Name: _____   Date: _____

Management Approaches – Chapter 2 In-class Assignment
Learning Goal: FM   /34 marks

Read each of the following questions and provide an answer that clearly and concisely satisfies the question being asked.

1. Explain how contingency thinking is in conflict with Weber's bureaucratic approach to management. (3 marks)

Contingency theory focus' largely on individual methods of solving issues and treating individuals, recognizing the no two situations or individuals are exactly the same. Weber's mentality followed that there is to be impersonality among workers and everyone was to follow the same set of rules, procedures and expectations, being treated equally and the same. The need for flexibility was recognized with the emergence of contingency thinking, where as it was not even considered with a bureaucratic approach to management.

2. Differentiate between Theory X and Theory Y managers. Identify 2 reasons why managers should strive to be Theory Y mangers. (4 marks)

Theory X managers typically view workers as lazy, incompetent and unwilling to learn, where as theory Y managers view workers as motivated, skilled and experienced.

Managers should strive to be theory Y managers, in order to maintain a positive moral among employees, increase productivity in the workplace and create an environment conducive to learning, openness and creativity.

•   **You may have provided other reasons that are also acceptable. Individual answers will vary.**

3. Explain how a school could be a learning organization by providing 3 methods/areas of continuous improvement. (3 marks)

Individual answers varied, however; your answer had to represent the school or some division within the school and clearly explain how it proved the continuous learning model. Some examples are as follows:

•   **Teachers attending professional development seminars to advance their learning in order to provide better education to students.**
•   **The implementation of technology in the classroom to keep up with changing times and skills that are needed in the workplace today.**
•   **Movement away from paper attendance to electronic attendance.**
•   **Students provided their input for school improvement, involvement of individuals other than administration.**

4. Identify why motion studies are useful in business today and explain how a motion study could be applied to a department store. (5 marks)

Motion studies are useful in businesses today because they provide a detailed look at the necessary movements and tasks required to complete a job in order to make it more efficient. There is a large focus on reducing redundancy and wasted time.

As applied to a department store one example may be the process of stocking new items.
- **Scan all items into the system.**
- **Place all items on a cart together and bring them to the location where they will be displayed.**
- **Set up display with items.**
- **Place one large price sign as part of display rather than multiple.**

- **You could have provided a different example.**

5. Define the following terms and provide a brief explanation of how they relate to management and leadership: (2 marks each, 10 marks)
   a. *Progression principle*

A higher level need cannot be fulfilled until the lower level need is satisfied.

   b. *Self-fulfilling prophecy*

The tendency of an individual to act in a manner that is expected.

   c. *Subsystem*

A smaller component of a larger system.

   d. *Systems thinking*

The method of ensuring that everyone is working towards the same goal, ensuring that all subcomponents of a system are working together.

   e. *Argyris`s theory*

The belief the organizations need to keep up with the mature adult personality, providing variation in tasks and increase in responsibility.

- **The first mark was given for the appropriate definition and the second mark was given for providing a short explanation as to how that term related to management. Individual answers varied for the second mark.**

6. Explain the purpose of Maslow's hierarchy of needs and provide two reasons why it is a relevant to look at from the perspective of a business manager. (3 marks)

The purpose of Maslow's hierarchy is to allow individuals to progress their needs in a logical manner, ensuring that the most vital needs are fulfilled at the beginning. This is relevant to look at as a business manager, because success in business is dependent on the work of your employees and if your employees have not satisfied essential needs as stated by Maslow, then the quality of their work may diminish. Creating an environment that is welcoming, open to creativity and opinion, safe and enjoyable assist individual to satisfy some of their needs, which will help create a positive work environment and essentially a higher rate of success for the company.

7. Distinguish between classical management, behavioural management and modern management. (6 marks)

Classical management theories, as stated by Taylor, Fayol and Weber, focus on skills, abilities and procedures within management, where as behavioural models focus on human aspects of work, satisfying needs and working with others to achieve common goals. Modern management theories focus largely on the quantitative aspect of the work place and how situations can vary, requiring differences in approached to solving issues, such as using the contingency thinking model.