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Behavioral approach to management pdf

The Behavioral approach to management evolved mainly because the practicing managers discovered that adopting the ideas of the classical approach failed to achieve total efficiency and workplace harmony. The behavioral approach to management highlighted what the classical advocates overlooked – the human aspect. The classical theorists looked at the organization from a production perspective, the behavioral advocates viewed it from the individual’s viewpoint. The behavioral approach to management highlighted individual behavior & group processes, and acknowledged the importance of behavioral processes at work. The Hawthorne studies in the late 1920 and early 1930 helped to lend credence to the behavioral approach. Some of the main behavioral researchers who made considerable contributions to the progression of the behavioral approach to management are: Mary Parker Follett, Douglas McGregor, Kurt Lewin, Chester Barnard, Abraham Maslow, George Romans, etc. Branches of Behavioral Approach to Management

The behavioral approach has been divided into two branches: the Human relations approach and the behavioral science approach. In the human relations approach managers should know why their subordinates behave as they do and what psychological and social factors have an impact on them. Supporters of this approach make an effort to show how the process and functions of management are influenced by differences in individual behavior and the influence of groups in the office. Human Relations Approach

The term human relations means the way in which managers connect to subordinates. Managers face many difficulties because staff members usually do not stick to predetermined and balanced patterns of behavior. Supporters of Human relations approach feel that management should recognize employees need for recognition and social acceptance. Management should look upon the work group as a positive force which can be used productively. Thus, managers must be competent in human relations skills along with technical skills. The initial encouragement for the movement came from the Hawthorne experiments:

1. Illumination experiments
2. Relay assembly test room
3. Interviewing programme
4. Bank wiring test room

Behavioral Science Approach

The Behavioral Science Approach is actually an extension of the Human Relations Approach. It gave value to attitudes, behavior and performance of people and groups within the organisations. The advocates of the behavioral science approach consider that humans are much more complex than the economic man description of the classical approach and the social man description of the human relations approach. This approach focuses on the nature of work, and the degree to which it will satisfy the human need to show skills and expertise. To get better employee performance, communication, motivation, participative management, leadership and group dynamics are integrated in this approach. The behavioral approach acknowledges the quality of leadership as a major element in management success. It concentrates on group relationship and recognizes the part of individual mindset and group behavior in organisational effectiveness. Abraham Maslow, Fredrick Herzberg, Douglas McGregor, Victor Vroom, James March, Herbert Simon, Chester Barnard, etc., made significant contributions towards the behavioural science approach.

Contributions of the Behavioral Approach

Improved usage of teams to achieve organizational goals. Emphasis on training and development of staff. Use of innovative reward and incentive techniques. Furthermore the main focus on modern management theory led to empowering employees via shared information. Limitations of the Behavioral Approach to Management

Challenges for managers in difficult situations and the reality that human behavior is complex. This complicated the problem for managers attempting to use insights from the behavioral sciences that regularly changed when different behavioral scientists offered distinct alternatives. Behavioral management theories show the human relations aspect of management and how productivity depends on workforce motivation levels. Criticism of scientific management by Taylor and administrative management promoted by Fayol gave birth to the behavioral management theories. These theories were criticized by several behavioral scientists for their indifference and insensitiveness to the human side of managerial dealings. Instead of taking a machine-like view of workers as individuals with only economic needs; behavioral scientists came to consider them as people with social and psychological needs too. Recognition, respect, social contact, freedom, and achievement, is also necessary. To them, a business organization is a psycho-social system with a prime focus on the human factor. A good number of sociologists and psychologists like Abraham Maslow, Hugo Munsterberg, Rensis Likert, Douglas McGregor, Frederick Herzberg, Mary Parker Follet, and Chester Barnard are the major contributors to this school of thought; which is further subdivided by some writers into the Human Relations approach and the Human Behavioral approach, the latter being considered as a modified version of the former thoughts. A most important contribution to the human relations school of thought was made by Elton Mayo and his colleagues through their famous Hawthorne study. According to them, employees do not only have economic needs but also social and psychological needs, which are to be fulfilled for motivating them. McGregor, Likert, Chester Barnard, Kurt Lewin, and others, classified as exponents of the Human Behavioral School, modified the classical Human Behavior approach of Mayo. They considered the human side of the enterprise as an interactive subsystem of the total organizational system. As distinguished from the classical human relations theory, the Human Behavioral School is devoid of the emotional content and emphasizes the synchronization of group goals within the broader framework of management. It does not consider the goals of the different groups of employees and managers as conflicting with each other but rather co-operative. The Human Relations theory of management arose out of a reaction against the Scientific Management theory and Universal Management Process theory of Taylor and Fayol respectively. Main criticisms leveled against them are their indifference to and neglect of the human side of the enterprise. Employees, according to their critics, were viewed as mere parts to be fused in the job structure disregarding their human needs and aspirations. While Taylor and Fayol view people at work merely as economic beings, the Human Relations theorists emphasize the need for viewing them as social beings with social and psychological needs such as recognition, respect, achievement and social contact. According to the Behavioral Management Theories; a business organization as a psycho-social system with much emphasis on the human side. Human relations experts believe that management should recognize the need for employees for recognition and social acceptance. Therefore managers need not have only technical skills but also human relations skills to interact with their subordinates as human beings. According to this school; managers must know why their subordinates behave as they do and what psychological and social factors influence them. According to these theorists, since groups provide members with feelings of acceptance and dignity, management can look upon the workgroup as a potentially productive force. Now the Behavioral and Human Relations Approach is followed in most organizations around the world. Managers are now more likely to recognize the behavioral aspect of employees and give importance to it. In recent years human problems and concerns have taken precedence over other societal pressures. For many years technology had dominated. Now it is generally acknowledged that the pendulum of technology has swung too far out of balance with more basic human concerns. In the so-called future-shock type of environment that exists today, society is no longer asking what technology can do but instead what it should be allowed to do. The new societal mood is translated into a reordering of priorities. Generally recognized goals today include improving the quality of life; providing equal opportunities regardless of color or sex; and eliminating wars, accidents, disease, and poverty. On the other hand, landing a person on Mars, building supersonic transports, and making more effective nuclear weapons are of secondary importance to most people. The new preoccupation with human concerns in society has filtered down into the organization as well. Social issues such as environmental protection, equal rights, and consumerism are of vital concern for all of today organizations. However, besides the social responsibilities, there is a realization on the part of most modern managers of the importance of what Douglas McGregor labeled the human, as opposed to the technical, side of enterprise. Much publicity has recently been given to blue-collar blues and white-collar woes. Newspaper stories with headlines such as the following are becoming increasingly common. The behavioral approach to management is usually viewed as beginning with the Hawthorne studies in the late 1920 and early 1930. These historically significant studies marked the first time that human behavior in organizations was systematically analyzed. The scientific management movement recognized the human element of business. Scientific managers did not give as much attention to the systematic analysis of the human element as they did to the physical mechanical aspects of work. Departure from simplistic human relations assumptions are the process theories of work motivation. For example, the equity and expectancy theories of motivation are concerned with the multiplicable, dynamic relationships among the inputs and outputs of motivated behavior. Process theories also recognize the complex nature of motivation and can lead to improved understanding of organizational behavior.

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