enjoy responsibility, and thrive under participative management.

Concept check questions 2

Objective questions

1. Who is regarded as the leading figure of the Human Relations Movement? (Linked to SLO 2.1)
2. The Hawthorne Studies were conducted at which company's plant? (Linked to SLO 2.2)
3. Which theory distinguishes between hygiene factors and motivators? (Linked to SLO 2.7)
4. McGregor's Theory Y assumes that workers are _____. (Linked to SLO 2.7)
5. Which modern leadership theory builds upon behavioural approaches? (Linked to SLO 2.10)

Short-answer questions

6. Explain the Hawthorne Effect and its significance in management. (Linked to SLO 2.2)
7. Identify two key principles of Human Relations theory. (Linked to SLO 2.3)
8. Describe one practical application of Maslow's hierarchy of needs in workplace management. (Linked to SLO 2.9)
9. State one criticism of the Human Relations approach. (Linked to SLO 2.10)
10. Give one example of a contemporary organisational practice influenced by behavioural science. (Linked to SLO 2.6)

Long-answer questions

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11. Analyse the contributions of Elton Mayo and the Hawthorne Studies to management thought. (Linked to SLO 2.2)
12. Evaluate Herzberg's two-factor theory, explaining how it can be applied in modern organisations. (Linked to SLO 2.8, SLO 2.9)
13. Critically assess the continuing relevance of Human Relations and Behavioural approaches in today's organisations. (Linked to SLO 2.10)

Answers to concept check questions 2

Objective questions

1. Elton Mayo.
2. Western Electric Hawthorne Works in Chicago.
3. Herzberg's two-factor theory.
4. Self-motivated and thrive under participative management.
5. Transformational leadership.

Short-answer questions

6. The Hawthorne Effect is the tendency of individuals to improve performance when they feel observed or valued. It highlighted the importance of social and psychological factors in productivity.
7. Recognition of workers' social needs and the importance of communication and participation in decision-making.
8. Managers can ensure employees' basic needs (such as safety and fair wages) are met before expecting higher-level performance such as creativity or innovation.
9. One criticism is that it overemphasises social and psychological factors while neglecting structural and economic realities.
10. Employee engagement programmes, such as recognition awards or participative leadership practices.

Long-answer questions

11. *Basic response*: Elton Mayo's Hawthorne Studies showed that social factors, attention, and recognition influence productivity more than physical conditions. *Value-added response*: Beyond productivity, the studies introduced the idea of organisations as social systems, laying the groundwork for modern concepts such as organisational culture and employee engagement.

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12. *Basic response*: Herzberg's two-factor theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which encourage satisfaction. *Value-added response*: In modern organisations, this theory informs job design, encouraging managers to enrich roles with responsibility and recognition while maintaining fair policies and working conditions.
13. *Basic response*: Human Relations and Behavioural approaches remain relevant because they emphasise communication, motivation, and social systems in organisations. *Value-added response*: Their influence extends to contemporary practices such as participative leadership, organisational development, and employee engagement strategies, which are vital in addressing challenges of globalisation, technological change, and workforce diversity.

Answers to Pilot Questions 2

Answers to Pilot Questions 2.1

1. Elton Mayo.
2. The Hawthorne Studies.
3. The Hawthorne Effect.
4. Recognition of workers' social needs and importance of communication in decision-making.
5. Scientific management.

Answers to Pilot Questions 2.2

1. Behavioural science is the systematic study of human behaviour applied to management.
2. Psychology, sociology, and anthropology.
3. Abraham Maslow.
4. Hygiene factors and motivators.
5. Participative decision-making.

Answers to Pilot Questions 2.3

1. Physiological, safety, social, esteem, and self-actualisation.
2. Hygiene factors prevent dissatisfaction, while motivators encourage satisfaction and productivity.
3. Workers are inherently lazy, dislike responsibility, and require strict supervision.

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4. Motivation influences productivity and job satisfaction by meeting needs and encouraging commitment.
5. Job enrichment through responsibility and recognition.

Answers to Pilot Questions 2.4

1. It overemphasises social and psychological factors while neglecting structural and economic realities.
2. Because they lacked rigorous scientific methodology.
3. Employee recognition programmes and flexible work arrangements.
4. They emphasise communication, motivation, and social systems, which remain critical in organisations.
5. Transformational leadership.

References and Attributions 2

Textual references

- Mayo, E. (1933). *The Human Problems of an Industrial Civilisation*. New York: Macmillan.
- Maslow, A. H. (1943). *A Theory of Human Motivation*. Psychological Review, 50(4), 370–396.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work*. New York: John Wiley & Sons.
- McGregor, D. (1960). *The Human Side of Enterprise*. New York: McGraw-Hill.

Illustrations

- *Figure 2.1 Shift from mechanistic to human-centred management* Attribution: AI-generated placeholder using prompt "Generate a simple diagram showing transition from scientific management to human relations approaches, with arrows and labelled boxes." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Human Relations Movement diagram OER."
- *Plate 2.1 Elton Mayo and the Hawthorne Studies* Attribution: AI-generated placeholder using prompt "Generate a black-and-white style image of Elton Mayo with factory workers during Hawthorne Studies." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Elton Mayo Hawthorne Studies image OER."
- *Box 2.1 Key principles of Human Relations theory* Attribution: AI-generated placeholder using prompt "Generate a text box summarising four key principles of Human Relations

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theory in bullet points." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Human Relations theory principles OER."

- *Figure 2.2 Interdisciplinary scope of behavioural science* Attribution: AI-generated placeholder using prompt "Generate a diagram with overlapping circles labelled psychology, sociology, anthropology, showing behavioural science at the centre." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Behavioural science management interdisciplinary diagram OER."
- *Plate 2.2 Maslow's hierarchy of needs* Attribution: AI-generated placeholder using prompt "Generate a colourful pyramid diagram showing Maslow's hierarchy of needs with five labelled levels." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Maslow hierarchy of needs pyramid OER."
- *Box 2.2 Practical applications of behavioural approaches* Attribution: AI-generated placeholder using prompt "Generate a text box summarising three practical applications of behavioural approaches in management." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Behavioural approaches management applications OER."
- *Figure 2.3 Comparative overview of early motivation theories* Attribution: AI-generated placeholder using prompt "Generate a three-column diagram comparing Maslow's hierarchy of needs, Herzberg's two-factor theory, and McGregor's Theory X and Theory Y." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Maslow Herzberg McGregor motivation theories comparison OER."
- *Plate 2.3 Motivation and teamwork in the workplace* Attribution: AI-generated placeholder using prompt "Generate an image of diverse employees collaborating enthusiastically in a modern office setting." Platform: Microsoft Copilot Image Gen. Suggested OER source: "motivated employees teamwork office OER."
- *Box 2.3 Practical implications of motivation theories* Attribution: AI-generated placeholder using prompt "Generate a text box summarising three practical implications of motivation theories for managers." Platform: Microsoft Copilot Image Gen. Suggested OER source: "motivation theories management applications OER."
- *Figure 2.4 Strengths and weaknesses of Human Relations and Behavioural approaches* Attribution: AI-generated placeholder using prompt "Generate a two-column diagram listing strengths and weaknesses of Human Relations and Behavioural approaches." Platform: Microsoft Copilot Image Gen. Suggested OER source: "Human Relations approach strengths and weaknesses OER."
- *Plate 2.4 Employee recognition in contemporary organisations* Attribution: AI-generated placeholder using prompt "Generate an image of employees receiving recognition awards in a modern office setting." Platform: Microsoft Copilot Image Gen. Suggested OER source: "employee recognition workplace OER."

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- *Box 2.4 Continuing influence of Human Relations and Behavioural approaches* Attribution: AI-generated placeholder using prompt “Generate a text box summarising three ways Human Relations and Behavioural approaches influence modern organisations.” Platform: Microsoft Copilot Image Gen. Suggested OER source: “Human Relations behavioural approaches contemporary relevance OER.”

Neo Behavioural and Motivation Theories

Series outline

3.1 Emergence of Neo Behavioural Approaches

- **3.1.1 Historical background of Neo Behavioural theories**
- **3.1.2 Key assumptions and principles**
- **3.1.3 Distinctions from classical and behavioural approaches**

3.2 Core Motivation Theories

- **3.2.1 Maslow’s Hierarchy of Needs**
- **3.2.2 Herzberg’s Two-Factor Theory**
- **3.2.3 McClelland’s Achievement Motivation Theory**
- **3.2.4 Alderfer’s ERG Theory**

3.3 Contemporary Extensions and Integrations

- **3.3.1 Equity Theory and Organisational Justice**
- **3.3.2 Expectancy Theory of Motivation**
- **3.3.3 Goal-Setting Theory**
- **3.3.4 Integration of multiple theories in practice**

3.4 Applications, Critiques, and Relevance

- **3.4.1 Practical applications in organisational management**
- **3.4.2 Strengths and contributions to modern management**
- **3.4.3 Limitations and criticisms of Neo Behavioural and Motivation theories**
- **3.4.4 Contemporary relevance in administrative practice**

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Introduction

In the last Series, we examined the Human Relations and Behavioural Approaches, which emphasised the importance of social factors, interpersonal relations, and group dynamics in organisational success. Building on that foundation, this Series introduces you to the Neo Behavioural and Motivation Theories, which delve deeper into the psychological drivers of human behaviour at work. These theories are highly relevant because they explain why individuals act the way they do in organisational settings, and how managers can harness motivation to improve performance and satisfaction.

The aim of this Series is to equip you with a clear understanding of the major Neo Behavioural and Motivation Theories, and to enable you to analyse their applications, strengths, and limitations in modern management and administrative practice.

We shall commence this Series by exploring the emergence of Neo Behavioural approaches, highlighting their historical background, assumptions, and distinctions from earlier schools of thought. Next, we will examine the core motivation theories, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Achievement Motivation Theory, and Alderfer's ERG Theory. Following that, we will move on to contemporary extensions such as Equity Theory, Expectancy Theory, and Goal-Setting Theory, while considering how these frameworks integrate in practice. Finally, we will wrap up by discussing the applications, critiques, and contemporary relevance of these theories, thereby rounding off the Series with a balanced view of their contributions to management and administration.

Series Learning Outcomes

Upon completing this Series, you should be able to:

- **SLO 3.1** define the historical background and key assumptions of Neo Behavioural approaches,
- **SLO 3.2** explain the distinctions between Neo Behavioural approaches and earlier classical or behavioural theories,
- **SLO 3.3** describe Maslow's Hierarchy of Needs and its application to organisational management,
- **SLO 3.4** explain Herzberg's Two-Factor Theory and its implications for workplace motivation,
- **SLO 3.5** analyse McClelland's Achievement Motivation Theory in relation to managerial practice,
- **SLO 3.6** outline Alderfer's ERG Theory and evaluate its contribution to motivation studies,
- **SLO 3.7** explain contemporary extensions such as Equity Theory, Expectancy Theory, and Goal-Setting Theory,

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- **SLO 3.8** apply integrated motivation frameworks to practical organisational scenarios,
- **SLO 3.9** evaluate the strengths and limitations of Neo Behavioural and Motivation theories, and
- **SLO 3.10** assess the contemporary relevance of these theories in modern management and administrative practice.

3.1 Emergence Of Neo Behavioural Approaches

3.1.1 Historical background of Neo Behavioural theories

The **Neo Behavioural approach** refers to a set of management and administrative theories that emerged in the mid-twentieth century, building upon earlier behavioural perspectives. While the classical school focused on structure and efficiency, and the behavioural school emphasised human relations, the Neo Behavioural approach sought to integrate psychology and motivation into management practice. It recognised that employees are not only social beings but also individuals driven by complex psychological needs.

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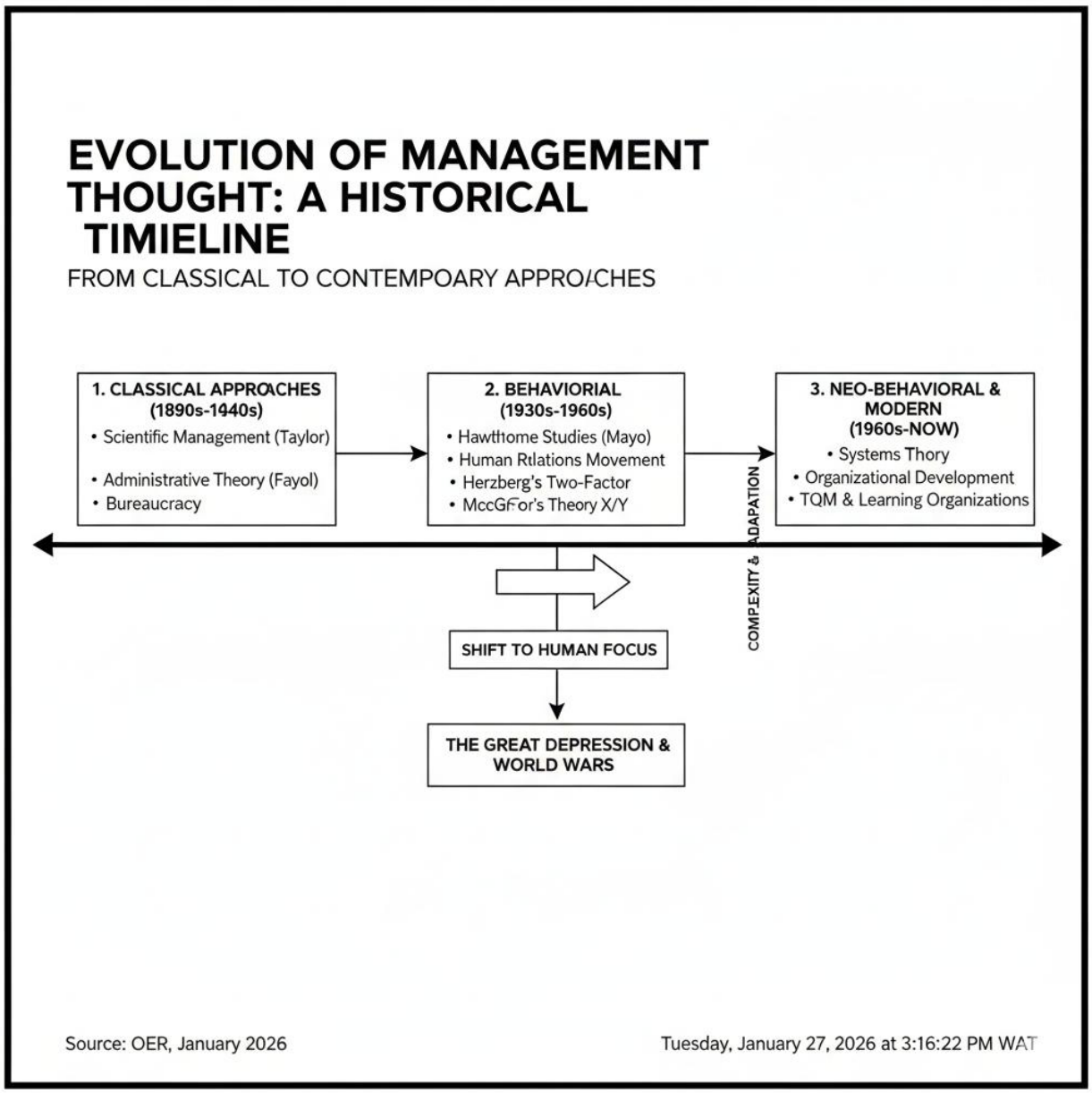


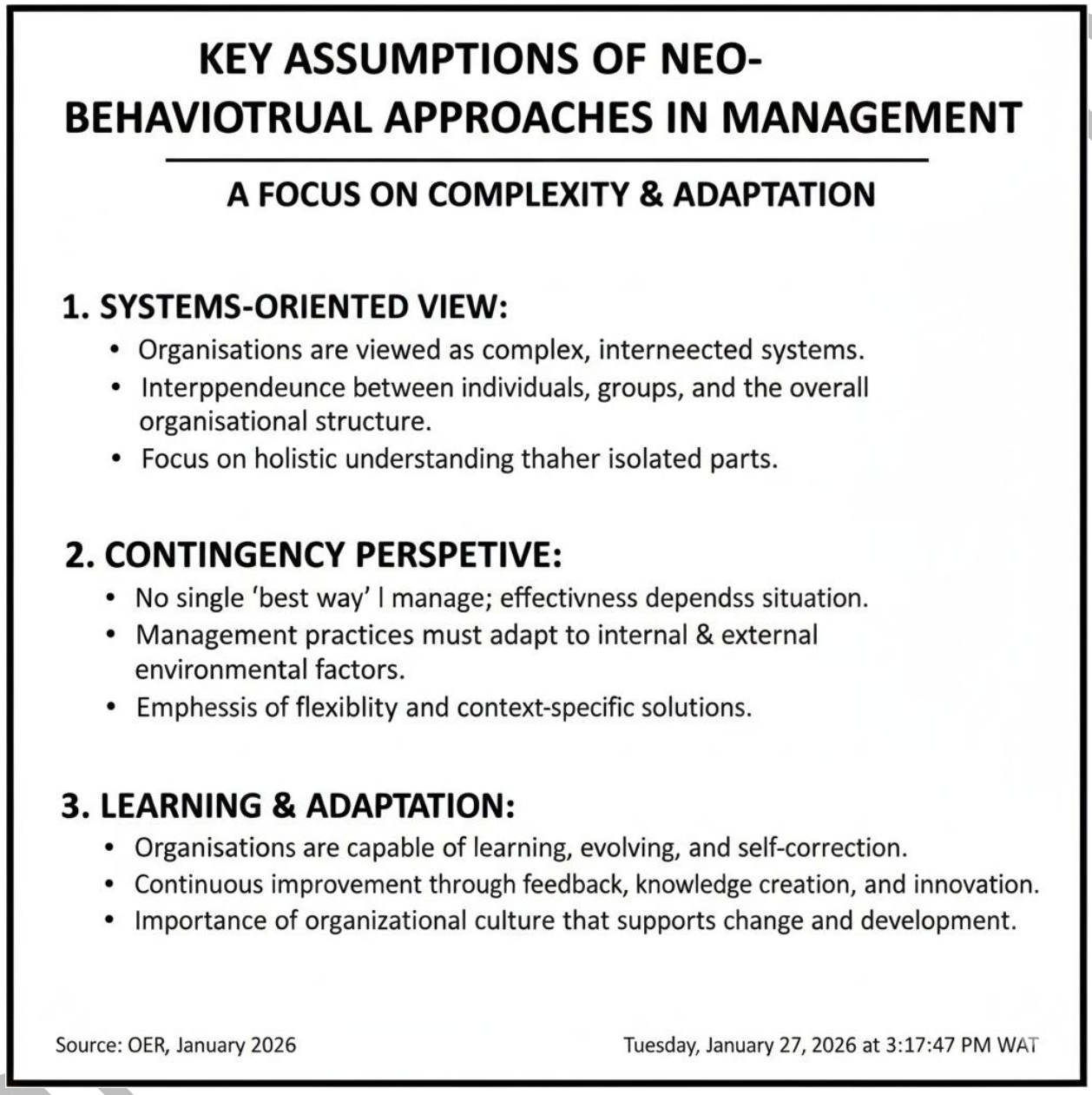
Diagram showing the transition from classical to behavioural to neo behavioural approaches
Caption: Figure 3.1 Transition of management thought towards Neo Behavioural approaches

Fill in the blank: The Neo Behavioural approach emerged in the _____ century, building upon behavioural perspectives.

3.1.2 Key assumptions and principles

The Neo Behavioural approach is grounded in the belief that motivation is central to organisational success. **Motivation** is defined as the internal drive that influences individuals to act towards achieving goals. These theories assume that employees are motivated by a range of needs, from basic survival to personal growth, and that managers must design strategies to meet these needs.

Another key principle is the recognition of **individual differences**, meaning that not all employees are motivated by the same factors. This requires managers to adopt flexible approaches that consider personal aspirations, values, and circumstances.



Caption: Box 3.1 Key assumptions of Neo Behavioural approaches

- Motivation is central to organisational success
- Employees have diverse psychological needs
- Individual differences must be recognised
- Management strategies should be flexible and adaptive

Fill in the blank: One of the key principles of the Neo Behavioural approach is recognising _____ differences among employees.

3.1.3 Distinctions from classical and behavioural approaches

The Neo Behavioural approach differs from the **classical approach**, which emphasised structure, rules, and efficiency, and from the **behavioural approach**, which focused on social relations and group dynamics. Neo Behavioural theorists argued that neither structure nor social relations alone could explain employee performance. Instead, they highlighted the importance of psychological needs and motivation.

For example, while classical theorists might design strict hierarchies and behavioural theorists might encourage teamwork, Neo Behavioural theorists would emphasise creating conditions that satisfy employees' personal and psychological needs, such as recognition, achievement, and growth.

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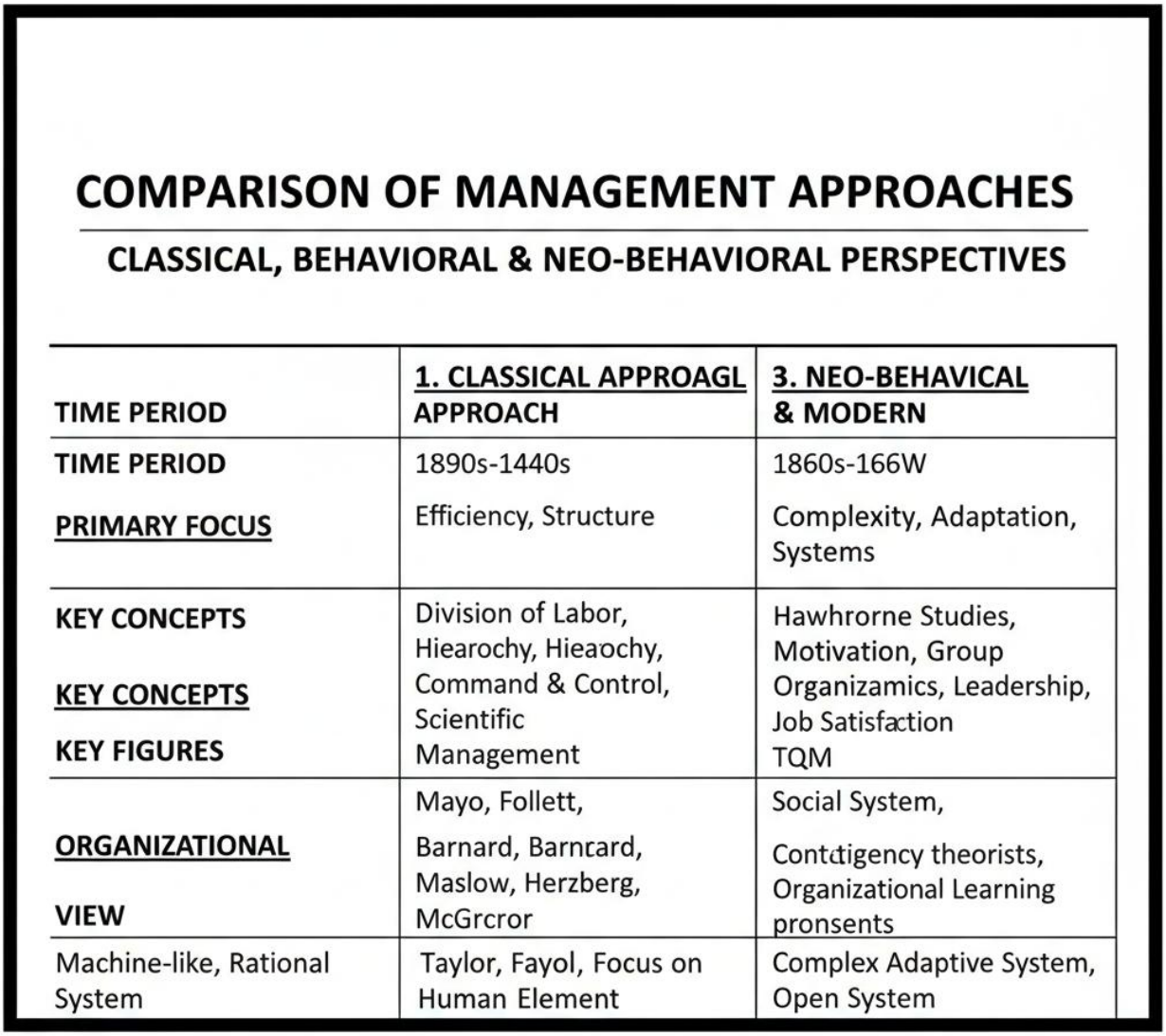

COMPARISON OF MANAGEMENT APPROACHES

CLASSICAL, BEHAVIORAL & NEO-BEHAVIORAL PERSPECTIVES

TIME PERIOD	1. CLASSICAL APPROAGL APPROACH	3. NEO-BEHAVICAL & MODERN
TIME PERIOD	1890s-1440s	1860s-166W
PRIMARY FOCUS	Efficiency, Structure	Complexity, Adaptation, Systems
KEY CONCEPTS KEY CONCEPTS KEY FIGURES	Division of Labor, Hiearochy, Hieaochy, Command & Control, Scientific Management	Hawhrorne Studies, Motivation, Group Organizamics, Leadership, Job Satisfaction TQM
ORGANIZATIONAL VIEW	Mayo, Follett, Barnard, Barncard, Maslow, Herzberg, McGrcror	Social System, Contctigency theorists, Organizational Learning pronsents
Machine-like, Rational System	Taylor, Fayol, Focus on Human Element	Complex Adaptive System, Open System

Source: OER, January 2026

Tuesday, January 27, 2026 at 3:19:30 PM WAT

Caption: Table 3.1 Comparison of classical, behavioural, and neo behavioural approaches

Aspect	Classical approach	Behavioural approach	Neo Behavioural approach
Focus	Structure and efficiency	Social relations	Motivation and psychological needs
View of employees	Rational, mechanical	Social beings	Complex individuals with diverse needs

Aspect	Classical approach	Behavioural approach	Neo Behavioural approach
Managerial role	Planner and controller	Facilitator of relations	Motivator and enabler of growth

Fill in the blank: Unlike the classical and behavioural approaches, the Neo Behavioural approach emphasises _____ needs as central to management.

Pilot questions 3.1

1. Who were the main influences behind the emergence of Neo Behavioural approaches?
2. What is the central principle of motivation in Neo Behavioural theories?
3. How do Neo Behavioural approaches differ from classical approaches in their view of employees?
4. What role do individual differences play in Neo Behavioural management?
5. Which aspect of management is emphasised by Neo Behavioural theorists compared to behavioural theorists?

3.2 Core Motivation Theories

3.2.1 Maslow's hierarchy of needs

The most widely recognised Neo Behavioural theory is **Maslow's hierarchy of needs**, which proposes that human motivation is structured in a pyramid of five levels. These are physiological needs, safety needs, social needs, esteem needs, and self-actualisation. According to Maslow, individuals must satisfy lower-level needs before progressing to higher-level ones.

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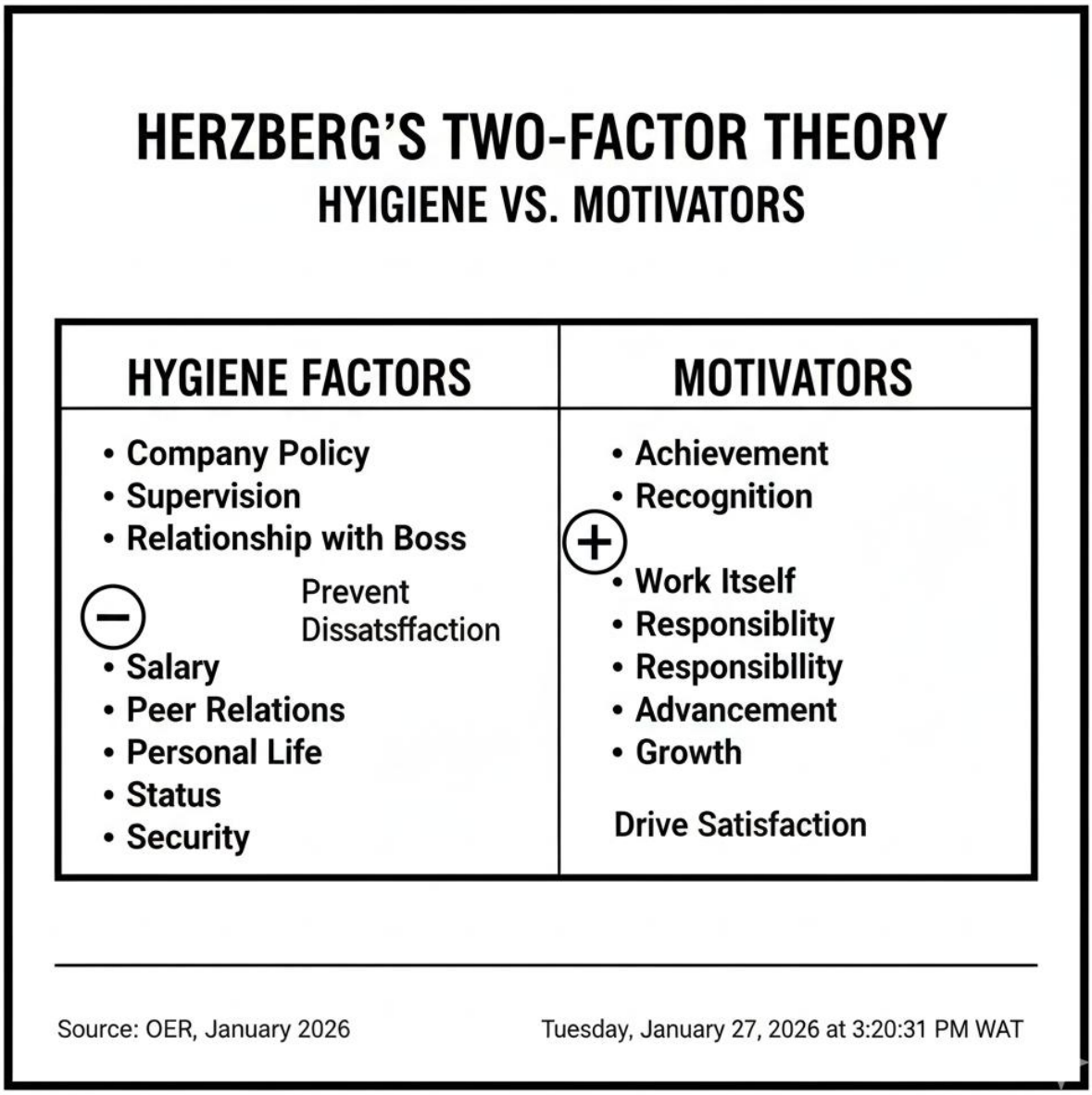
Diagram of Maslow's pyramid showing five levels of needs Caption: Figure 3.2 Maslow's hierarchy of needs

Fill in the blank: According to Maslow, individuals must satisfy _____ needs before progressing to higher-level ones.

3.2.2 Herzberg's two-factor theory

Herzberg's two-factor theory distinguishes between hygiene factors and motivators. Hygiene factors, such as salary, working conditions, and company policies, prevent dissatisfaction but do not necessarily create motivation. Motivators, such as recognition, achievement, and responsibility, actively drive satisfaction and performance. Herzberg argued that managers must address both sets of factors to create a motivating environment.



Caption: Table 3.2 Herzberg's two-factor theory

Hygiene factors	**Motivators**
Salary	Recognition
Working conditions	Achievement
Company policies	Responsibility
Job security	Growth opportunities

Fill in the blank: Hygiene factors prevent _____ but do not necessarily create motivation.

3.2.3 McClelland's achievement motivation theory

McClelland's achievement motivation theory identifies three key needs that drive behaviour: the need for achievement, the need for affiliation, and the need for power. Individuals differ in the strength of these needs, and their dominant need influences their workplace behaviour. For example, those with a high need for achievement prefer challenging tasks, while those with a high need for affiliation value relationships.

Source: OER, January 2026

Tuesday, January 27, 2026 at 3:22:03 PM WAT

Caption: Box 3.2 Key needs in McClelland's theory

- Need for achievement: desire to excel and succeed
- Need for affiliation: desire for friendly relationships

- Need for power: desire to influence and control others

Fill in the blank: McClelland's theory identifies three key needs: achievement, affiliation, and _____.

3.2.4 Alderfer's ERG theory

Alderfer's ERG theory condenses Maslow's five levels into three categories: existence, relatedness, and growth. Unlike Maslow's strict hierarchy, Alderfer suggested that individuals can pursue needs simultaneously, and frustration at one level can lead to regression to a lower level. This flexibility makes ERG theory more adaptable to workplace realities.

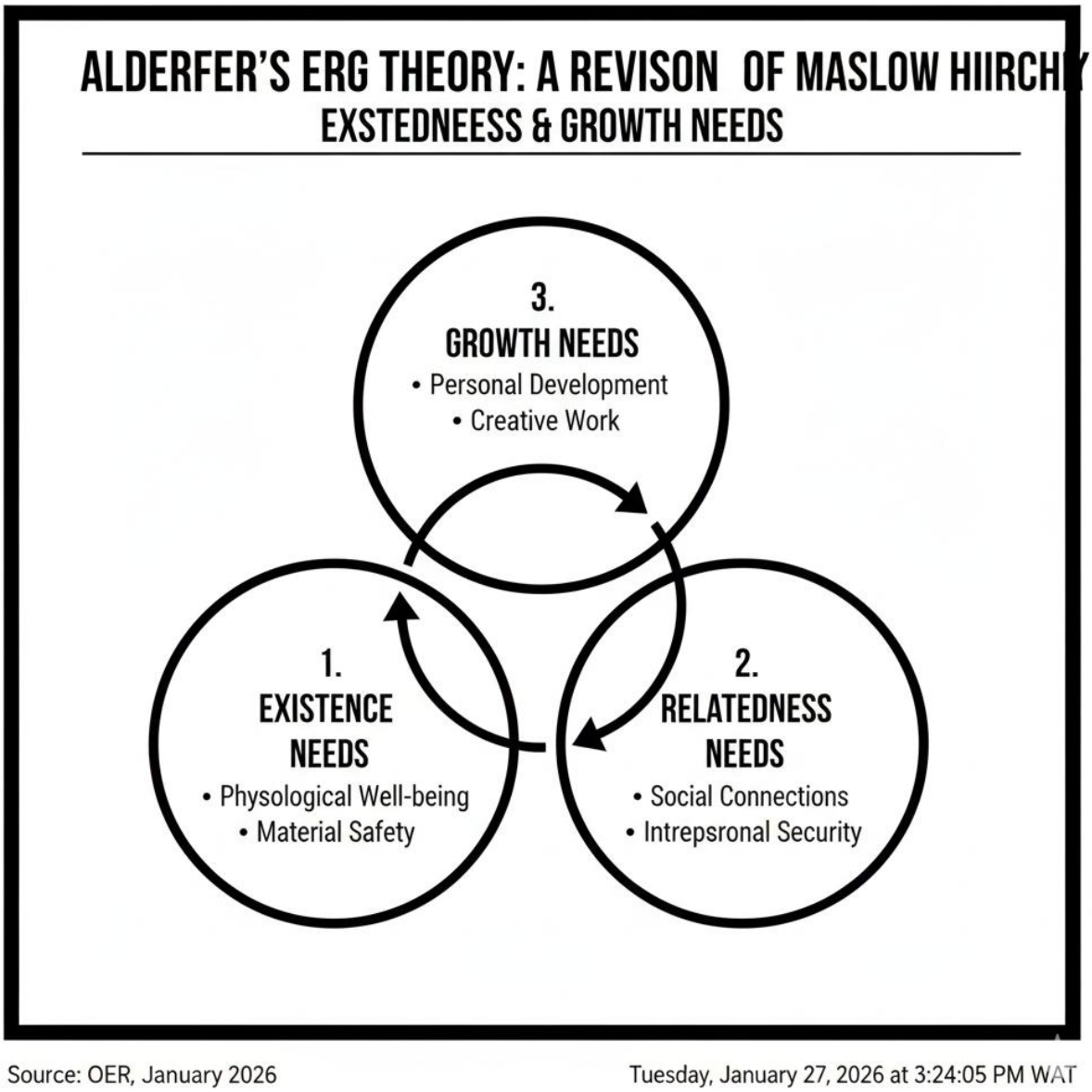


Diagram showing Alderfer's ERG model with three overlapping circles Caption: Figure 3.3 Alderfer's ERG theory

Fill in the blank: Alderfer's ERG theory condenses Maslow's five levels into three categories: existence, relatedness, and _____.

Pilot questions 3.2

1. What are the five levels in Maslow's hierarchy of needs?
2. In Herzberg's theory, which factors prevent dissatisfaction but do not create motivation?
3. Name the three key needs identified in McClelland's achievement motivation theory.
4. How does Alderfer's ERG theory differ from Maslow's hierarchy of needs?
5. Which motivation theory allows for regression when needs are not met?

3.3 Contemporary Extensions And Integrations

3.3.1 Equity theory and organisational justice

Equity theory explains motivation in terms of fairness. It suggests that employees compare their input-output ratio (effort versus rewards) with that of others. When they perceive fairness, they are motivated, but when they perceive inequity, they may reduce effort or seek change. This principle is closely linked to **organisational justice**, which refers to employees' perceptions of fairness in processes, distribution of rewards, and interpersonal treatment.

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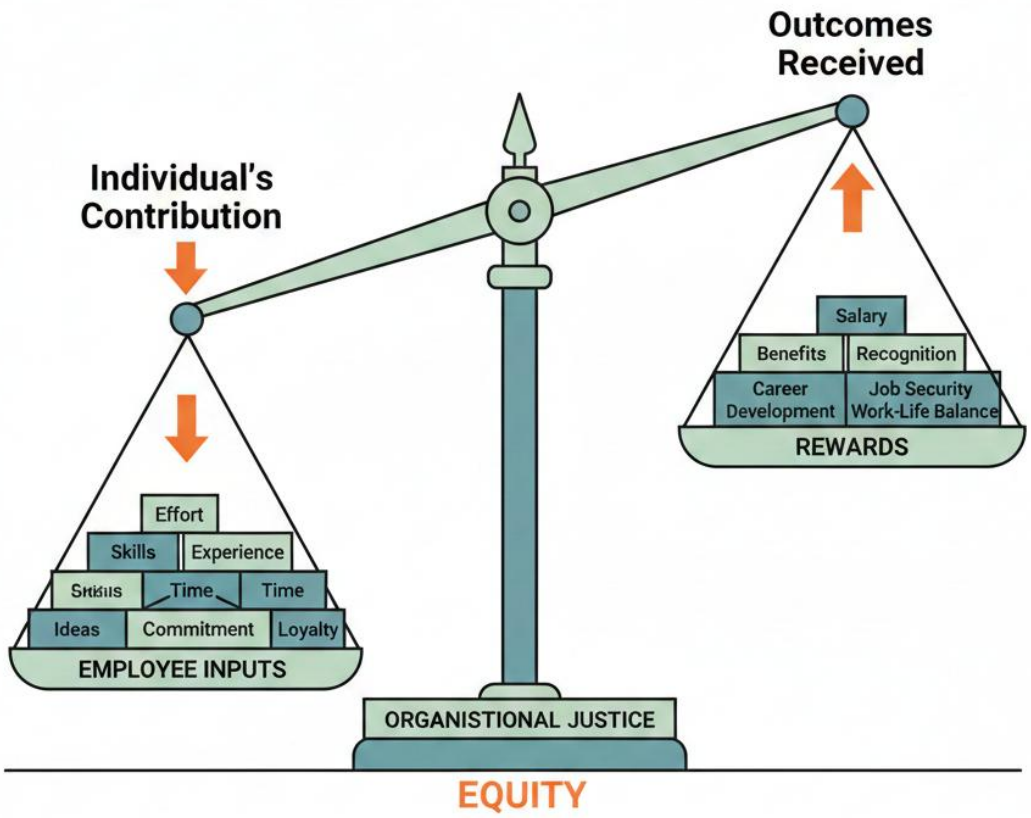


Equity Theory OER Diagram

Diagram showing input-output balance scales representing equity theory Caption: Figure 3.4 Equity theory and fairness in organisations

Fill in the blank: Equity theory suggests that employees compare their _____ ratio with that of others.

3.3.2 Expectancy theory of motivation

Expectancy theory, developed by Victor Vroom, states that motivation depends on three factors: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to rewards), and valence (value placed on rewards). Employees are motivated when they believe their effort will result in good performance, that performance will be rewarded, and that the reward is desirable.

Expectency Theory of Motivation OER Diagram

Espectancy	Instrumentality	Valence
The belief that one's effort will result a desired performance.	The belief that that successful performance will lead a desired outcomes.	The value or attracatives of I will get into a desired (outcome)
Example: If I study hard (effort) (effort) I will get a good grade (performance).	Example: If I get a good grade (perfomance), I will get into a good university (outcome)	Example: Getting into good university (outcume is very important to me (value)

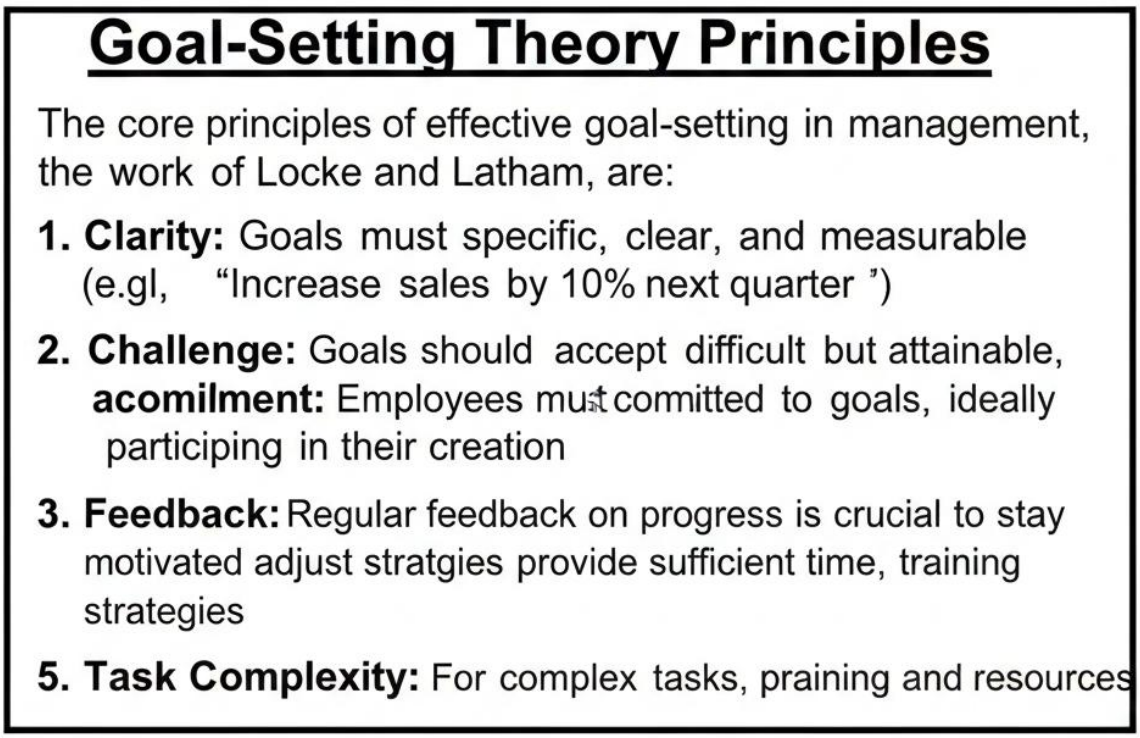
Caption: Table 3.3 Components of expectancy theory

Component	Definition	Example
Expectancy	Effort leads to performance	Studying hard leads to passing exams
Instrumentality	Performance leads to rewards	Passing exams leads to promotion
Valence	Value of rewards	Promotion is highly valued

Fill in the blank: Expectancy theory states that motivation depends on expectancy, instrumentality, and _____.

3.3.3 Goal-setting theory

Goal-setting theory, advanced by Edwin Locke, emphasises the importance of clear, specific, and challenging goals in motivating employees. Goals direct attention, increase effort, and encourage persistence. Feedback is also essential, as it helps individuals track progress and adjust strategies. Managers can use this theory by setting measurable targets and providing regular feedback to enhance performance.



Goal-Setting Theory OER Summary

Caption: Box 3.3 Principles of goal-setting theory

- Goals should be specific and measurable
- Goals should be challenging but attainable

- Feedback is essential for progress
- Commitment to goals increases motivation

Fill in the blank: According to goal-setting theory, _____ is essential for progress and motivation.

3.3.4 Integration of multiple theories in practice

Modern organisations often integrate elements from different motivation theories to create comprehensive strategies. For example, managers may use Maslow's hierarchy to identify needs, Herzberg's theory to improve job design, and expectancy theory to link performance with rewards. This integrated approach recognises that no single theory fully explains motivation, but together they provide a richer understanding of employee behaviour.

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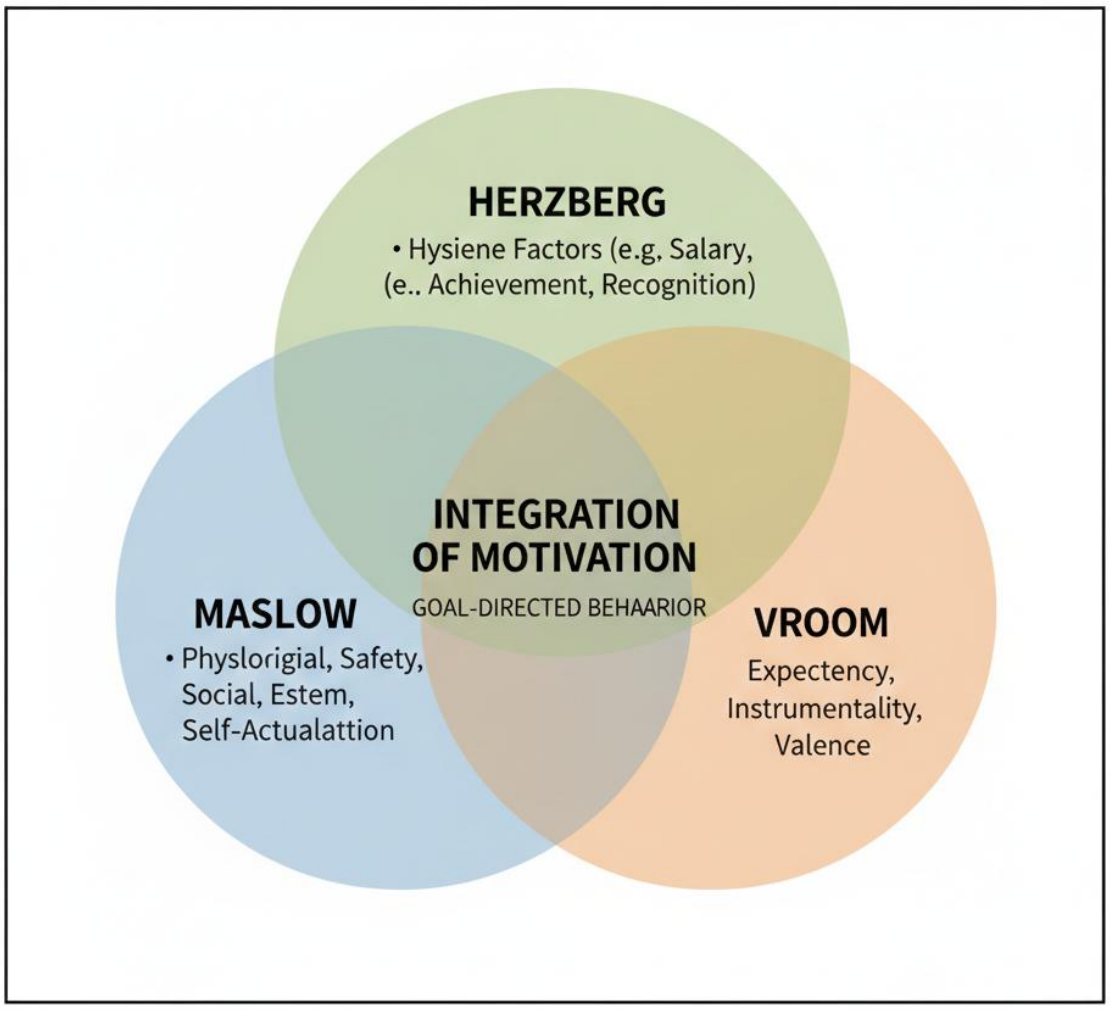

Integrated Motivation Theories
OER Diagram

Diagram showing integration of Maslow, Herzberg, and Vroom's theories in workplace motivation
Caption: Figure 3.5 Integrated application of motivation theories

Fill in the blank: Modern organisations often integrate elements from different _____ theories to create comprehensive strategies.

Pilot questions 3.3

1. What does equity theory suggest employees compare in the workplace?
2. Name the three components of expectancy theory.
3. According to goal-setting theory, what role does feedback play in motivation?

4. How can managers integrate multiple motivation theories in practice?
5. Which theory emphasises fairness and organisational justice?

3.4 Applications, Critiques, And Relevance

3.4.1 Practical applications in organisational management

Neo Behavioural and Motivation theories have significant practical applications in modern organisations. Managers use these theories to design reward systems, improve job satisfaction, and enhance productivity. For example, Maslow's hierarchy helps identify employee needs, Herzberg's theory guides job enrichment, and expectancy theory informs performance-based incentives. By applying these frameworks, organisations can create environments that foster commitment and reduce turnover.

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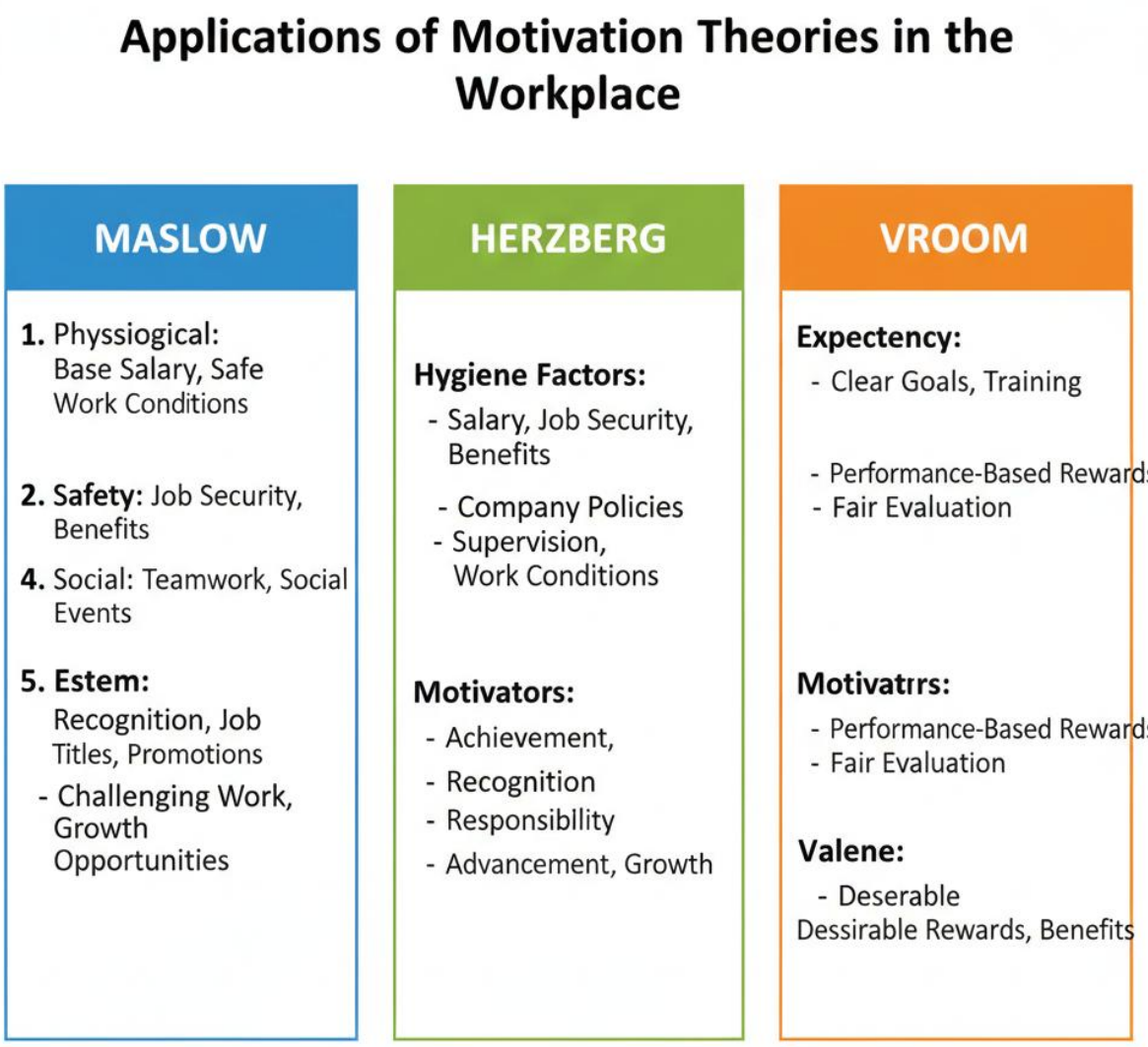


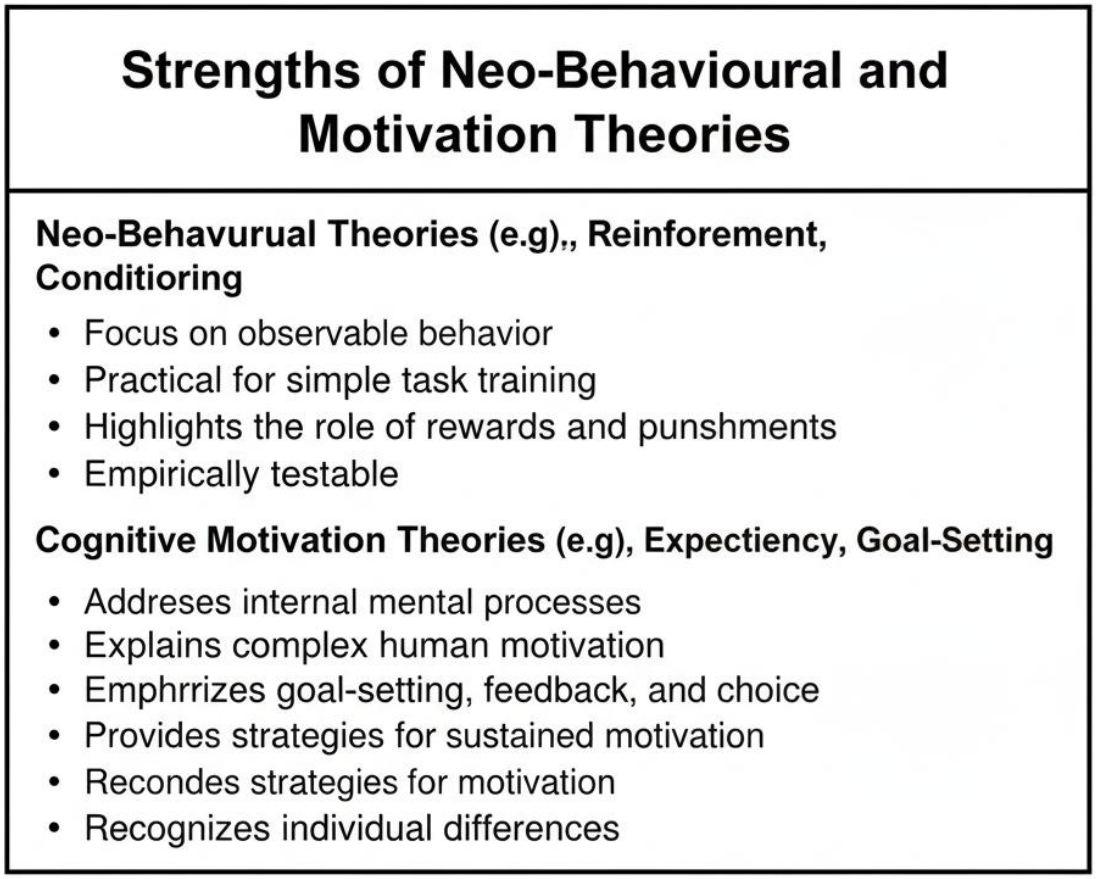
Management Motivation Theories OER Diagram

Diagram showing practical applications of motivation theories in workplace management Caption: Figure 3.6 Applications of motivation theories in organisations

Fill in the blank: Managers use motivation theories to design _____ systems, improve job satisfaction, and enhance productivity.

3.4.2 Strengths and contributions to modern management

The strengths of Neo Behavioural and Motivation theories lie in their ability to explain complex human behaviour. They highlight the importance of psychological needs, fairness, and goal-setting, which classical and behavioural approaches overlooked. These theories have contributed to modern practices such as employee engagement, participative management, and performance appraisal systems.



Strengths of Motivation Theories OER Summary

Caption: Box 3.4 Strengths of Neo Behavioural and Motivation theories

- Recognition of psychological needs
- Emphasis on fairness and justice
- Importance of clear goals and feedback
- Contribution to employee engagement strategies

Fill in the blank: One major strength of Neo Behavioural theories is their recognition of _____ needs in employees.

3.4.3 Limitations and criticisms of Neo Behavioural and Motivation theories

Despite their contributions, these theories face criticisms. Some argue that they oversimplify human behaviour, assuming universal applicability across cultures and contexts. For instance, Maslow's hierarchy may not reflect the priorities of all individuals, and Herzberg's distinction between hygiene factors and motivators has been challenged. Moreover, expectancy theory assumes rational decision-making, which may not always occur in practice.

Limitations of Major Motion Theories

Maslow's Hiɛqarchy Thearchy	Herzberg's Two-Factor Theory	MCCllelld's Acquired Needs Theory	Expectency Theory (Vroom)
• Lack of empirical support Order of not universal • Difficult to test • Difficult to test • Culturally biased	• Methodoology flaws (self-eport) Factors not distinct • Context-dependent • Focus on job satisfaction, not productivity	• Difficult • measure needs needs • Training effects tampor • Less applicable to complex jobs • Cultural bais	• Complex calculations • ratulality • Individuations vary • Requires clear links between effort-performance-reward

Limitations of Motivation Theories OER Table

Caption: Table 3.4 Limitations of selected motivation theories

Theory	Limitation
Maslow	Assumes universal hierarchy of needs

Theory	Limitation
Herzberg	Overlaps between hygiene factors and motivators
McClelland	Difficult to measure dominant needs
Expectancy	Assumes rational behaviour

Fill in the blank: Expectancy theory assumes _____ decision-making, which may not always occur in practice.

3.4.4 Contemporary relevance in administrative practice

In today's dynamic workplace, motivation theories remain highly relevant. Organisations face challenges such as remote work, diverse workforces, and rapid technological change. Neo Behavioural and Motivation theories provide tools for addressing these challenges by focusing on employee needs, fairness, and goal-setting. Their relevance is seen in practices such as flexible work arrangements, recognition programmes, and performance-based rewards.

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Image showing modern workplace practices such as remote work and team collaboration Caption: Plate 3.1 Contemporary relevance of motivation theories in modern workplaces

Fill in the blank: Motivation theories remain relevant today because they provide tools for addressing challenges such as _____ work and diverse workforces.

Pilot questions 3.4

1. How can managers apply motivation theories to reduce employee turnover?
2. What strengths make Neo Behavioural and Motivation theories valuable in modern management?
3. Identify one limitation of Maslow's hierarchy of needs.

4. Why is Herzberg's distinction between hygiene factors and motivators sometimes criticised?

5. In what ways are motivation theories relevant to contemporary administrative practice?

Series summary

This Series has introduced you to the Neo Behavioural and Motivation Theories, highlighting their importance in explaining the psychological drivers of human behaviour in organisations. The purpose was to show how these theories extend beyond classical and behavioural approaches by focusing on motivation, fairness, and goal-setting, all of which remain highly relevant in modern management and administrative practice.

We began by examining the emergence of Neo Behavioural approaches, considering their historical background, assumptions, and distinctions from earlier schools of thought. We then explored core motivation theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, McClelland's achievement motivation theory, and Alderfer's ERG theory. Following that, we studied contemporary extensions including equity theory, expectancy theory, and goal-setting theory, and saw how these can be integrated in practice. Finally, we discussed applications, strengths, limitations, and the contemporary relevance of these theories. By completing this Series, you should now be able to define and explain the major theories, analyse their contributions and limitations, apply them to organisational scenarios, and evaluate their relevance in today's administrative context, as outlined in the Series Learning Outcomes.

Glossary of terms

- **Achievement motivation theory**: A theory developed by David McClelland which identifies three key needs that drive behaviour: achievement, affiliation, and power.
- **Alderfer's ERG theory**: A motivation theory that condenses Maslow's five levels of needs into three categories: existence, relatedness, and growth.
- **Behavioural approach**: A school of management thought that emphasises social relations, group dynamics, and the human side of organisations.
- **Equity theory**: A motivation theory that explains behaviour in terms of fairness, suggesting that employees compare their input-output ratio with that of others.
- **Expectancy theory**: A motivation theory developed by Victor Vroom which states that motivation depends on expectancy (effort leads to performance), instrumentality (performance leads to rewards), and valence (value of rewards).
- **Goal-setting theory**: A motivation theory advanced by Edwin Locke which emphasises the importance of clear, specific, and challenging goals, supported by feedback, in driving motivation.

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- **Herzberg's two-factor theory**: A theory that distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which actively drive satisfaction and performance.
- **Maslow's hierarchy of needs**: A motivation theory that arranges human needs in a pyramid of five levels: physiological, safety, social, esteem, and self-actualisation.
- **Motivation**: The internal drive that influences individuals to act towards achieving goals.
- **Neo Behavioural approach**: A school of management thought that integrates psychology and motivation into organisational practice, recognising employees as complex individuals with diverse needs.
- **Organisational justice**: The perception of fairness in processes, distribution of rewards, and interpersonal treatment within an organisation.

Concept check questions 3

Objective questions

1. Which theory arranges human needs into five levels: physiological, safety, social, esteem, and self-actualisation? (Linked to SLO 3.3)
2. In Herzberg's two-factor theory, which category includes salary, working conditions, and company policies? (Linked to SLO 3.4)
3. According to McClelland, the need for affiliation refers to the desire for what? (Linked to SLO 3.5)
4. Which theory condenses Maslow's five levels into existence, relatedness, and growth? (Linked to SLO 3.6)
5. Equity theory suggests employees compare their input-output ratio with that of _____. (Linked to SLO 3.7)

Short-answer questions

6. Define motivation and explain why it is central to Neo Behavioural approaches. (Linked to SLO 3.1)
7. Explain one distinction between Neo Behavioural approaches and classical approaches. (Linked to SLO 3.2)
8. Outline the three components of expectancy theory and provide a simple example for each. (Linked to SLO 3.7)
9. State two strengths of Neo Behavioural and Motivation theories in modern management. (Linked to SLO 3.9)

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10. Identify one limitation of Maslow's hierarchy of needs and explain why it is criticised. (Linked to SLO 3.9)

Long-answer questions

11. Analyse how Herzberg's two-factor theory can be applied to improve job satisfaction in an organisation. (Linked to SLO 3.4)
12. Evaluate the relevance of goal-setting theory in contemporary administrative practice, particularly in remote or hybrid work environments. (Linked to SLO 3.10)
13. Assess the value of integrating multiple motivation theories in organisational management, using examples from Maslow, Herzberg, and Vroom. (Linked to SLO 3.8)

Answers to concept check questions 3

Objective questions

1. Maslow's hierarchy of needs.
2. Hygiene factors.
3. The desire for friendly relationships.
4. Alderfer's ERG theory.
5. Others (co-workers or peers).

Short-answer questions

6. Motivation is the internal drive that influences individuals to act towards achieving goals. It is central to Neo Behavioural approaches because it explains why employees engage in tasks and how managers can harness this drive to improve performance.
7. Neo Behavioural approaches emphasise psychological needs and motivation, whereas classical approaches focus on structure, rules, and efficiency.
8. Expectancy: belief that effort leads to performance (e.g., studying leads to passing exams). Instrumentality: belief that performance leads to rewards (e.g., passing exams leads to promotion). Valence: value placed on rewards (e.g., promotion is highly valued).
9. Recognition of psychological needs and emphasis on fairness and justice.
10. Maslow's hierarchy assumes a universal order of needs, but in reality, individuals may prioritise needs differently depending on culture or circumstances.

Long-answer questions

11. *Basic response*: Herzberg's theory can be applied by ensuring hygiene factors such as fair pay and safe working conditions are met, while also introducing motivators such as recognition, responsibility, and opportunities for growth. *Value-added response*:

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Outstanding learners may highlight how job enrichment programmes, participative management, and career development initiatives operationalise Herzberg's theory, and may provide examples from organisations that successfully balance hygiene factors and motivators.

12. *Basic response*: Goal-setting theory is relevant because clear, specific, and challenging goals motivate employees, and feedback helps track progress. *Value-added response*: Outstanding learners may evaluate how remote or hybrid work environments require digital tools for goal-setting and feedback, and may discuss how virtual collaboration platforms support the principles of Locke's theory in contemporary practice.
13. *Basic response*: Integrating multiple theories allows managers to address diverse needs. For example, Maslow identifies needs, Herzberg improves job design, and Vroom links performance to rewards. *Value-added response*: Outstanding learners may assess how integration creates holistic strategies, such as combining recognition programmes with performance-based incentives, and may provide case studies of organisations that successfully blend theories to enhance motivation and reduce turnover.

Answers to Pilot Questions 3

Answers to Pilot Questions 3.1

1. The main influences were behavioural theorists who extended earlier ideas by incorporating psychology and motivation.
2. Motivation is central because it drives employees to act towards achieving organisational goals.
3. Neo Behavioural approaches view employees as complex individuals with diverse needs, unlike classical approaches that saw them as rational and mechanical.
4. Individual differences mean that employees are motivated by different factors, requiring flexible management strategies.
5. Neo Behavioural theorists emphasise psychological needs, whereas behavioural theorists focused mainly on social relations.

Answers to Pilot Questions 3.2

1. Physiological, safety, social, esteem, and self-actualisation.
2. Hygiene factors such as salary, working conditions, and company policies.
3. Achievement, affiliation, and power.
4. Alderfer's ERG theory condenses Maslow's five levels into existence, relatedness, and growth.

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5. Alderfer's ERG theory allows for regression when needs are not met.

Answers to Pilot Questions 3.3

1. Employees compare their input-output ratio with that of others.
2. Expectancy, instrumentality, and valence.
3. Feedback helps individuals track progress and adjust strategies, making it essential for motivation.
4. Managers can integrate theories by combining Maslow's identification of needs, Herzberg's job design, and Vroom's performance-reward link.
5. Equity theory emphasises fairness and organisational justice.

Answers to Pilot Questions 3.4

1. By applying motivation theories to design reward systems, improve job satisfaction, and foster commitment.
2. They recognise psychological needs, emphasise fairness, and highlight the importance of clear goals and feedback.
3. Maslow's hierarchy assumes a universal order of needs, which may not apply across cultures or individuals.
4. Herzberg's distinction is criticised because hygiene factors and motivators sometimes overlap.
5. Motivation theories remain relevant through practices such as flexible work arrangements, recognition programmes, and performance-based rewards.

References and Attributions 3

The following references and attributions cover the theoretical sources, suggested open educational resources (OERs), and illustration prompts used in Series 3: Neo Behavioural and Motivation Theories. All entries are presented in a clear and consistent style, suitable for academic use.

Core references (APA style)

- Alderfer, C. P. (1969). *An empirical test of a new theory of human needs*. Organizational Behavior and Human Performance, 4(2), 142–175.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley.

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- McClelland, D. C. (1961). *The achieving society*. Princeton, NJ: Van Nostrand.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Illustration attributions

- *Figure 3.1 Transition of management thought towards Neo Behavioural approaches* AI-generated suggestion: “Generate a simple timeline diagram showing Classical, Behavioural, and Neo Behavioural approaches in management history.” Suggested OER search string: “timeline of management theories OER diagram.”
- *Box 3.1 Key assumptions of Neo Behavioural approaches* AI-generated suggestion: “Generate a text box summarising key assumptions of Neo Behavioural approaches in management.” Suggested OER search string: “Neo Behavioural management theory assumptions OER.”
- *Table 3.1 Comparison of classical, behavioural, and neo behavioural approaches* AI-generated suggestion: “Generate a comparison table of classical, behavioural, and neo behavioural management approaches.” Suggested OER search string: “comparison of classical behavioural neo behavioural management theories OER.”
- *Figure 3.2 Maslow’s hierarchy of needs* AI-generated suggestion: “Generate a pyramid diagram with five labelled levels: physiological, safety, social, esteem, self-actualisation.” Suggested OER search string: “Maslow hierarchy of needs pyramid OER diagram.”
- *Table 3.2 Herzberg’s two-factor theory* AI-generated suggestion: “Generate a two-column table comparing hygiene factors and motivators in Herzberg’s theory.” Suggested OER search string: “Herzberg two factor theory OER table.”
- *Box 3.2 Key needs in McClelland’s theory* AI-generated suggestion: “Generate a text box summarising McClelland’s three needs in achievement motivation theory.” Suggested OER search string: “McClelland achievement motivation theory OER summary.”
- *Figure 3.3 Alderfer’s ERG theory* AI-generated suggestion: “Generate a Venn diagram showing existence, relatedness, and growth needs overlapping.” Suggested OER search string: “Alderfer ERG theory OER diagram.”
- *Figure 3.4 Equity theory and fairness in organisations* AI-generated suggestion: “Generate a diagram of a balance scale showing employee inputs on one side and rewards on the other.” Suggested OER search string: “equity theory organisational justice OER diagram.”

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- *Table 3.3 Components of expectancy theory* AI-generated suggestion: “Generate a three-column table showing expectancy, instrumentality, and valence with definitions and examples.” Suggested OER search string: “expectancy theory motivation OER table.”
- *Box 3.3 Principles of goal-setting theory* AI-generated suggestion: “Generate a text box summarising the principles of goal-setting theory in management.” Suggested OER search string: “goal-setting theory principles OER summary.”
- *Figure 3.5 Integrated application of motivation theories* AI-generated suggestion: “Generate a diagram showing overlapping circles labelled Maslow, Herzberg, and Vroom, with integration in the centre.” Suggested OER search string: “integration of motivation theories OER diagram.”
- *Figure 3.6 Applications of motivation theories in organisations* AI-generated suggestion: “Generate a diagram showing Maslow, Herzberg, and Vroom applied to workplace practices.” Suggested OER search string: “applications of motivation theories in management OER diagram.”
- *Box 3.4 Strengths of Neo Behavioural and Motivation theories* AI-generated suggestion: “Generate a text box summarising strengths of Neo Behavioural and Motivation theories.” Suggested OER search string: “strengths of motivation theories OER summary.”
- *Table 3.4 Limitations of selected motivation theories* AI-generated suggestion: “Generate a table listing limitations of Maslow, Herzberg, McClelland, and expectancy theory.” Suggested OER search string: “limitations of motivation theories OER table.”
- *Plate 3.1 Contemporary relevance of motivation theories in modern workplaces* AI-generated suggestion: “Generate an image of a modern office with remote collaboration and recognition programmes.” Suggested OER search string: “modern workplace motivation practices OER image.”

Outline of Parts and Sub-Parts

4.1 Foundations of Contingency Theory

- **4.1.1 Origins and Key Thinkers**
- **4.1.2 Core Principles of Contingency Theory**
- **4.1.3 Applications in Organisational Decision-Making**

4.2 Major Contingency Approaches in Management

- **4.2.1 Structural Contingency Approaches**

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- **4.2.2 Leadership Contingency Models (e.g., Fiedler's Model)**
- **4.2.3 Technology and Environmental Contingencies**

4.3 Social System Theories in Management

- **4.3.1 Organisations as Social Systems**
- **4.3.2 Chester Barnard and Cooperative Systems**
- **4.3.3 Talcott Parsons and Structural-Functionalism**

4.4 Integrating Contingency and Social System Perspectives

- **4.4.1 Comparative Analysis of Both Theories**
- **4.4.2 Strengths and Limitations**
- **4.4.3 Contemporary Relevance in Management Practice**

Introduction

In the last Series, we explored neo behavioural and motivation theories, which emphasised the importance of human needs, drives, and incentives in shaping organisational behaviour. Building on that foundation, we now turn our attention to contingency and social system theories. These perspectives remind us that management is not a one-size-fits-all practice, but rather a dynamic process shaped by specific organisational contexts and broader social structures. Understanding these theories will help you appreciate how managers adapt strategies to suit varying conditions, and how organisations function as part of wider social systems.

The aim of this Series is to equip you with the ability to analyse contingency perspectives and social system theories, and to evaluate their relevance in modern management practice. By the end of this Series, you should be able to explain the foundations of these theories, apply them to organisational scenarios, and critically assess their strengths and limitations.

We shall commence this Series by examining the foundations of contingency theory, including its origins, principles, and applications. Then, we will move on to major contingency approaches in management, such as structural models, leadership contingency frameworks, and environmental influences. Following that, we will explore social system theories, focusing on organisations as cooperative systems and the contributions of theorists like Chester Barnard and Talcott Parsons. Finally, we will wrap up by integrating both perspectives, comparing their insights, and considering their contemporary relevance in management and administration.

Series Learning Outcomes

Upon completing this Series, you should be able to:

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- **SLO 4.1** define the foundations of contingency theory, including its origins and key principles,
- **SLO 4.2** explain major contingency approaches in management, such as structural models, leadership frameworks, and environmental influences,
- **SLO 4.3** analyse social system theories by examining organisations as cooperative systems and evaluating the contributions of Chester Barnard and Talcott Parsons, and
- **SLO 4.4** evaluate the integration of contingency and social system perspectives, highlighting their strengths, limitations, and contemporary relevance in management practice.

4.1 Foundations of Contingency Theory

4.1.1 Origins and key thinkers

The **contingency theory** is a management perspective which argues that there is no single best way to organise or lead an organisation. Instead, the most effective approach depends on the specific situation or context. This theory emerged in the 1960s as a response to earlier classical and behavioural theories that often assumed universal principles of management.

Key contributors include **Joan Woodward**, who studied the relationship between technology and organisational structure, and **Paul Lawrence and Jay Lorsch**, who examined how organisations adapt to environmental uncertainty. Their work highlighted that organisational success depends on aligning internal structures with external conditions.

Fill in the blank: The contingency theory suggests that the most effective organisational approach depends on the _____.

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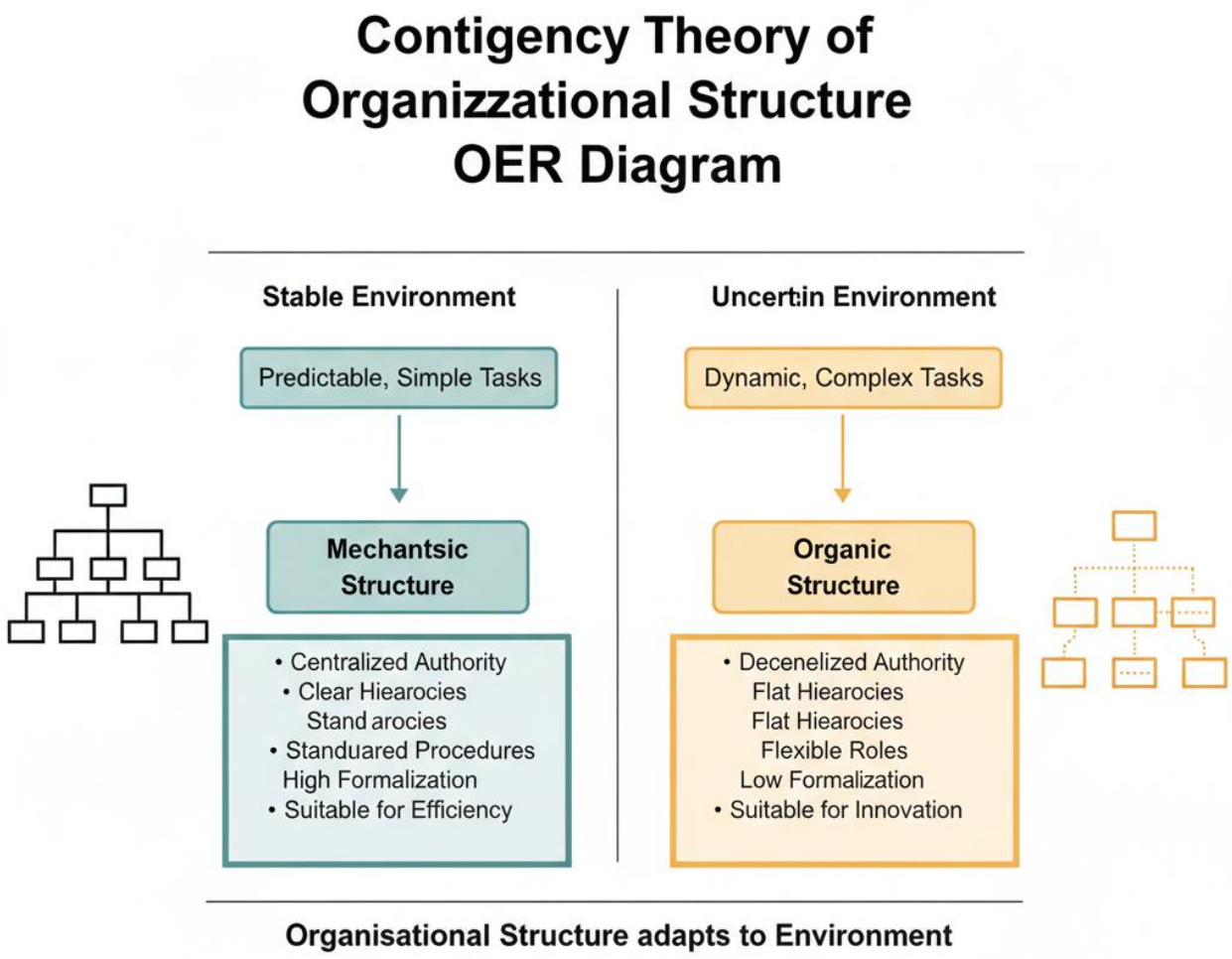


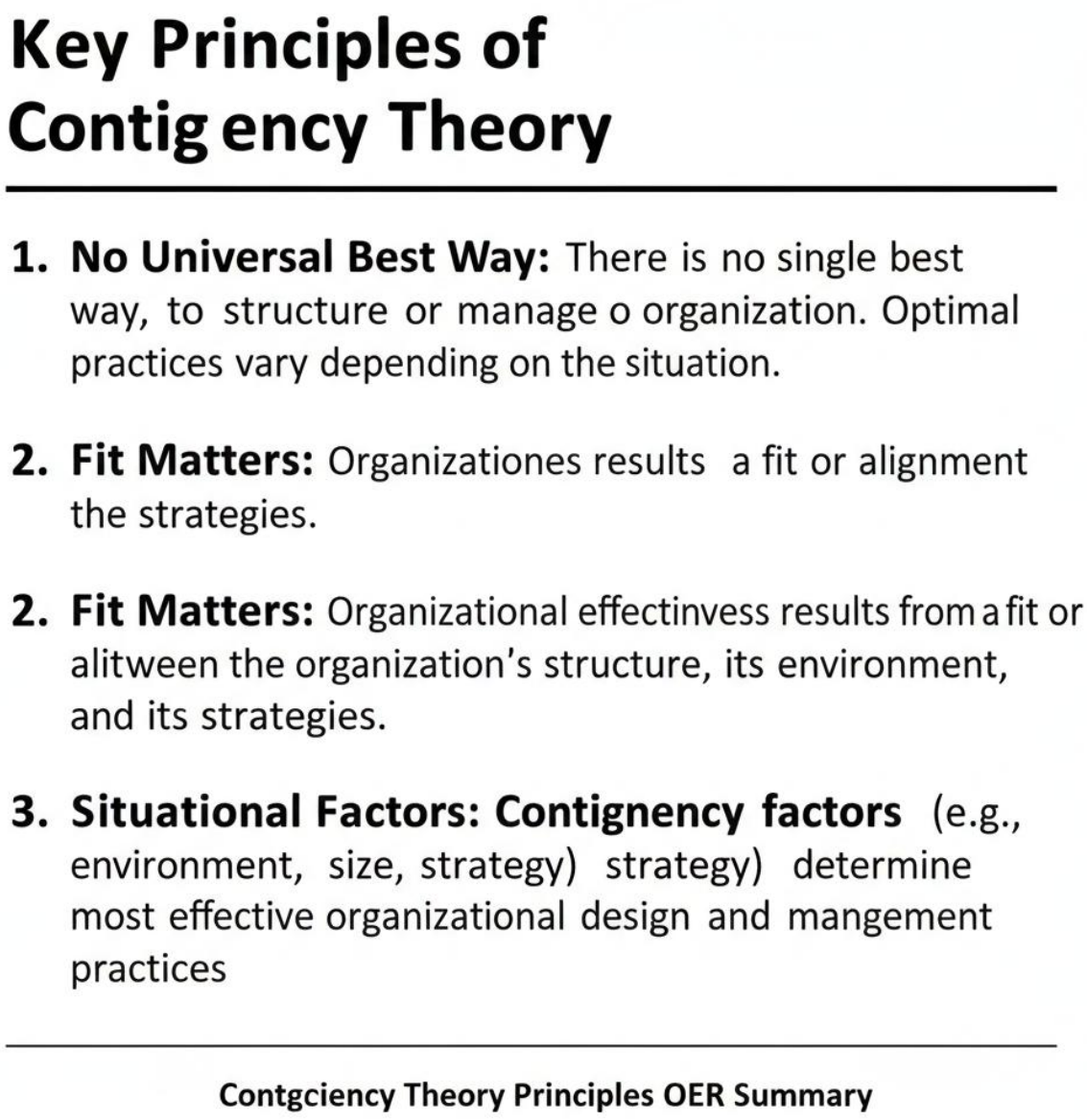
Diagram showing the relationship between organisational structure and environmental conditions.
Caption: Figure 4.1 Relationship between organisational structure and environment.

4.1.2 Core principles of contingency theory

The central principle of contingency theory is **fit**, defined as the alignment between organisational practices and the demands of the environment. When there is a good fit, organisations are more likely to perform effectively.

Another principle is **situational leadership**, which emphasises that effective leadership styles vary depending on the maturity, competence, and motivation of followers. For example, directive leadership may be suitable in high-risk situations, while participative leadership may be more effective in stable environments.

Fill in the blank: The principle of _____ refers to the alignment between organisational practices and environmental demands.



Caption: Box 4.1 Key principles of contingency theory. Content:

- Fit between organisation and environment
- Situational leadership
- No universal management style

4.1.3 Applications in organisational decision-making

Contingency theory has practical applications in areas such as **organisational design**, **leadership selection**, and **strategic planning**. For instance, organisations operating in highly uncertain environments may adopt flexible structures, while those in stable environments may prefer more formalised systems.

In leadership, contingency models such as **Fiedler's contingency model** suggest that the effectiveness of a leader depends on both their style and the degree of control they have over the situation. This highlights the importance of matching leaders to contexts rather than expecting them to succeed in all circumstances.

Fill in the blank: According to Fiedler's model, leadership effectiveness depends on both the leader's style and the _____.

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Applications of Contigency Theory in Management

Organizational Design	Leadership Style	Strategic Planning
• Structure (e. .p). mechanisic vs, organic adapted to see environmental uncertanity. • Departmenalization based Standucsies task task interenddencies. • Job design considers and employee skills	• Fiedler's LPC model: Task-oriinted or relationship reluship-orinted style ɓeaching style based to sittuation contro) • Hersey-Blanchhad Sttuation Theory: Adapt ledership style (directing, coaching • Path-Goal Theory: Leader Leader charis paths suboridaten to goals bare the environmemental charactristics	• Strategy tailored to environmental opportunities/threats and organizational resources • Differenation vs Cost Leadershiy structure • Differentation thip based industry structure • Resource allocations with critical contigencies

Contigency Theory Applications OER Table

Caption: Table 4.1 Applications of contingency theory in management.

Area of application	**Example**
Organisational design	Flexible vs formal structures
Leadership	Fiedler's contingency model
Strategic planning	Adapting to environmental uncertainty

Pilot questions 4.1

1. Who were two key thinkers associated with the origins of contingency theory?

2. What does the principle of fit in contingency theory refer to?
3. Which leadership model suggests that effectiveness depends on both style and situational control?
4. In what type of environment are flexible organisational structures most appropriate?
5. What is the main argument of contingency theory regarding universal management styles?

4.2 Major Contingency Approaches in Management

4.2.1 Structural contingency approaches

Structural contingency approaches emphasise that the **structure** of an organisation, defined as the formal arrangement of roles, responsibilities, and communication channels, must be adapted to suit the organisation's size, technology, and environment. Joan Woodward's research demonstrated that organisations using different technologies (such as unit production, mass production, or process production) required different structures to achieve effectiveness.

Fill in the blank: According to structural contingency approaches, organisational _____ must align with technology and environment.

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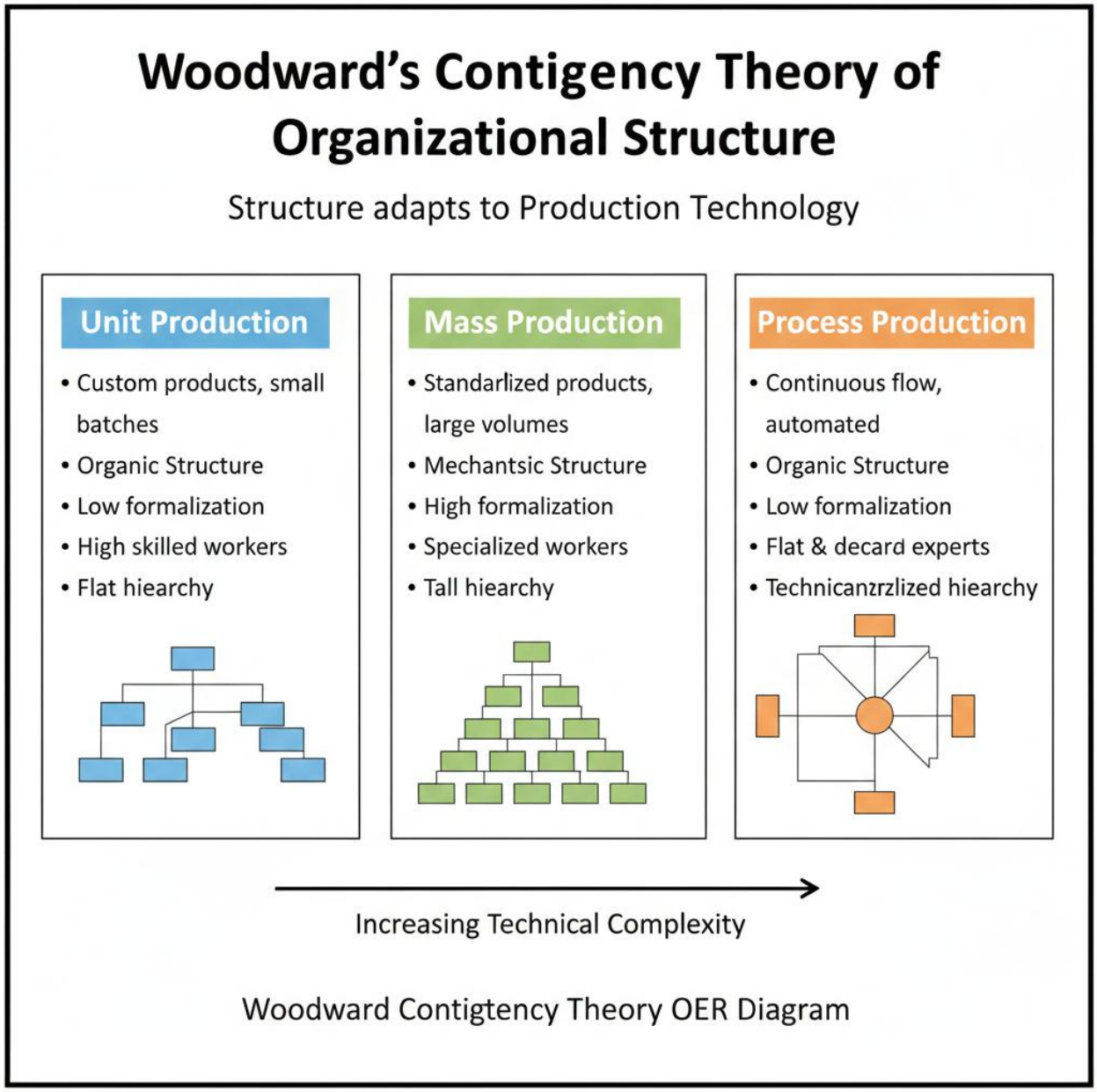
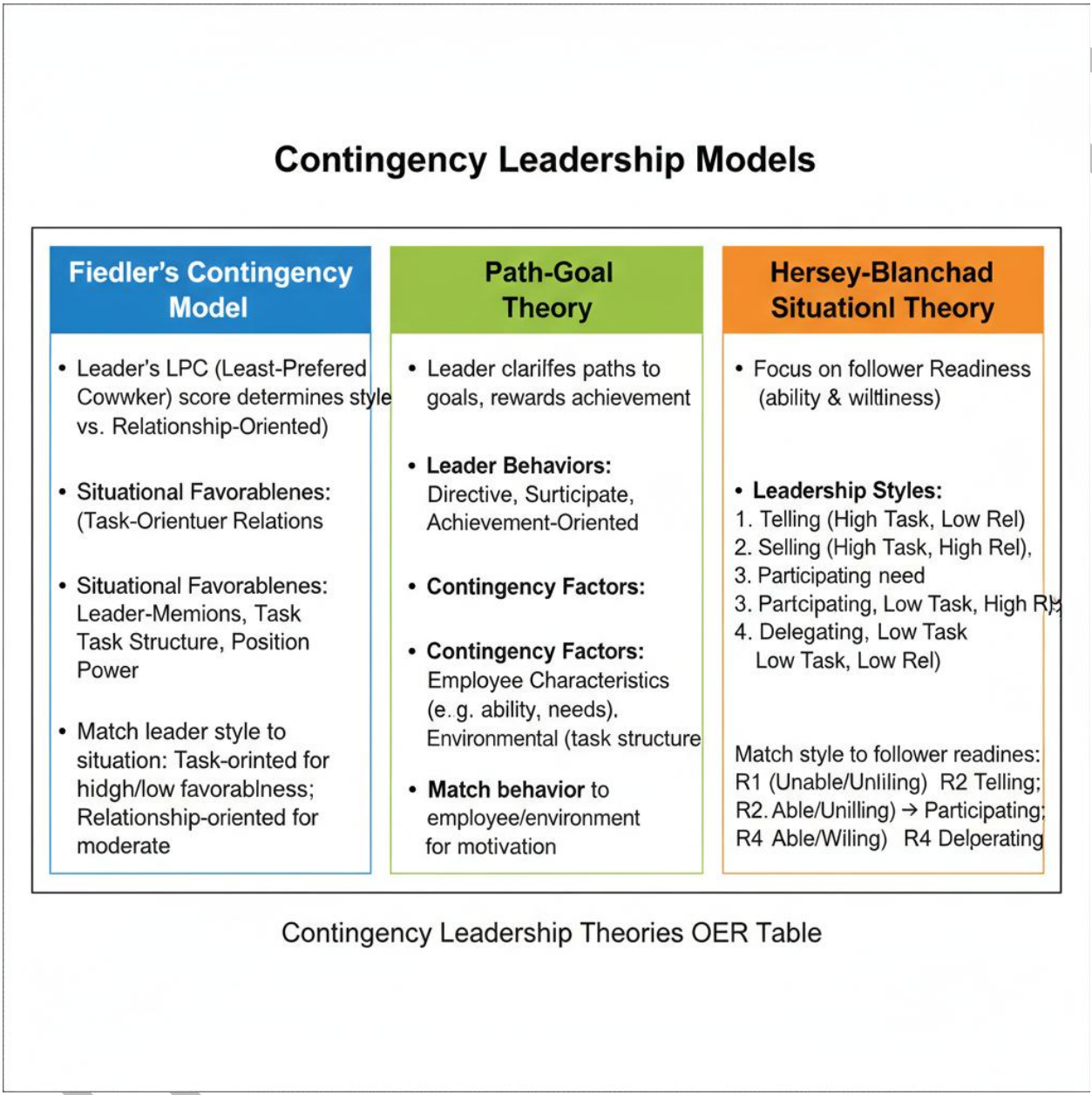


Diagram showing different organisational structures suited to unit, mass, and process production.
Caption: Figure 4.2 Structural contingency approaches to organisational design

4.2.2 Leadership contingency models (e.g., Fiedler's model)

Leadership contingency models argue that there is no single best leadership style. Instead, the effectiveness of a leader depends on the **situational favourableness**, defined as the degree of control and influence the leader has over the group. Fiedler's contingency model is one of the most widely known, proposing that task-oriented leaders perform better in highly favourable or highly unfavourable situations, while relationship-oriented leaders are more effective in moderately favourable situations.

Fill in the blank: Fiedler's model suggests that leadership effectiveness depends on both style and _____.



Contingency Leadership Theories OER Table

Caption: Table 4.2 Leadership contingency models.

Model	Key idea	Example
Fiedler's model	Leadership effectiveness depends on style and situational favourableness	Task-oriented vs relationship-oriented leaders
Path-goal theory	Leaders adapt behaviour to motivate followers	Directive vs supportive leadership

Model	Key idea	Example
Hersey-Blanchard model	Leadership style depends on follower maturity	Telling, selling, participating, delegating

4.2.3 Technology and environmental contingencies

Technology and environment are critical contingency factors influencing organisational design and decision-making. Organisations operating in stable environments may adopt mechanistic structures, characterised by rigid hierarchies and formalised rules. In contrast, organisations in dynamic environments often prefer organic structures, which are flexible, decentralised, and adaptive.

The **technology factor** refers to the tools, processes, and systems used to produce goods or services. Different technologies require different organisational arrangements. For example, mass production may benefit from standardised procedures, while innovative technologies demand more flexible structures.

Fill in the blank: Organisations in dynamic environments often adopt _____ structures that are flexible and adaptive.

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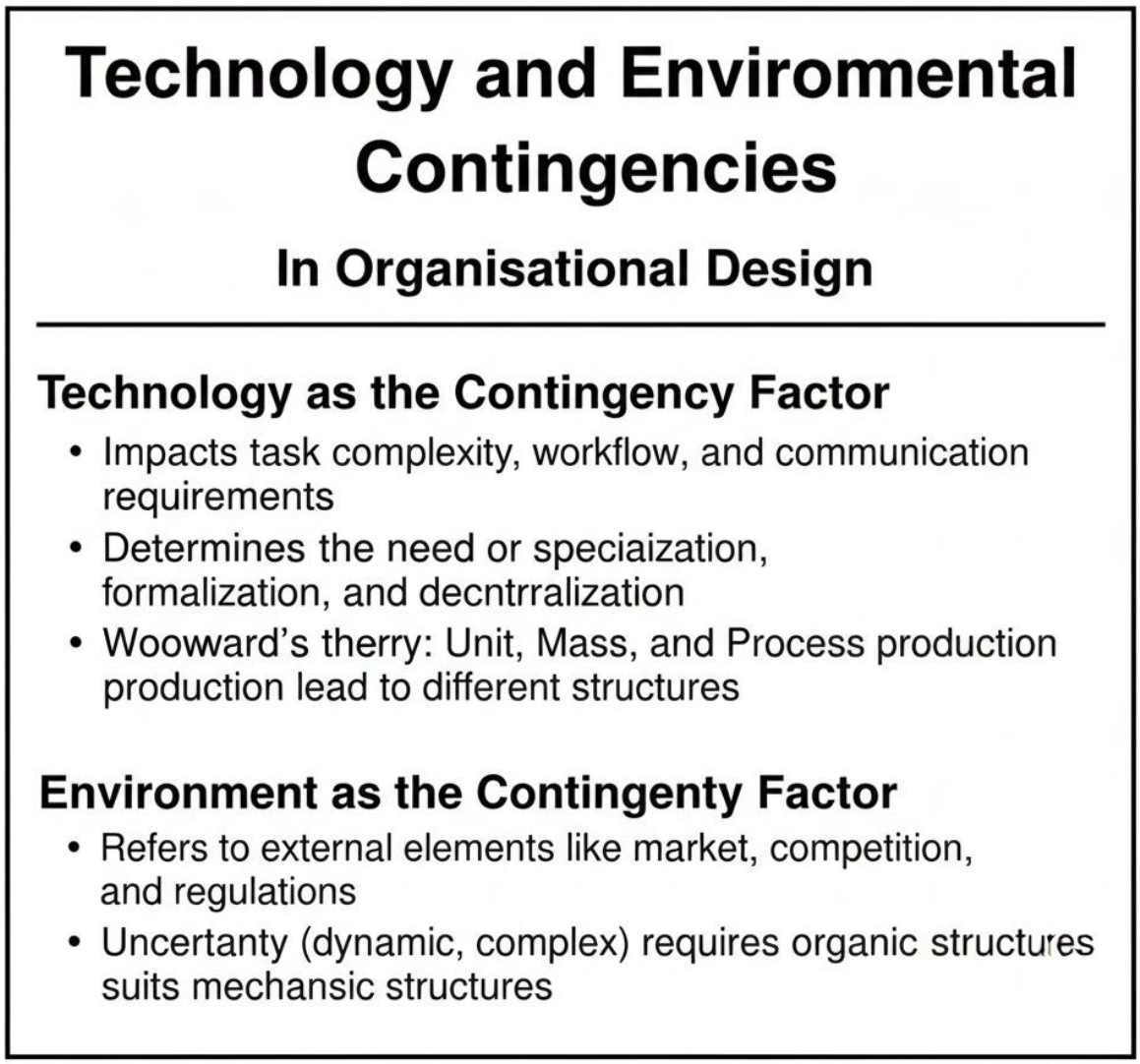

Contingtency Theory OER Summary

Caption: Box 4.2 Technology and environmental contingencies. Content:

- Stable environments: mechanistic structures
- Dynamic environments: organic structures
- Technology influences organisational design

Pilot questions 4.2

1. What did Joan Woodward's research reveal about organisational structure and technology?
2. According to Fiedler's model, when are task-oriented leaders most effective?
3. Which leadership model adapts behaviour to motivate followers?

4. What type of organisational structure is suited to dynamic environments?
5. How does technology act as a contingency factor in organisational design?

4.3 Social System Theories in Management

4.3.1 Organisations as social systems

The **social system theory** views organisations as systems made up of interdependent parts, where individuals, groups, and processes interact to achieve collective goals. A **social system** is defined as a structured network of relationships in which people cooperate to accomplish shared objectives. This perspective highlights that organisations are not merely technical or economic units, but also social entities shaped by values, norms, and interpersonal dynamics.

Fill in the blank: A social system is a structured network of _____ in which people cooperate to achieve goals.

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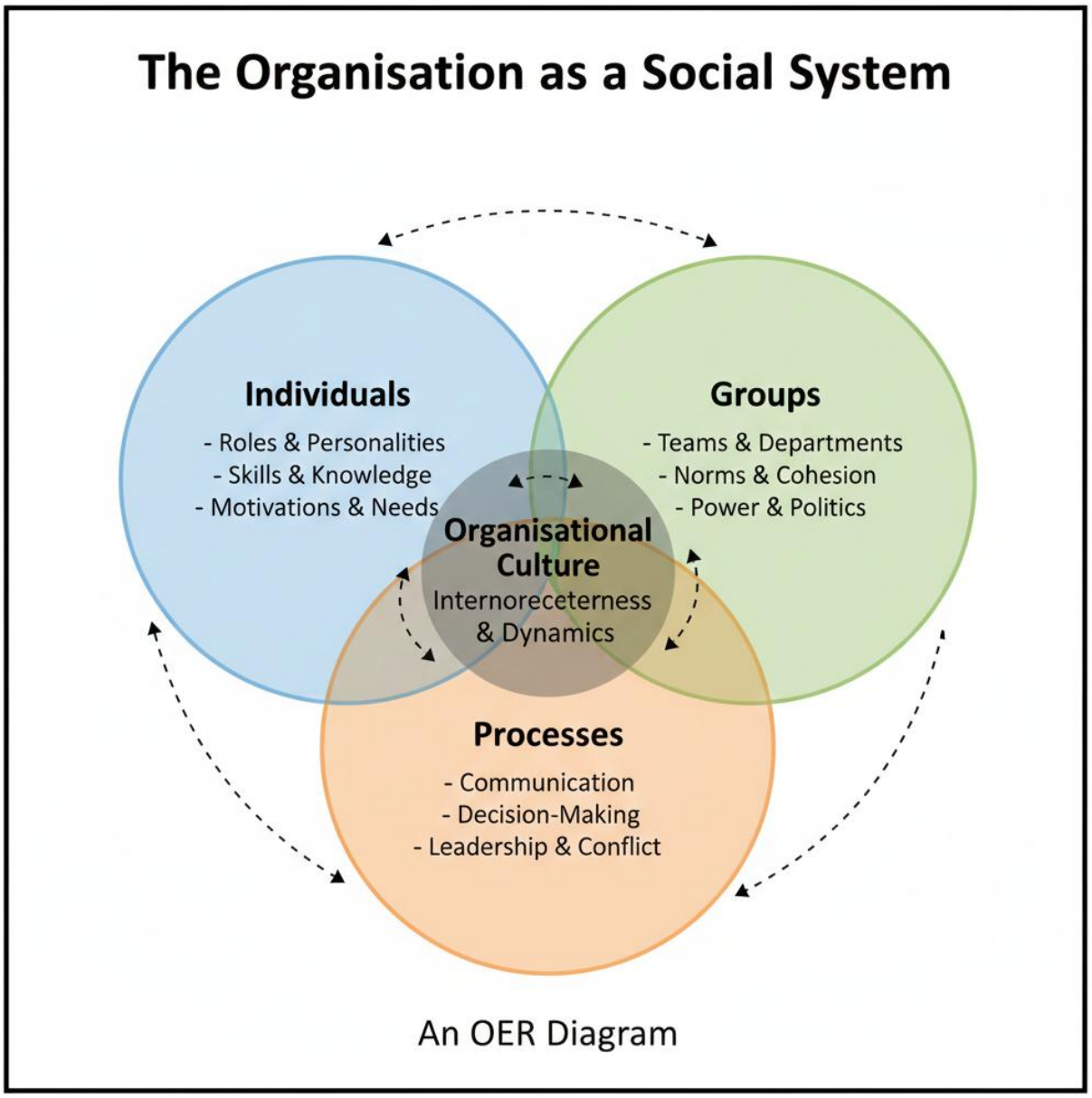


Diagram showing an organisation as a social system with interconnected individuals, groups, and processes. Caption: Figure 4.3 Organisations as social systems.

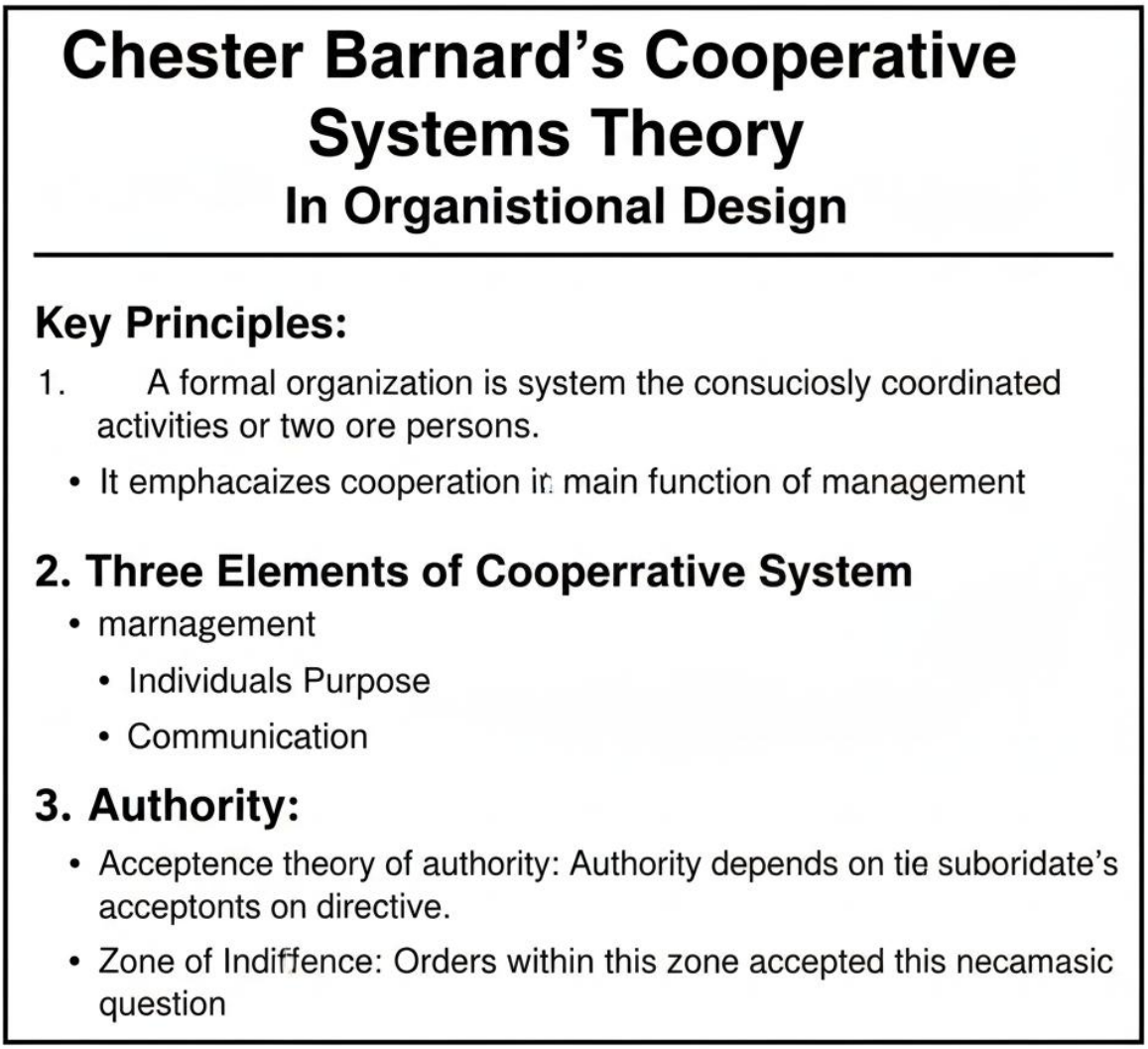
4.3.2 Chester Barnard and cooperative systems

Chester Barnard contributed significantly to social system theory by emphasising the importance of **cooperation** in organisations. He defined organisations as systems of consciously coordinated activities, where success depends on the willingness of individuals to cooperate. Barnard introduced the concept of the **zone of indifference**, which refers to the range of requests or directives that employees are willing to accept without resistance.

Barnard also stressed the role of **executives** in maintaining communication, securing essential services, and formulating organisational purpose. His cooperative systems approach highlights

that management is not only about authority, but also about fostering collaboration and commitment.

Fill in the blank: Barnard's concept of the _____ refers to the range of directives employees accept without resistance.



Chester Barnard Theory OER Summary

Caption: Box 4.3 Chester Barnard's cooperative systems. Content:

- Organisations as consciously coordinated systems
- Cooperation as the foundation of effectiveness
- Zone of indifference

- Role of executives in communication and purpose

4.3.3 Talcott Parsons and structural-functionalism

Talcott Parsons applied **structural-functionalism** to organisations, viewing them as social systems that must perform certain functions to survive. He identified four essential functions, known as the **AGIL framework**:

- **Adaptation**: securing resources and adjusting to the environment.
- **Goal attainment**: defining and achieving objectives.
- **Integration**: maintaining harmony among different parts of the system.
- **Latency (pattern maintenance)**: preserving values, culture, and motivation.

Parsons' work emphasises that organisations must balance these functions to remain effective. His theory provides a broad sociological lens for understanding management, linking organisational behaviour to wider social structures.

Fill in the blank: In Parsons' AGIL framework, the function of _____ refers to maintaining harmony among different parts of the system.

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Parsons' AGIL Framework

Organisational Examples

Functional Imperative	Organistional Example
Adaptation	• Acquiring resources • Production and distribution • Research & Development
Goal Attianment	• Defining goals • Decision-making • Strategic planning
Integration	• Norms & values • Conflict resolution • Communication systems
Latency (Pattern Maintern Maintenance)	• Culture & socizlization • HR practices • Training & development

Parsons AGIL Framework OER Table

Caption: Table 4.3 Parsons' AGIL framework.

Function	Description	Example in organisations
Adaptation	Securing resources and adjusting to environment	Adjusting production to market demand
Goal attainment	Defining and achieving objectives	Setting and meeting sales targets
Integration	Maintaining harmony among parts	Coordinating departments

Function	Description	Example in organisations
Latency	Preserving values and motivation	Promoting organisational culture

Pilot questions 4.3

1. What does the social system theory emphasise about organisations?
2. According to Chester Barnard, what is the zone of indifference?
3. What role do executives play in Barnard's cooperative systems theory?
4. List the four functions in Parsons' AGIL framework.
5. Which AGIL function focuses on preserving organisational values and motivation?

4.4 Integrating Contingency and Social System Perspectives

4.4.1 Comparative analysis of both theories

The **contingency theory** highlights that organisational effectiveness depends on adapting structures and leadership styles to specific situations, while the **social system theory** emphasises the organisation as a cooperative network of relationships shaped by values and norms. When compared, both theories share a concern for context and adaptation, but they differ in focus. Contingency theory is more situational and pragmatic, whereas social system theory is more sociological and holistic.

Fill in the blank: Contingency theory focuses on adapting organisational structures to situations, while social system theory focuses on _____.

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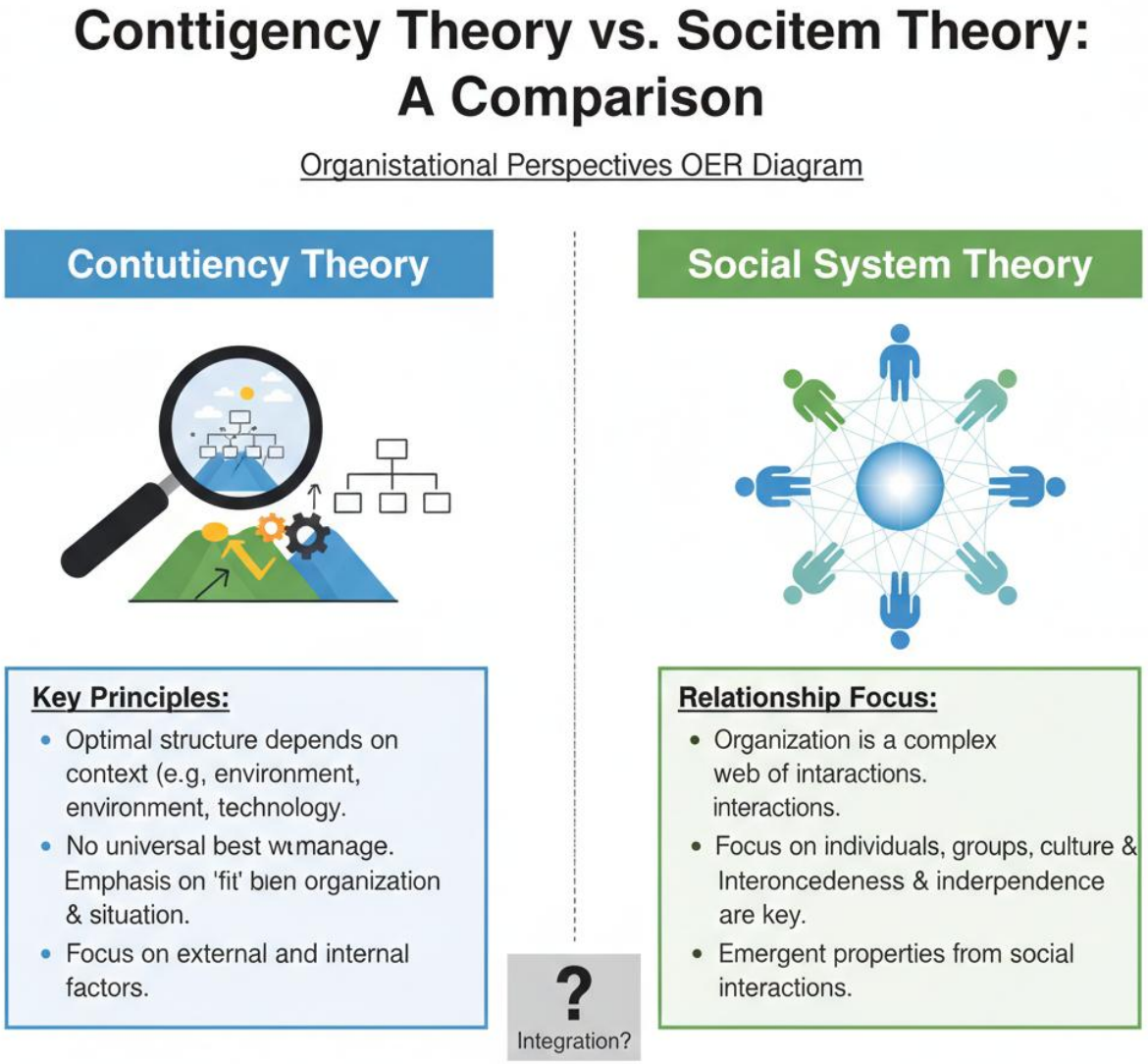

Contgigency vs. Social System Theory OER Diagram

Diagram comparing contingency theory and social system theory perspectives. Caption: Figure 4.4 Comparative analysis of contingency and social system theories.

4.4.2 Strengths and limitations

Both theories offer valuable insights but also have limitations. The strength of contingency theory lies in its flexibility, as it encourages managers to adapt strategies to fit specific contexts. However, its limitation is that it may lack universal guidelines, making it difficult to apply consistently.

Social system theory's strength is its holistic view, recognising the importance of cooperation, culture, and values in organisational success. Its limitation is that it can be abstract, sometimes offering less direct guidance for practical decision-making.

Fill in the blank: A limitation of contingency theory is that it lacks _____ guidelines for managers.

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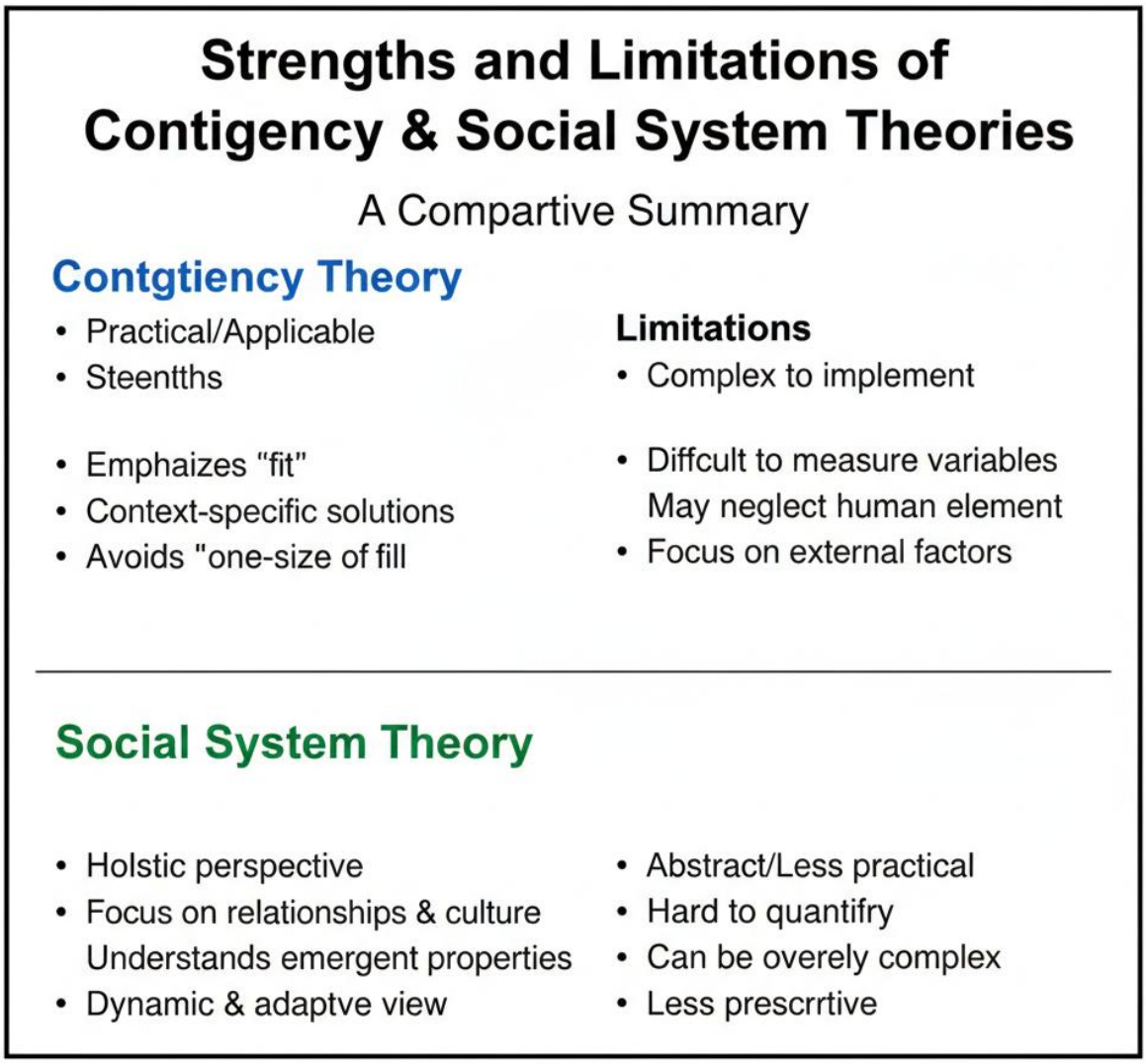


OER Diagram

Caption: Box 4.4 Strengths and limitations of contingency and social system theories. Content:

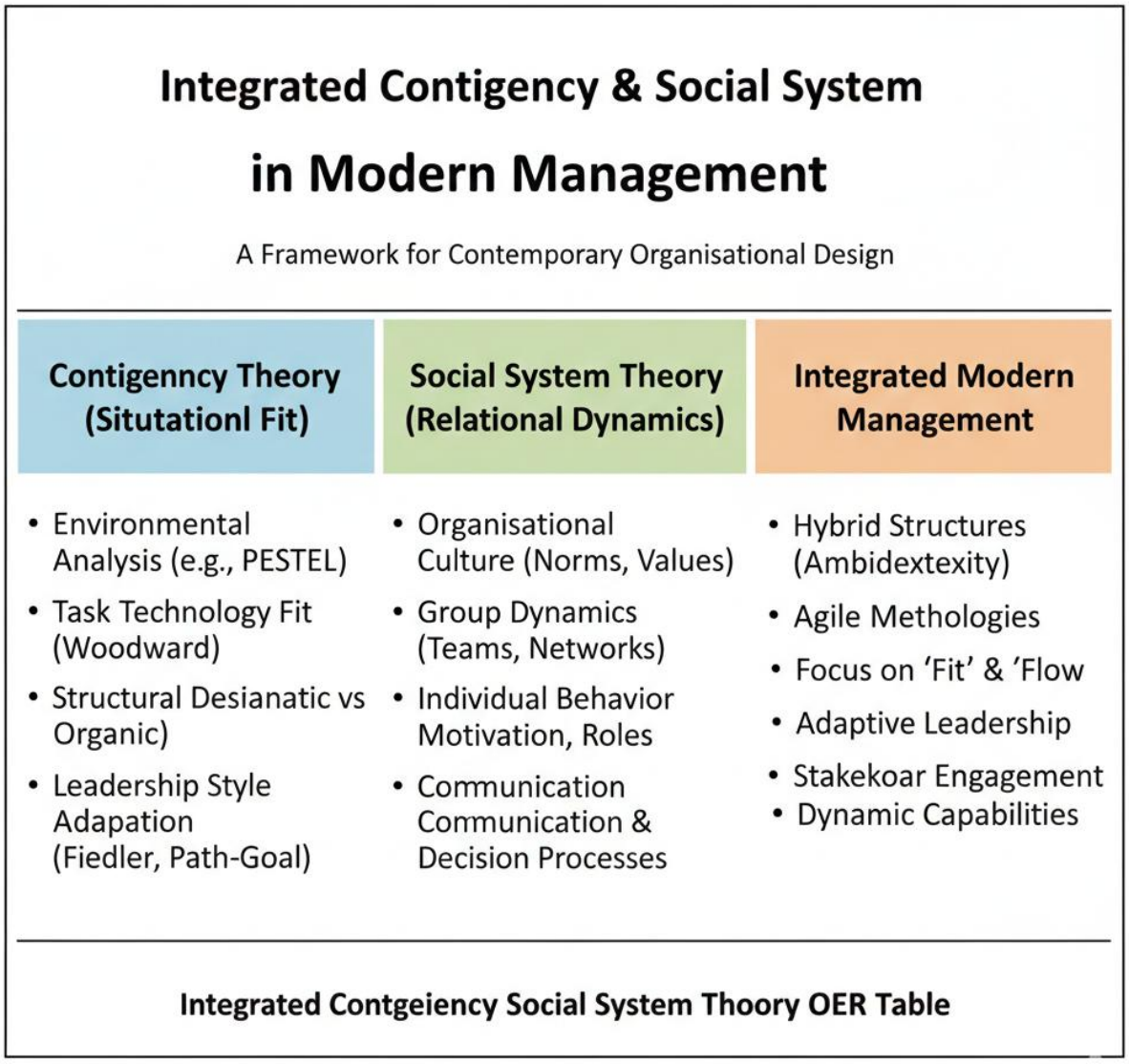
- Contingency theory: flexible, situational, but lacks universal rules
- Social system theory: holistic, cooperative, but abstract in application

4.4.3 Contemporary relevance in management practice

In today's complex organisational environments, integrating contingency and social system perspectives provides a balanced approach. Managers must adapt structures and leadership styles to specific situations, while also recognising the importance of cooperation, culture, and values. For example, multinational corporations often face diverse environments that require situational flexibility, yet they also depend on strong social systems to maintain cohesion across cultures.

This integration highlights that effective management is both context-sensitive and socially grounded. By combining the adaptability of contingency theory with the relational insights of social system theory, managers can design organisations that are resilient, cooperative, and responsive to change.

Fill in the blank: Effective management today requires both situational flexibility and strong _____ systems.



Caption: Table 4.4 Contemporary relevance of integrated perspectives.

Area	Contingency contribution	Social system contribution
Organisational design	Flexible structures	Cooperative networks
Leadership	Situational adaptability	Cultural sensitivity
Strategy	Context-based planning	Value-driven cohesion

Pilot questions 4.4

1. What is the main difference in focus between contingency theory and social system theory?
2. What is one strength of contingency theory?
3. What is one limitation of social system theory?
4. Why is integrating both perspectives important in contemporary management practice?
5. Give one example of how multinational corporations benefit from integrating contingency and social system perspectives.

Series summary

This Series has guided you through contingency and social system theories, both of which are central to understanding how organisations adapt and function within varying contexts. The purpose was to show that management is not fixed, but shaped by circumstances and social relationships, making these perspectives highly relevant to modern organisational practice.

We began with the foundations of contingency theory, examining its origins, principles, and applications. Then we explored major contingency approaches, including structural models, leadership frameworks, and environmental influences. Following that, we considered social system theories, focusing on organisations as cooperative systems and the contributions of Chester Barnard and Talcott Parsons. Finally, we integrated both perspectives, comparing their insights, assessing their strengths and limitations, and highlighting their contemporary relevance. By completing this Series, you should now be able to define the foundations of contingency theory (SLO 4.1), explain major contingency approaches (SLO 4.2), analyse social system theories (SLO 4.3), and evaluate the integration of both perspectives in management practice (SLO 4.4).

Glossary of terms

- **Adaptation**: In Parsons' AGIL framework, this refers to the ability of an organisation to secure resources and adjust to its environment.

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- **AGIL framework**: A model developed by Talcott Parsons that identifies four essential functions of social systems: Adaptation, Goal attainment, Integration, and Latency.
- **Contingency theory**: A management perspective which argues that there is no single best way to organise or lead, and that effectiveness depends on the specific situation or context.
- **Fit**: The alignment between organisational practices and the demands of the environment, considered central to contingency theory.
- **Goal attainment**: In Parsons' AGIL framework, this refers to the process of defining and achieving organisational objectives.
- **Integration**: In Parsons' AGIL framework, this refers to maintaining harmony and coordination among different parts of the organisation.
- **Latency (pattern maintenance)**: In Parsons' AGIL framework, this refers to preserving organisational values, culture, and motivation over time.
- **Leadership contingency model**: A perspective that suggests leadership effectiveness depends on both the leader's style and the situation, with Fiedler's model being a key example.
- **Mechanistic structure**: An organisational design characterised by rigid hierarchies, formal rules, and centralised decision-making, often suited to stable environments.
- **Organic structure**: An organisational design characterised by flexibility, decentralisation, and adaptability, often suited to dynamic environments.
- **Situational leadership**: A principle within contingency theory that emphasises adapting leadership style to the maturity, competence, and motivation of followers.
- **Social system**: A structured network of relationships in which individuals cooperate to achieve shared goals, forming the basis of social system theory.
- **Structural contingency approach**: A perspective that links organisational structure to factors such as size, technology, and environment, highlighting that different contexts require different structures.
- **Zone of indifference**: Chester Barnard's concept describing the range of directives employees are willing to accept without resistance.

Concept check questions 4

Objective questions

1. Who introduced the concept of the *zone of indifference*? (Linked to SLO 4.3)

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2. Which leadership model suggests that effectiveness depends on both style and situational favourableness? (Linked to SLO 4.2)
3. In Parsons' AGIL framework, which function refers to preserving organisational values and motivation? (Linked to SLO 4.3)
4. What type of organisational structure is best suited to dynamic environments? (Linked to SLO 4.2)
5. Which theorist studied the relationship between technology and organisational structure? (Linked to SLO 4.1)

Short-answer questions

6. Define the principle of *fit* in contingency theory. (Linked to SLO 4.1)
7. Explain one limitation of contingency theory. (Linked to SLO 4.4)
8. Describe the role of executives in Barnard's cooperative systems theory. (Linked to SLO 4.3)
9. Identify one strength of social system theory. (Linked to SLO 4.4)
10. State the main difference in focus between contingency theory and social system theory. (Linked to SLO 4.4)

Long-answer questions

11. Analyse the contributions of Joan Woodward, Lawrence and Lorsch, and Fiedler to contingency theory, showing how their ideas shaped organisational design and leadership. (Linked to SLO 4.1 and SLO 4.2)
12. Evaluate Parsons' AGIL framework in relation to modern organisations, highlighting its relevance and limitations. (Linked to SLO 4.3)
13. Discuss how integrating contingency and social system perspectives can enhance management practice in multinational corporations. Provide examples to support your answer. (Linked to SLO 4.4)

Answers to concept check questions 4

Objective questions

1. Chester Barnard.
2. Fiedler's contingency model.
3. Latency (pattern maintenance).
4. Organic structures.

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5. Joan Woodward.

Short-answer questions

6. Fit refers to the alignment between organisational practices and the demands of the environment.
7. A limitation of contingency theory is that it lacks universal guidelines for managers.
8. Executives maintain communication, secure essential services, and formulate organisational purpose.
9. A strength of social system theory is its holistic view of organisations as cooperative networks shaped by values and culture.
10. Contingency theory focuses on situational adaptation, while social system theory focuses on relationships and cooperation.

Long-answer questions

11. *Basic response*: Joan Woodward showed that technology influences organisational structure, Lawrence and Lorsch emphasised adaptation to environmental uncertainty, and Fiedler demonstrated that leadership effectiveness depends on situational favourableness. Together, they shaped contingency theory by highlighting the importance of context. *Value-added response*: Beyond the Series, learners may note that these contributions laid the foundation for later contingency models, such as the path-goal theory and situational leadership, which further refined the idea that organisational success depends on matching strategies to circumstances.
12. *Basic response*: Parsons' AGIL framework identifies four functions—Adaptation, Goal attainment, Integration, and Latency—that organisations must balance to survive. It remains relevant as it highlights the importance of harmony and culture. *Value-added response*: Outstanding learners may argue that while the AGIL framework is useful, it can be abstract. Modern organisations often require more specific tools, such as systems theory and network analysis, to address globalisation and technological change.
13. *Basic response*: Integrating contingency and social system perspectives allows managers to adapt structures to situations while fostering cooperation and values. This enhances effectiveness in multinational corporations. *Value-added response*: Learners may expand by noting that multinational corporations face diverse cultural and environmental contexts. Combining contingency flexibility with social system cohesion helps them manage complexity, build resilience, and maintain global competitiveness.

Answers to pilot questions 4

Answers to pilot questions 4.1

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1. Joan Woodward, Paul Lawrence, and Jay Lorsch.
2. Fit refers to the alignment between organisational practices and environmental demands.
3. Fiedler's contingency model.
4. Flexible structures are most appropriate in highly uncertain environments.
5. Contingency theory argues that there is no universal management style.

Answers to pilot questions 4.2

1. Joan Woodward's research revealed that organisational structure must align with the type of technology used.
2. Task-oriented leaders are most effective in highly favourable or highly unfavourable situations.
3. Path-goal theory.
4. Organic structures.
5. Technology influences organisational design by requiring different structures for different production methods.

Answers to pilot questions 4.3

1. Organisations are cooperative social systems shaped by values, norms, and relationships.
2. The zone of indifference is the range of directives employees accept without resistance.
3. Executives maintain communication, secure essential services, and define organisational purpose.
4. Adaptation, Goal attainment, Integration, and Latency.
5. Latency.

Answers to pilot questions 4.4

1. Contingency theory focuses on situational adaptation, while social system theory focuses on relationships and cooperation.
2. Flexibility in adapting strategies to fit specific contexts.
3. Social system theory can be abstract and less directly applicable to practical decision-making.
4. Integration ensures management is both context-sensitive and socially grounded.
5. Multinational corporations benefit by adapting structures to diverse environments while maintaining cohesion through shared values.

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Lawrence, P. R., & Lorsch, J. W. (1967). *Organisation and environment: Managing differentiation and integration*. Boston: Harvard Business School Press.

Parsons, T. (1951). *The social system*. Glencoe, IL: Free Press.

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Illustrations and OER references

- *Figure 4.1 Relationship between organisational structure and environment*: AI-generated placeholder. Prompt used: "Generate a simple diagram showing how organisational structure changes with stable vs uncertain environments." Suggested OER search string: "contingency theory organisational structure diagram OER".
- *Box 4.1 Key principles of contingency theory*: AI-generated placeholder. Prompt used: "Create a text box summarising three key principles of contingency theory." Suggested OER search string: "contingency theory principles summary OER".
- *Table 4.1 Applications of contingency theory in management*: AI-generated placeholder. Prompt used: "Generate a table showing applications of contingency theory in organisational design, leadership, and strategy." Suggested OER search string: "contingency theory applications table OER".
- *Figure 4.2 Structural contingency approaches to organisational design*: AI-generated placeholder. Prompt used: "Generate a diagram comparing organisational structures for unit, mass, and process production." Suggested OER search string: "Woodward contingency theory organisational structure diagram OER".
- *Table 4.2 Leadership contingency models*: AI-generated placeholder. Prompt used: "Generate a table summarising Fiedler's model, path-goal theory, and Hersey-Blanchard model." Suggested OER search string: "contingency leadership models table OER".
- *Box 4.2 Technology and environmental contingencies*: AI-generated placeholder. Prompt used: "Create a text box summarising technology and environmental contingencies in organisational design." Suggested OER search string: "contingency theory technology environment OER".
- *Figure 4.3 Organisations as social systems*: AI-generated placeholder. Prompt used: "Generate a diagram showing an organisation as a social system with individuals, groups, and processes interconnected." Suggested OER search string: "organisation as social system diagram OER".

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- *Box 4.3 Chester Barnard's cooperative systems*: AI-generated placeholder. Prompt used: "Create a text box summarising Chester Barnard's cooperative systems theory." Suggested OER search string: "Chester Barnard cooperative systems summary OER".
- *Table 4.3 Parsons' AGIL framework*: AI-generated placeholder. Prompt used: "Generate a table summarising Parsons' AGIL framework with organisational examples." Suggested OER search string: "Parsons AGIL framework table OER".
- *Figure 4.4 Comparative analysis of contingency and social system theories*: AI-generated placeholder. Prompt used: "Generate a diagram comparing contingency theory (situational focus) and social system theory (relationship focus)." Suggested OER search string: "contingency vs social system theory comparison diagram OER".
- *Box 4.4 Strengths and limitations of contingency and social system theories*: AI-generated placeholder. Prompt used: "Create a text box summarising strengths and limitations of contingency and social system theories." Suggested OER search string: "strengths and limitations contingency social system theory OER".
- *Table 4.4 Contemporary relevance of integrated perspectives*: AI-generated placeholder. Prompt used: "Generate a table showing how contingency and social system theories integrate in modern management practice." Suggested OER search string: "integrated contingency social system theory management OER".

Outline of Parts and Sub-Parts

5.1 Early Pioneers of Management Thought

- **5.1.1 Frederick Winslow Taylor and Scientific Management**
- **5.1.2 Henri Fayol and Administrative Principles**
- **5.1.3 Max Weber and Bureaucratic Theory**

5.2 Human Relations and Behavioural Theorists

- **5.2.1 Elton Mayo and the Hawthorne Studies**
- **5.2.2 Mary Parker Follett and Participatory Management**
- **5.2.3 Chester Barnard and Executive Functions**

5.3 Motivation and Neo-Behavioural Theorists

- **5.3.1 Abraham Maslow and the Hierarchy of Needs**

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- **5.3.2 Douglas McGregor and Theory X and Theory Y**
- **5.3.3 Frederick Herzberg and the Two-Factor Theory**

5.4 Contemporary and Integrative Thinkers

- **5.4.1 Peter Drucker and Modern Management Practices**
- **5.4.2 Herbert Simon and Decision-Making Theory**
- **5.4.3 Contributions of Contemporary African and Global Scholars**

Introduction

Throughout the history of management and administration, certain individuals have stood out for their groundbreaking ideas and practical contributions. Their theories not only shaped the way organisations were structured and managed in the past, but they continue to influence modern practices today. By studying these key thinkers, you will gain insight into the foundations of management thought and appreciate how their legacies remain relevant in contemporary organisational contexts.

The aim of this Series is to examine the contributions of major management and administrative theorists, highlighting their distinctive ideas and evaluating their impact on the evolution of management practices. This will equip you with the ability to critically analyse their theories and apply them to real-world organisational situations.

We shall commence this Series by exploring the early pioneers of management thought, focusing on Frederick Winslow Taylor, Henri Fayol, and Max Weber. Next, we will move on to the human relations and behavioural theorists, including Elton Mayo, Mary Parker Follett, and Chester Barnard. Following that, we will examine motivation and neo-behavioural theorists such as Abraham Maslow, Douglas McGregor, and Frederick Herzberg. Finally, we will conclude with contemporary and integrative thinkers, including Peter Drucker, Herbert Simon, and selected African and global scholars whose contributions continue to enrich management and administrative theory today.

Series Learning Outcomes

Upon completing this Series, you should be able to:

- **SLO 5.1** define the major contributions of Frederick Winslow Taylor, Henri Fayol, and Max Weber to early management thought,
- **SLO 5.2** explain the significance of Elton Mayo, Mary Parker Follett, and Chester Barnard in shaping human relations and behavioural approaches,
- **SLO 5.3** analyse the motivational theories of Abraham Maslow, Douglas McGregor, and Frederick Herzberg in relation to organisational behaviour, and

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- **SLO 5.4** evaluate the contemporary contributions of Peter Drucker, Herbert Simon, and selected African and global scholars to modern management and administrative practices.

5.1 Early Pioneers of Management Thought

5.1.1 Frederick Winslow Taylor and Scientific Management

Frederick Winslow Taylor is widely recognised as the father of **scientific management**, which refers to the systematic study of work processes with the aim of improving efficiency and productivity. He believed that work could be analysed scientifically to determine the most efficient way of performing tasks. His approach emphasised time studies, standardisation of tools, and clear division of labour between managers and workers.

core principles of scientific management Taylor's principles included:

- Developing a science for each element of work, rather than relying on traditional methods.
- Scientifically selecting and training workers.
- Ensuring cooperation between managers and workers.
- Dividing work and responsibility between management and labour.

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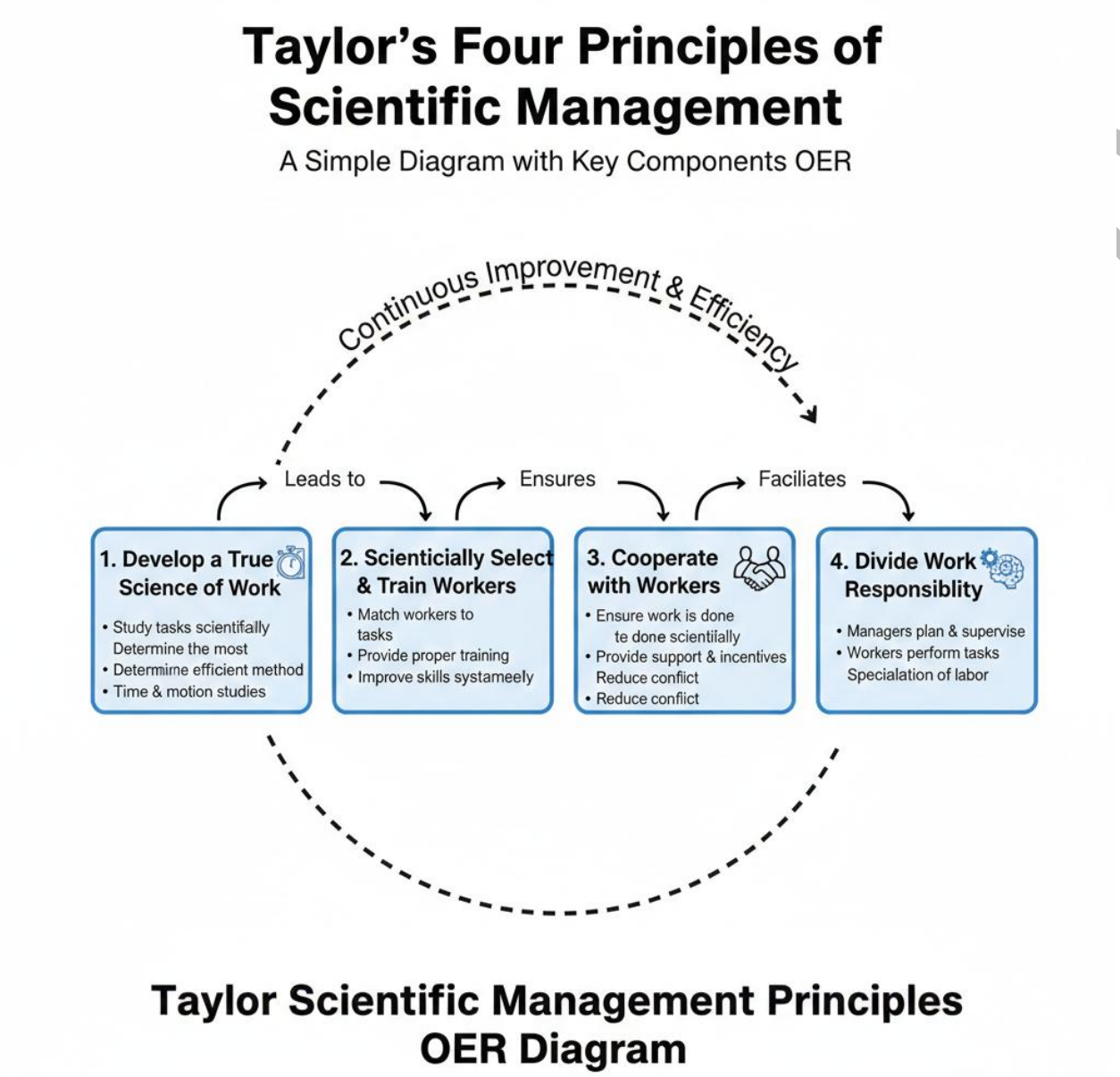


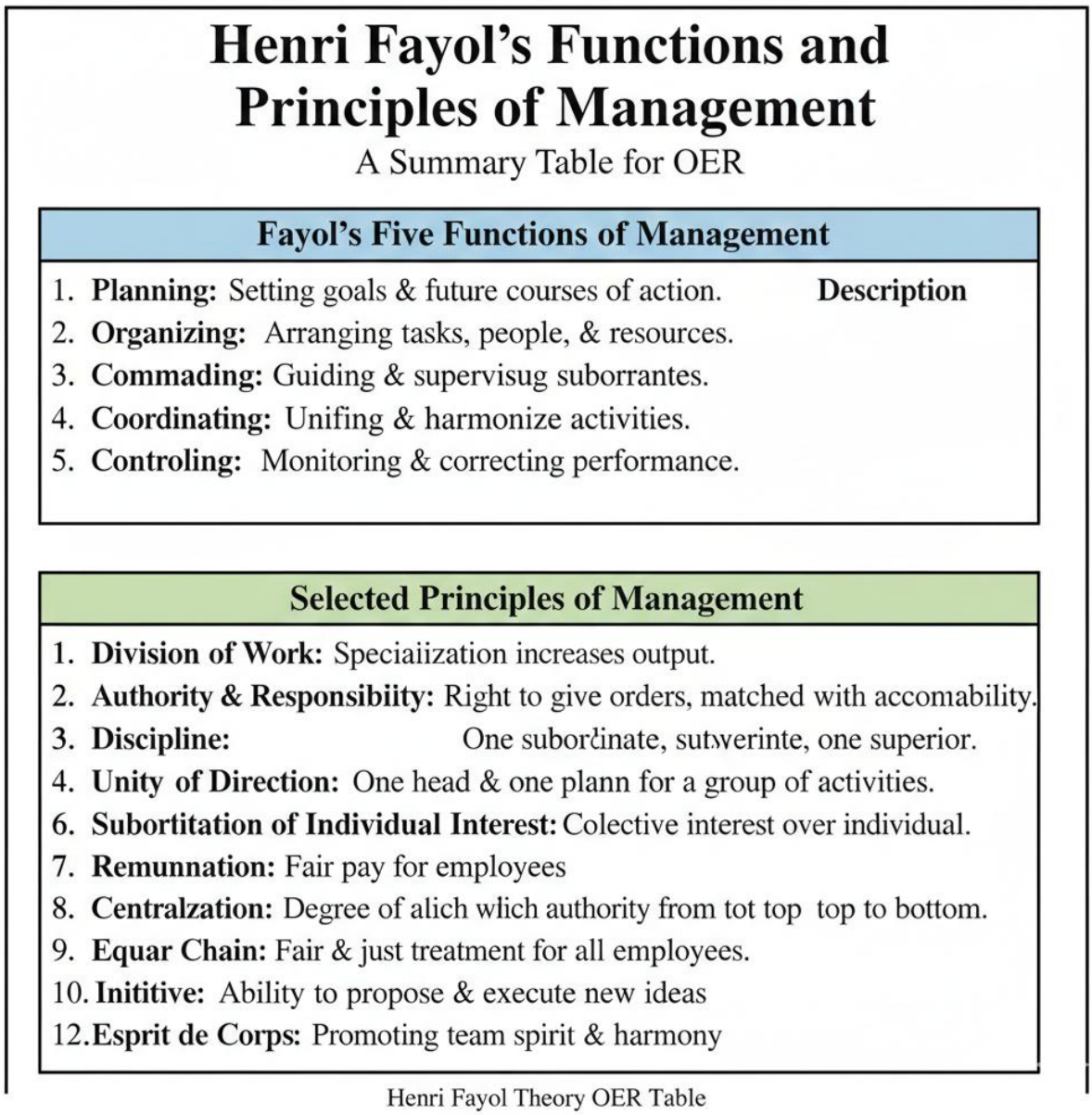
Diagram showing Taylor's four principles of scientific management *Figure 5.1: Principles of scientific management*

Fill in the blank: Taylor emphasised that managers should develop a _____ for each element of work rather than relying on traditional methods.

5.1.2 Henri Fayol and Administrative Principles

Henri Fayol contributed significantly to the development of **administrative theory**, which focuses on the functions of management and the principles that guide organisational administration. Fayol identified five key functions of management: planning, organising, commanding, coordinating, and controlling. He also proposed fourteen principles of management, such as unity of command, division of work, and equity.

functions of management Fayol's functions provide a framework for managers to structure their activities and responsibilities. His principles remain relevant today, forming the basis of modern management practices.



Henri Fayol's Functions and Principles of Management

A Summary Table for OER

Fayol's Five Functions of Management	
1. **Planning:** Setting goals & future courses of action.	**Description**
2. **Organizing:** Arranging tasks, people, & resources.	
3. **Commading:** Guiding & supervisug suborrantes.	
4. **Coordinating:** Unifing & harmonize activities.	
5. **Controling:** Monitoring & correcting performance.	

Selected Principles of Management
1. **Division of Work:** Speciaiization increases output.
2. **Authority & Responsibiity:** Right to give orders, matched with accomability.
3. **Discipline:** One subordinate, sutverinte, one superior.
4. **Unity of Direction:** One head & one plann for a group of activities.
6. **Subortitation of Individual Interest:** Colective interest over individual.
7. **Remunnation:** Fair pay for employees
8. **Centralzation:** Degree of alich which authority from tot top top to bottom.
9. **Equar Chain:** Fair & just treatment for all employees.
10. **Inititive:** Ability to propose & execute new ideas
12. **Esprit de Corps:** Promoting team spirit & harmony

Henri Fayol Theory OER Table

Table summarising Fayol's five functions of management and selected principles *Table 5.1: Fayol's functions and principles of management*

Fill in the blank: Fayol identified five functions of management, including planning, organising, commanding, coordinating, and _____.

5.1.3 Max Weber and Bureaucratic Theory

Max Weber introduced the concept of **bureaucracy**, defined as a structured and rule-based system of administration designed to ensure efficiency, predictability, and fairness. He

emphasised hierarchy, formal rules, and impersonal relationships within organisations. Weber argued that bureaucracy was the most rational form of organisation, particularly for large institutions.

characteristics of bureaucracy Weber's model included features such as:

- A clear hierarchy of authority.
- Formal rules and regulations.
- Impersonality in decision-making.
- Employment based on technical qualifications.

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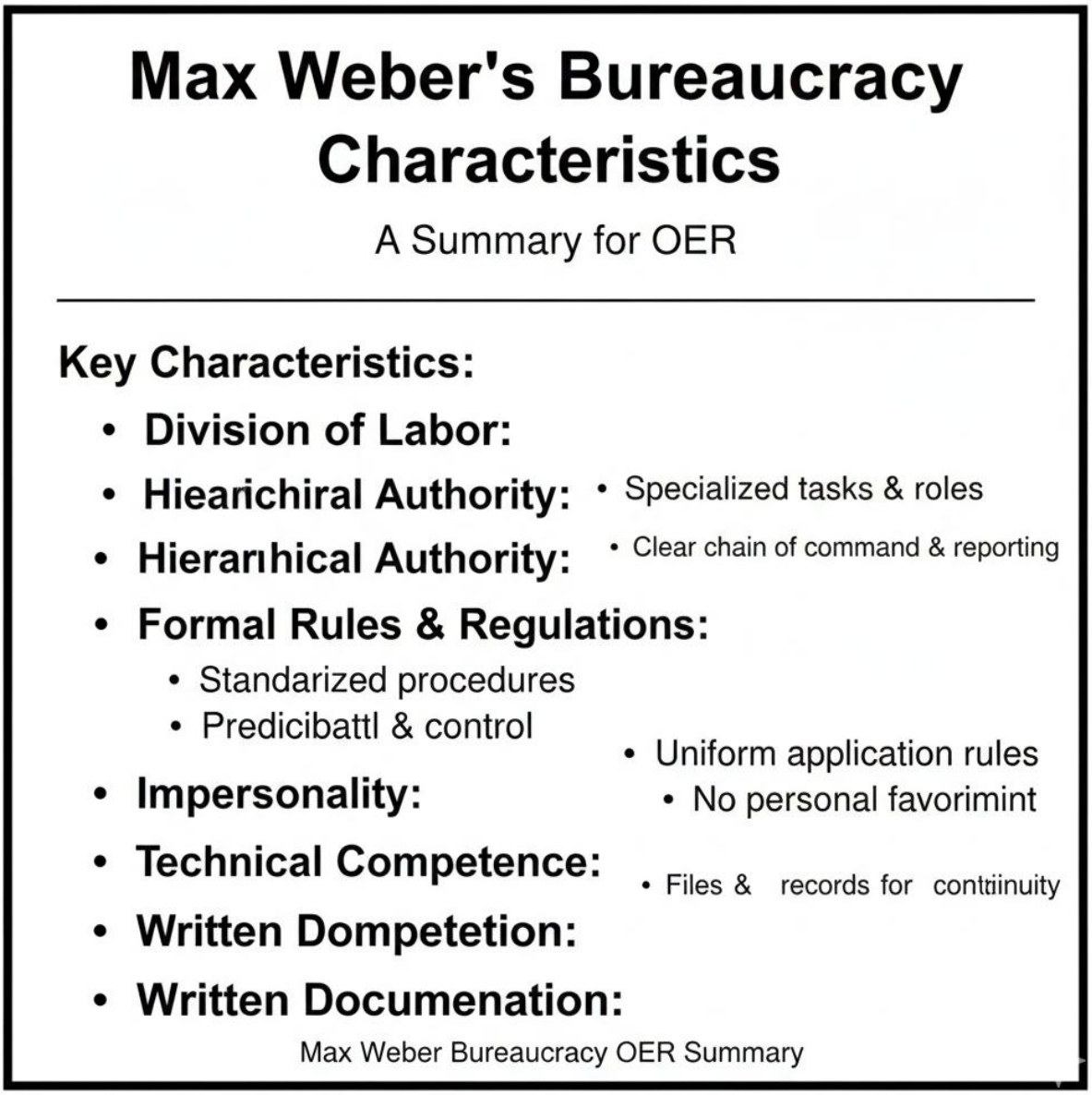

Box highlighting Weber's key characteristics of bureaucracy *Box 5.1: Key features of Weber's bureaucratic model*

Fill in the blank: Weber argued that bureaucracy was the most _____ form of organisation, particularly for large institutions.

Pilot questions 5.1

1. Who is recognised as the father of scientific management?
2. State one of Taylor's four principles of scientific management.
3. List two of Fayol's five functions of management.

4. What is the main focus of Weber's bureaucratic theory?
5. Identify one characteristic of bureaucracy as described by Weber.

5.2 Human Relations and Behavioural Theorists

5.2.1 Elton Mayo and the Hawthorne Studies

Elton Mayo is best known for his role in the **Hawthorne studies**, which were a series of experiments conducted at the Western Electric Company in Chicago during the 1920s and 1930s. These studies revealed that social and psychological factors, such as attention from supervisors and group dynamics, had a greater impact on worker productivity than physical conditions alone. Mayo's work highlighted the importance of human relations in the workplace, shifting focus from purely mechanical efficiency to employee morale and motivation.

key findings of the Hawthorne studies The studies demonstrated that workers' performance improved when they felt valued and observed, a phenomenon later termed the "Hawthorne effect". This underscored the role of communication, teamwork, and supportive supervision in organisational success.

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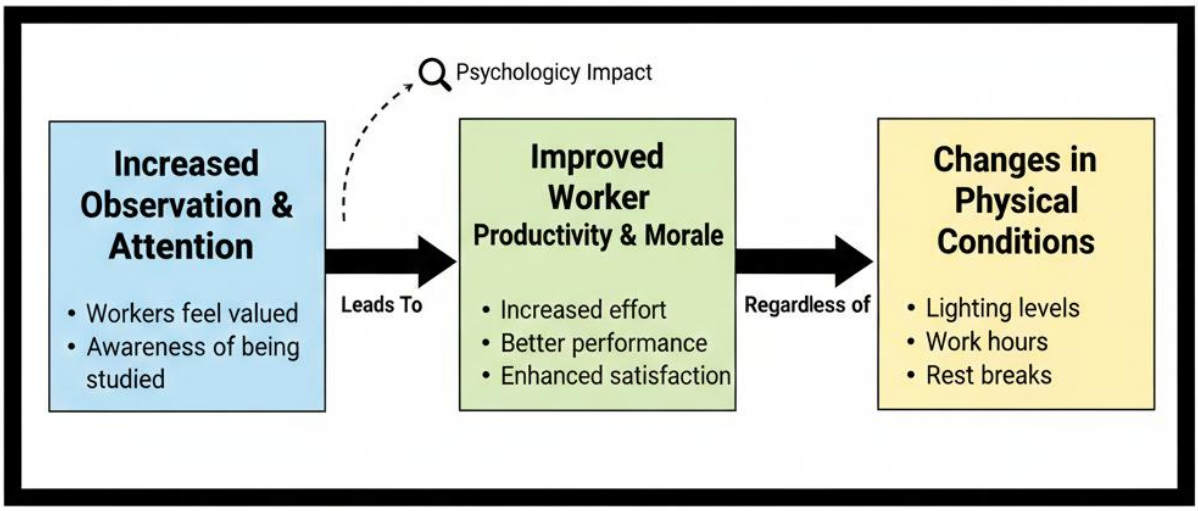


Hawthorne Effect OER Diagram

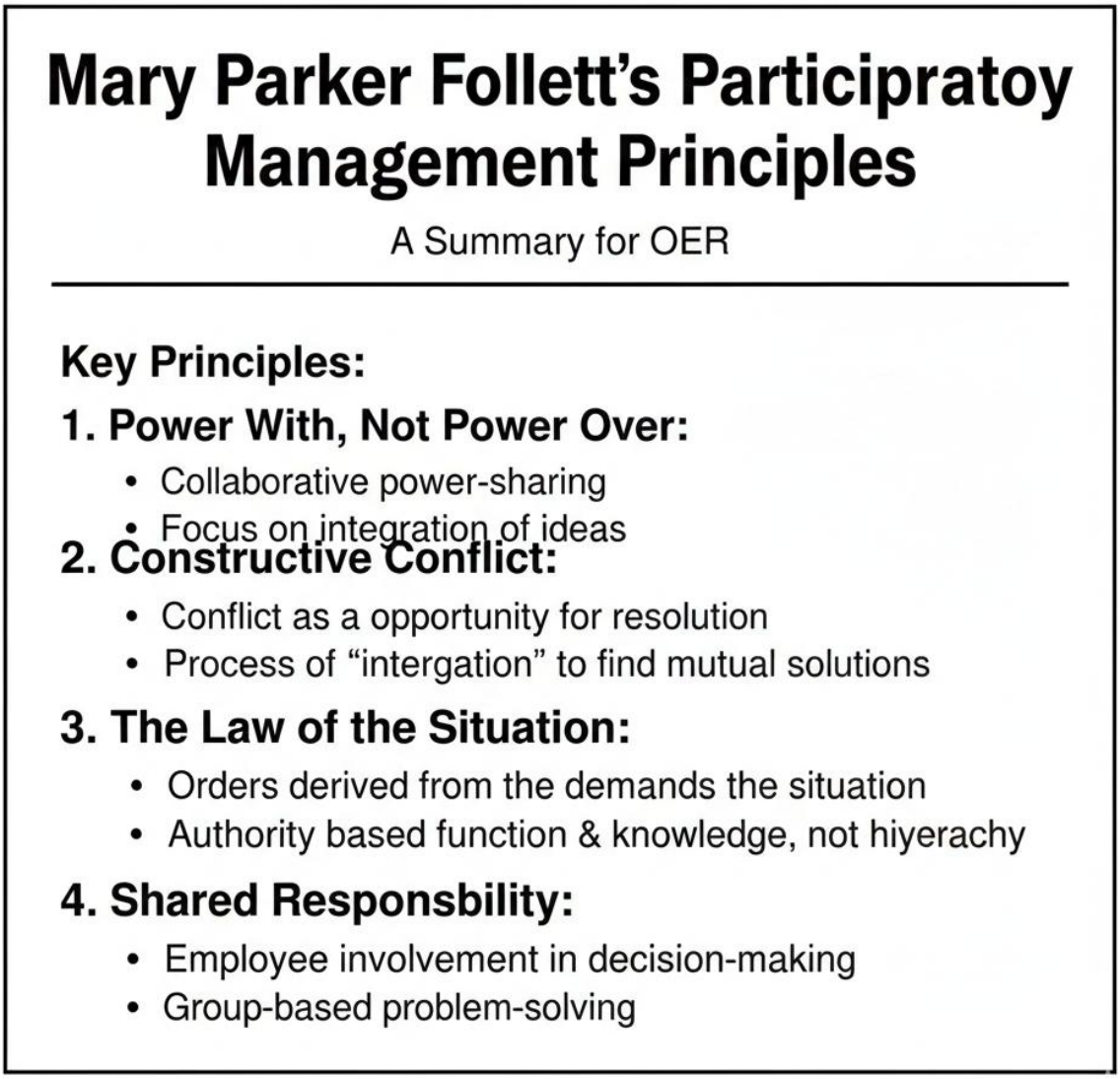
Diagram illustrating the Hawthorne effect and its impact on productivity *Figure 5.2: The Hawthorne effect in workplace productivity*

Fill in the blank: The Hawthorne studies revealed that _____ factors had a greater impact on productivity than physical conditions alone.

5.2.2 Mary Parker Follett and Participatory Management

Mary Parker Follett was a pioneering thinker who emphasised the importance of **participatory management**, which involves engaging employees in decision-making processes. She believed that organisations should function as communities where individuals collaborate to achieve common goals. Follett introduced concepts such as “power with” rather than “power over”, highlighting the value of cooperation and integration.

principles of participatory management Her ideas stressed conflict resolution through integration, the importance of group dynamics, and the role of leadership in fostering collaboration. Follett's contributions laid the foundation for modern practices such as teamwork, empowerment, and democratic leadership.



Mary Parker Follett Theory OER Summary

Box summarising Follett's principles of participatory management *Box 5.2: Follett's participatory management principles*

Fill in the blank: Follett emphasised "power with" rather than _____, highlighting the value of cooperation and integration.

5.2.3 Chester Barnard and Executive Functions

Chester Barnard contributed to management thought through his book *The Functions of the Executive*, where he outlined the role of executives in maintaining organisational systems. He defined organisations as cooperative systems and stressed the importance of **executive functions**, which include establishing communication, securing essential services, and formulating organisational purpose.

executive functions in organisations Barnard argued that effective leadership depends on the ability to maintain a balance between organisational needs and individual contributions. He also introduced the concept of the "zone of indifference", where employees accept authority as long as directives are reasonable and consistent with their values.

Chester Barnard's Three Executive Functions

A Summary for OER

Executive Function	Brief Explanation
1. Providing a System of Communication	Establishing and maintaning communication channels throughou the organization.
2. Securing Essential Services from Individuals	Motivating employees, ensuring their efforts, and recruting you talented individuals.
3. Formulating Purposes & Objectives	Definin the organization's mission, goals, and ensuring they are undrstoed and accepted.

Chester Barnard Executive Functions OER Table

Table summarising Barnard's three main executive functions *Table 5.2: Barnard's executive functions*

Fill in the blank: Barnard introduced the concept of the "zone of _____", where employees accept authority if directives are reasonable.

Pilot questions 5.2

1. What was the main finding of Elton Mayo's Hawthorne studies?
2. State one principle of Mary Parker Follett's participatory management.
3. What does the term "Hawthorne effect" refer to?
4. Identify one of Chester Barnard's executive functions.
5. What is meant by Barnard's "zone of indifference"?

5.3 Motivation and Neo-Behavioural Theorists

5.3.1 Abraham Maslow and the Hierarchy of Needs

Abraham Maslow introduced the **hierarchy of needs**, a motivational theory that explains human behaviour in terms of a progression of needs. He proposed that individuals are motivated to fulfil basic physiological needs first, before moving on to higher-level psychological and self-fulfilment needs. The hierarchy is often represented as a pyramid, with physiological needs at the base and self-actualisation at the top.

levels of the hierarchy of needs The five levels include physiological needs, safety needs, love and belonging, esteem, and self-actualisation. Maslow argued that unmet lower-level needs could hinder progress to higher levels.

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Diagram of Maslow's hierarchy of needs pyramid *Figure 5.3: Maslow's hierarchy of needs*

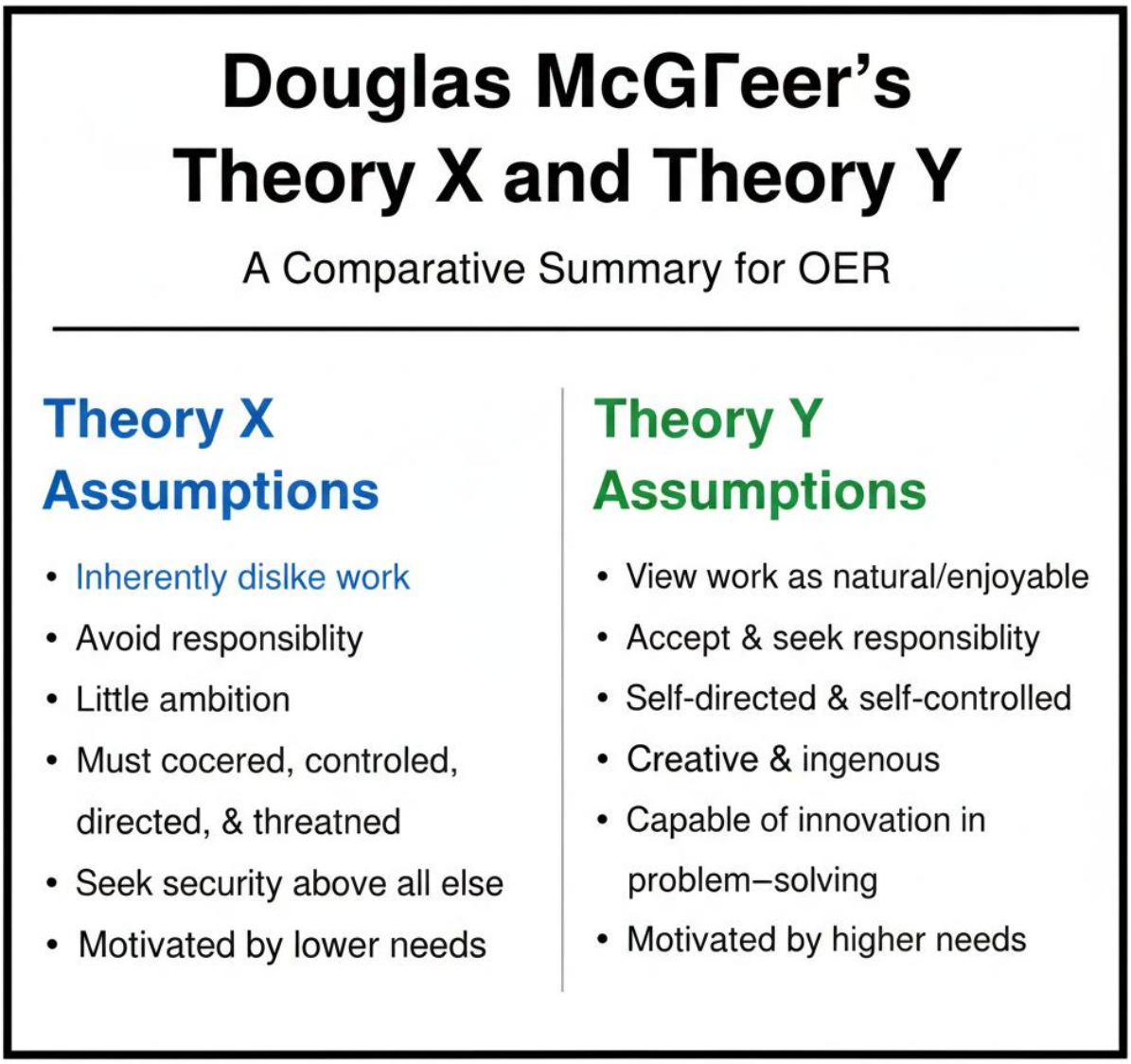
Fill in the blank: Maslow's hierarchy of needs places _____ at the top of the pyramid.

5.3.2 Douglas McGregor and Theory X and Theory Y

Douglas McGregor developed **Theory X and Theory Y**, which describe two contrasting views of human motivation and management. Theory X assumes that workers are inherently lazy, dislike responsibility, and require strict supervision. In contrast, Theory Y assumes that workers are self-motivated, enjoy responsibility, and can be creative if given the right conditions.

implications of Theory X and Theory Y McGregor suggested that managers who adopt Theory Y are more likely to foster innovation and commitment, while those who rely on Theory X may create

rigid and demotivating environments. His work encouraged managers to reflect on their assumptions about employees and adjust their leadership style accordingly.



Douglas McGΓeeer Theory OER Summary

Box comparing Theory X and Theory Y assumptions *Box 5.3: Comparison of Theory X and Theory Y*

Fill in the blank: Theory X assumes that workers are inherently _____, while Theory Y assumes they are self-motivated.

5.3.3 Frederick Herzberg and the Two-Factor Theory

Frederick Herzberg proposed the **two-factor theory**, also known as the motivation-hygiene theory. He distinguished between **motivators**, which lead to job satisfaction, and **hygiene factors**, which prevent dissatisfaction but do not necessarily motivate. Motivators include achievement,

recognition, and responsibility, while hygiene factors include salary, company policies, and working conditions.

application of the two-factor theory Herzberg's theory suggests that managers should focus on enhancing motivators to improve job satisfaction, while ensuring hygiene factors are adequately addressed to avoid dissatisfaction. This dual approach remains influential in modern human resource management.

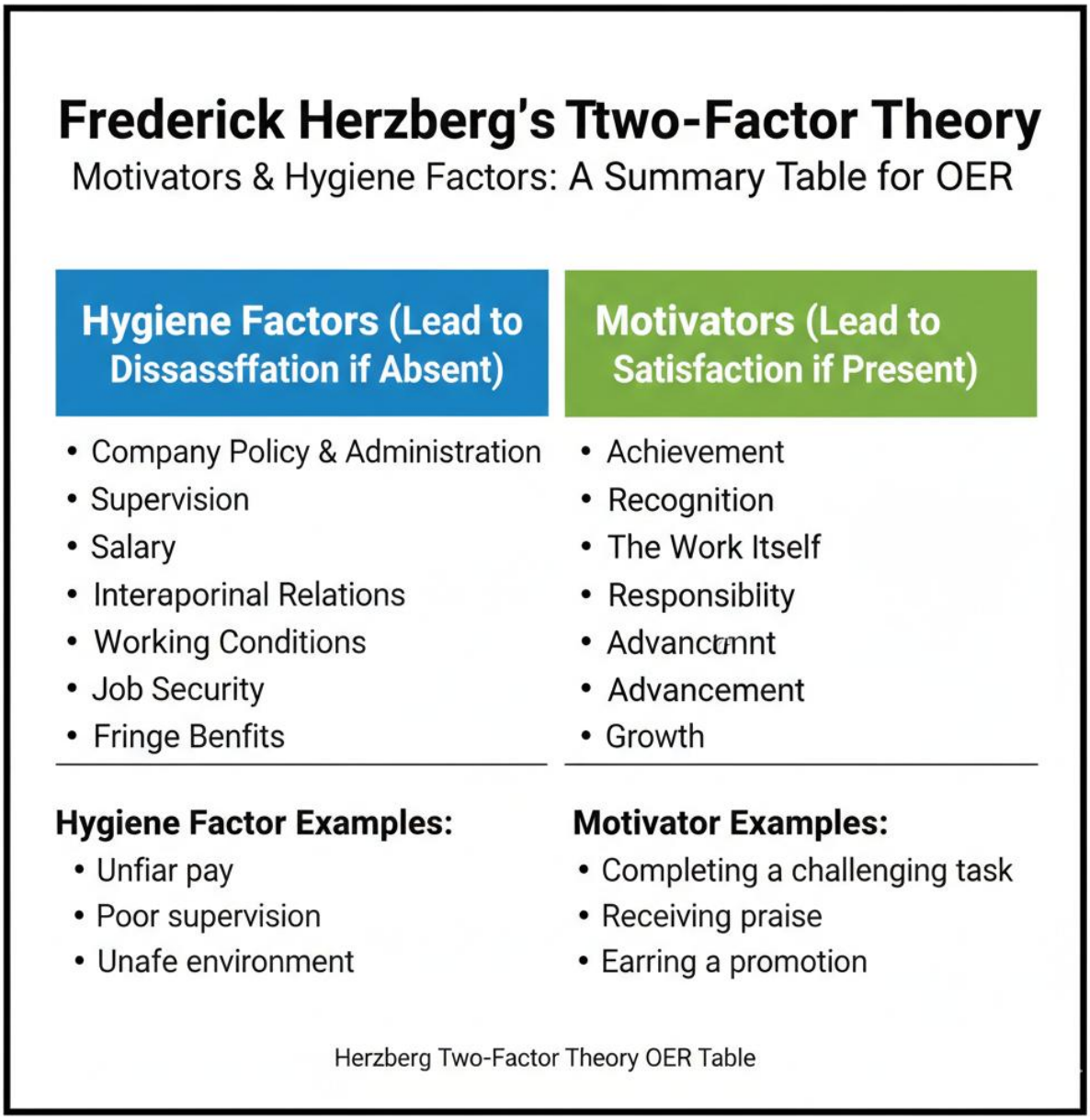


Table listing Herzberg's motivators and hygiene factors *Table 5.3: Herzberg's motivators and hygiene factors*

Fill in the blank: Herzberg's theory distinguishes between motivators, which lead to satisfaction, and _____ factors, which prevent dissatisfaction.

Pilot questions 5.3

1. What are the five levels in Maslow's hierarchy of needs?
2. State one assumption of Theory X according to McGregor.
3. State one assumption of Theory Y according to McGregor.
4. Identify one motivator in Herzberg's two-factor theory.
5. Identify one hygiene factor in Herzberg's two-factor theory.

5.4 Contemporary and Integrative Thinkers

5.4.1 Peter Drucker and Modern Management Practices

Peter Drucker is often referred to as the father of **modern management**, a term that describes the integration of classical principles with contemporary organisational needs. Drucker emphasised the importance of decentralisation, innovation, and the role of managers in setting objectives and measuring performance. He introduced the concept of **management by objectives (MBO)**, which involves aligning individual goals with organisational objectives to ensure efficiency and accountability.

key contributions of Drucker Drucker highlighted the need for managers to focus on results rather than processes, to empower employees, and to adapt to changing environments. His ideas remain central to strategic management and organisational leadership today.

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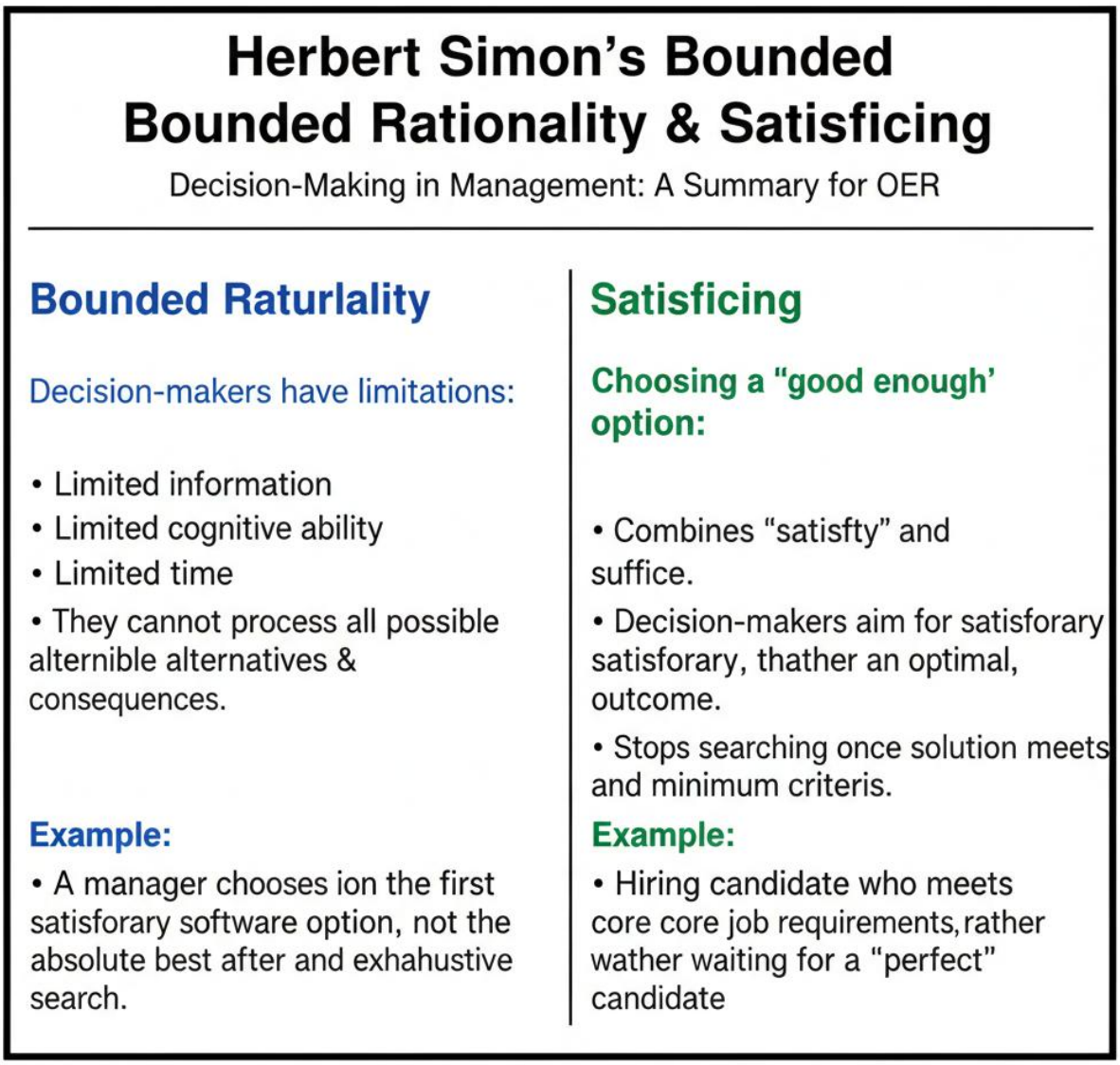
Diagram showing the process of management by objectives (MBO) *Figure 5.4: Drucker's management by objectives process*

Fill in the blank: Drucker's concept of _____ involves aligning individual goals with organisational objectives.

5.4.2 Herbert Simon and Decision-Making Theory

Herbert Simon contributed to management thought through his work on **decision-making theory**, which emphasises the role of rationality and bounded rationality in organisational choices. He argued that managers cannot always make perfectly rational decisions due to limited information, time, and cognitive capacity. Instead, they rely on satisficing, which means choosing an option that is good enough rather than optimal.

bounded rationality in decision-making Simon's theory shifted focus from idealised rational models to realistic approaches that consider human limitations. His contributions laid the foundation for behavioural economics and modern decision sciences.



Herbert Simon Decision Making Theory OER Summary

Box summarising Simon's concept of bounded rationality and satisficing *Box 5.4: Simon's bounded rationality in decision-making*

Fill in the blank: Simon argued that managers often rely on _____, choosing options that are good enough rather than optimal.

5.4.3 Contributions of Contemporary African and Global Scholars

In addition to Western theorists, contemporary **African and global scholars** have enriched management and administrative thought by integrating cultural, social, and contextual

perspectives. African scholars emphasise communal values, participatory leadership, and the importance of cultural identity in organisational management. Globally, scholars have advanced theories on sustainability, diversity, and digital transformation, reflecting the evolving challenges of modern organisations.

emerging themes in contemporary management These contributions highlight the need for inclusive and adaptive management practices that respond to globalisation, technological change, and social responsibility. They encourage managers to balance efficiency with ethics, and innovation with sustainability.

Pioneering Voices in Management Thought

African & Global Scholars: Selected Contributions to Management Theory

African Scholars	Origin	Key Contributions to Management Thought
Calestous Juma	Kenya	Innovation, science & technology policy, sustainıable development, capacity building.
Florence Obi	Nigeria	
Mamphela Ramphele		
Black Conscicuness, community development, post-apartid leadership	Leadership, behavior in Africa	Information systems, behavior, gender gender & management
Kwame Nkrrum	**Tawfik Jelassi**	innovation of management
Kwame Nkrurma	**Global Scholars**	
Frederick W. Taylor	USA	Five Functions authority, efficiency, 14 Principles of Management
France	France	
Max Weber	Burocaapy	Participation Management, 'power with, 'pontfit", conflict resolution
Pan-Africanism, sell-reliance, state-led	Germany	
Peter Drucker	Management by Objesi/MBO), modern management guru	

African & Global Management Scholars OER Table

Table listing selected contributions of African and global scholars to management thought *Table 5.4: Contemporary African and global contributions to management theory*

Fill in the blank: Contemporary African scholars emphasise _____ values and participatory leadership in organisational management.

Pilot questions 5.4

1. What is Peter Drucker best known for in modern management?
2. Define management by objectives (MBO).
3. What does Herbert Simon mean by bounded rationality?
4. Explain the concept of satisficing in decision-making.
5. Identify one contribution of contemporary African or global scholars to management thought.

Series summary

This Series has focused on the contributions of key management and administrative theorists, highlighting their relevance to the evolution of organisational practices. By examining their ideas, you have been introduced to the foundations of management thought and encouraged to reflect on how these theories continue to shape modern approaches to leadership, motivation, and decision-making.

We began with the early pioneers, including Taylor, Fayol, and Weber, whose principles established the groundwork for efficiency, administration, and bureaucracy. We then moved on to human relations and behavioural theorists such as Mayo, Follett, and Barnard, who emphasised the importance of social factors, participation, and executive functions. Following that, we explored motivational and neo-behavioural theorists, including Maslow, McGregor, and Herzberg, who provided insights into human needs, managerial assumptions, and job satisfaction. Finally, we considered contemporary and integrative thinkers such as Drucker, Simon, and selected African and global scholars, whose contributions continue to enrich management practices in today's dynamic environment. In line with the Series Learning Outcomes, you should now be able to define the contributions of classical pioneers, explain the significance of behavioural theorists, analyse motivational theories, and evaluate contemporary perspectives in management and administration.

Glossary of terms

- **Administrative theory**: A management approach developed by Henri Fayol that focuses on the functions and principles guiding organisational administration, such as planning, organising, and controlling.
- **Bureaucracy**: A structured and rule-based system of administration introduced by Max Weber, designed to ensure efficiency, predictability, and fairness through hierarchy, formal rules, and impersonal relationships.

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- **Bounded rationality**: A concept introduced by Herbert Simon, which explains that managers cannot always make perfectly rational decisions due to limited information, time, and cognitive capacity.
- **Executive functions**: Chester Barnard's description of the core responsibilities of executives, including establishing communication, securing essential services, and defining organisational purpose.
- **Hawthorne effect**: A phenomenon identified in Elton Mayo's Hawthorne studies, where workers' performance improves when they feel observed and valued.
- **Hierarchy of needs**: Abraham Maslow's motivational theory that explains human behaviour as a progression through five levels of needs, from physiological to self-actualisation.
- **Management by objectives (MBO)**: A concept introduced by Peter Drucker, which involves aligning individual goals with organisational objectives to improve efficiency and accountability.
- **Motivation-hygiene theory (two-factor theory)**: Frederick Herzberg's theory distinguishing between motivators, which lead to job satisfaction, and hygiene factors, which prevent dissatisfaction but do not necessarily motivate.
- **Participatory management**: Mary Parker Follett's idea that employees should be actively involved in decision-making, emphasising cooperation and "power with" rather than "power over".
- **Scientific management**: Frederick Winslow Taylor's approach to improving efficiency by scientifically analysing work processes, standardising tools, and dividing responsibilities between managers and workers.
- **Satisficing**: A decision-making concept introduced by Herbert Simon, meaning choosing an option that is good enough rather than the optimal one, due to practical limitations.
- **Zone of indifference**: Chester Barnard's concept describing the range of directives employees are willing to accept without resistance, provided they are reasonable and consistent with their values.

Concept check questions 5

Objective questions

1. Who is recognised as the father of scientific management? (Linked to SLO 5.1)
2. Which theorist introduced the concept of bureaucracy as a rational form of organisation? (Linked to SLO 5.1)

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3. What phenomenon was identified in Elton Mayo's Hawthorne studies? (Linked to SLO 5.2)
4. Which motivational theory distinguishes between motivators and hygiene factors? (Linked to SLO 5.3)
5. Who introduced the concept of management by objectives (MBO)? (Linked to SLO 5.4)

Short-answer questions

6. Define Fayol's administrative theory and state one of his five functions of management. (Linked to SLO 5.1)
7. Explain Mary Parker Follett's idea of "power with" in participatory management. (Linked to SLO 5.2)
8. State one assumption of Theory X and one assumption of Theory Y according to Douglas McGregor. (Linked to SLO 5.3)
9. What does Herbert Simon mean by bounded rationality in decision-making? (Linked to SLO 5.4)

Long-answer questions

10. Analyse the contributions of Taylor, Fayol, and Weber to early management thought, highlighting their similarities and differences. (Linked to SLO 5.1)
11. Evaluate the impact of Mayo, Follett, and Barnard on the development of human relations and behavioural approaches in management. (Linked to SLO 5.2)
12. Discuss the relevance of Maslow's hierarchy of needs, McGregor's Theory X and Theory Y, and Herzberg's two-factor theory to modern organisational behaviour. (Linked to SLO 5.3)
13. Assess the contributions of Drucker, Simon, and contemporary African and global scholars to modern management practices, with examples of their continuing influence. (Linked to SLO 5.4)

Answers to concept check questions 5

Objective questions

1. Frederick Winslow Taylor.
2. Max Weber.
3. The Hawthorne effect.
4. Herzberg's two-factor theory.
5. Peter Drucker.

Short-answer questions

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6. Fayol's administrative theory focuses on the functions and principles guiding organisational administration. One of his five functions is planning.
7. Follett's idea of "power with" emphasises cooperation and integration, rather than domination, in participatory management.
8. Theory X assumes workers are lazy and avoid responsibility, while Theory Y assumes workers are self-motivated and enjoy responsibility.
9. Bounded rationality means managers make decisions within the limits of available information, time, and cognitive capacity, often choosing satisfactory rather than optimal solutions.

Long-answer questions

10. **Basic response:** Taylor contributed scientific management, Fayol developed administrative principles, and Weber introduced bureaucracy. They all sought efficiency and structure in organisations. **Value-added response:** While Taylor focused on task efficiency, Fayol emphasised managerial functions, and Weber highlighted organisational structure. Together, they provided complementary perspectives that shaped classical management theory.
11. **Basic response:** Mayo highlighted social factors through the Hawthorne studies, Follett promoted participatory management, and Barnard defined executive functions. **Value-added response:** Their combined contributions shifted management focus from mechanical efficiency to human relations, laying the foundation for modern practices such as teamwork, empowerment, and leadership development.
12. **Basic response:** Maslow explained motivation through a hierarchy of needs, McGregor contrasted managerial assumptions in Theory X and Theory Y, and Herzberg distinguished motivators from hygiene factors. **Value-added response:** These theories remain relevant in employee engagement, leadership styles, and job design. For example, Maslow's hierarchy informs wellness programmes, McGregor's Theory Y supports participative leadership, and Herzberg's model guides HR policies.
13. **Basic response:** Drucker introduced management by objectives, Simon developed decision-making theory, and African and global scholars contributed perspectives on culture, sustainability, and inclusivity. **Value-added response:** Their influence is evident in strategic planning, behavioural economics, and modern organisational practices that integrate ethics, diversity, and digital transformation. For instance, Drucker's MBO is widely used in performance management systems, while Simon's bounded rationality informs decision-making models in economics and policy.

Answers to pilot questions 5

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Part 5.1 Early Pioneers of Management Thought

1. Frederick Winslow Taylor.
2. Developing a science for each element of work.
3. Planning and organising.
4. Bureaucratic organisation.
5. Clear hierarchy of authority.

Part 5.2 Human Relations and Behavioural Theorists

1. Social and psychological factors influence productivity more than physical conditions.
2. Cooperation and integration in decision-making.
3. Workers' performance improves when they feel observed and valued.
4. Establishing communication.
5. The range of directives employees accept without resistance.

Part 5.3 Motivation and Neo-Behavioural Theorists

1. Physiological needs, safety needs, love and belonging, esteem, and self-actualisation.
2. Workers are lazy and avoid responsibility.
3. Workers are self-motivated and enjoy responsibility.
4. Achievement.
5. Salary.

Part 5.4 Contemporary and Integrative Thinkers

1. Modern management practices.
2. Aligning individual goals with organisational objectives.
3. Managers cannot always make perfectly rational decisions due to limitations.
4. Choosing an option that is good enough rather than optimal.
5. Emphasis on communal values and participatory leadership.

References and Attributions 5

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The following references and attributions support the instructional content, illustrations, and suggested resources used in Series 5: Contributions of Key Management and Administrative Theorists. All entries are presented in APA style for clarity and consistency.

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Illustration attributions

- *Figure 5.1: Principles of scientific management* – AI-generated placeholder. Prompt: "Generate a simple diagram illustrating Taylor's four principles of scientific management with labelled arrows." Suggested OER search string: "Taylor scientific management principles diagram OER."
- *Table 5.1: Fayol's functions and principles of management* – AI-generated placeholder. Prompt: "Create a table summarising Fayol's five functions of management and selected principles with brief descriptions." Suggested OER search string: "Henri Fayol functions and principles table OER."
- *Box 5.1: Key features of Weber's bureaucratic model* – AI-generated placeholder. Prompt: "Generate a text box summarising Weber's bureaucratic characteristics with bullet points." Suggested OER search string: "Max Weber bureaucracy characteristics summary OER."
- *Figure 5.2: The Hawthorne effect in workplace productivity* – AI-generated placeholder. Prompt: "Generate a diagram showing how observation and attention influence worker

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productivity, labelled as the Hawthorne effect." Suggested OER search string: "Hawthorne effect diagram OER."

- *Box 5.2: Follett's participatory management principles* – AI-generated placeholder. Prompt: "Generate a text box summarising Mary Parker Follett's participatory management principles with bullet points." Suggested OER search string: "Mary Parker Follett participatory management principles OER."
- *Table 5.2: Barnard's executive functions* – AI-generated placeholder. Prompt: "Create a table summarising Chester Barnard's three executive functions with brief explanations." Suggested OER search string: "Chester Barnard executive functions table OER."
- *Figure 5.3: Maslow's hierarchy of needs* – AI-generated placeholder. Prompt: "Generate a pyramid diagram showing Maslow's five levels of needs with labels." Suggested OER search string: "Maslow hierarchy of needs pyramid diagram OER."
- *Box 5.3: Comparison of Theory X and Theory Y* – AI-generated placeholder. Prompt: "Generate a text box comparing the assumptions of Theory X and Theory Y in bullet points." Suggested OER search string: "Douglas McGregor Theory X and Theory Y comparison OER."
- *Table 5.3: Herzberg's motivators and hygiene factors* – AI-generated placeholder. Prompt: "Create a table listing Herzberg's motivators and hygiene factors with examples." Suggested OER search string: "Herzberg two-factor theory motivators hygiene factors table OER."
- *Figure 5.4: Drucker's management by objectives process* – AI-generated placeholder. Prompt: "Generate a diagram illustrating the steps of management by objectives, from goal setting to evaluation." Suggested OER search string: "Peter Drucker management by objectives diagram OER."
- *Box 5.4: Simon's bounded rationality in decision-making* – AI-generated placeholder. Prompt: "Generate a text box summarising Herbert Simon's bounded rationality and satisficing concepts with examples." Suggested OER search string: "Herbert Simon bounded rationality satisficing summary OER."
- *Table 5.4: Contemporary African and global contributions to management theory* – AI-generated placeholder. Prompt: "Create a table listing selected African and global scholars with their contributions to management thought." Suggested OER search string: "African scholars contributions to management theory OER."

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