**CONTENT: Schools of Management Thoughts I**

**The management Process school, the empirical School,The Human Behaviour School**

**OUTCOMES:**

**After studying the Schools of Management Thoughts (Management Process School, Empirical School, Human Behavior School), students gain insights into diverse management theories, develop analytical and decision-making skills, understand human behavior in organizations, and are better prepared for real-world managerial challenges.**

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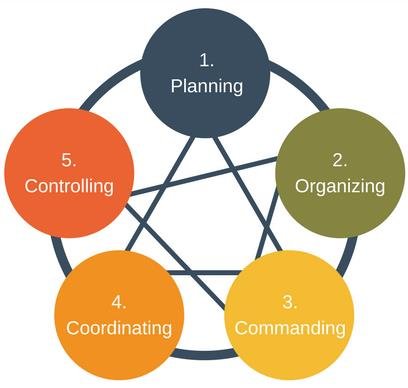
**INTRODUCTION OF SCHOOL OF MANAGEMENT THOUGHTS- I :-**

* Schools of management thought are different approaches or frameworks used to understand and study management and organizations.
* These frameworks have evolved over time and have been influenced by various factors such as historical events, technological advancements, and societal changes.
* Understanding these different schools of thought can provide insight into the development of management theories and practices, as well as the differing perspectives on how organizations should be managed.
* During the history of management a number of more or less separate schools of management thought have emerged, and each sees management from its own viewpoint.
* Major Schools for Management thoughts are :-
* **The classical school or Management Process School**, of management thought, which emerged in the late 19th and early 20th centuries, focuses on efficiency and the management of work through the use of scientific methods.
* **The behavioral school**, which emerged in the 1930s and 1940s, focuses on understanding human behavior and motivation in organizations.
* **The quantitative school**, which emerged in the 1950s, uses mathematical and statistical methods to improve decision making and management processes.
* **The systems school**, which emerged in the 1960s and 1970s, views organizations as complex systems that must be managed holistically.
* **The contingency or situational school**, which emerged in the 1970s and 1980s, holds that there is no one best way to manage and that the approach should be tailored to the specific situation.
* **The neo-classical school**, which emerged in the 1980s and 1990s, highlights the importance of employee participation and decentralization in decision making.
* **The post-modern school**, which emerged in the late 20th century and early 21st century, criticizes the assumptions of the previous schools and emphasizes the social construction of organizational reality.

1. **THE MANAGEMENT PROCESS SCHOOL :-**

* This is also called as **Operational School of Management, Traditional/ Classical approach.**
* **Henry Fayol** is considered to be the father of this school.
* Other contributors to it are: J.D. Mooney, AC. Railey, Lyndall Urwick, Harold Koontz, Newman, Summers and McFarland.
* According to this school, management can best be studied in terms of the process that it involves.
* This school considered management as a process of getting things done through and with people operating in organizational groups.
* According to this school the management process divided into five functions such as planning, organizing, staffing, directing and controlling.
* The management process school is a school of management thought that focuses on the specific processes and actions that managers take to achieve organizational goals.
* This school emphasizes the importance of understanding the different steps and tasks involved in managing an organization, and how these steps and tasks are interrelated.
* It aims to analyse the process to establish a conceptual frame work, to identify principles and the underline process of each of these functions.
* The management process school includes several key concepts and theories, including:-

1. **The management functions:**

* This concept, developed by Henry Fayol, identifies the five basic functions of management: planning, organizing, commanding, coordinating, and controlling.
* These functions are considered the building blocks of management and are necessary for achieving organizational goals.
* These functions are:

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**The Five Functions of Management by henry fayol Are:**

1. Planning
2. Organizing
3. Commanding
4. Coordinating
5. Controlling
6. **Planning:**
   * Planning involves setting objectives, identifying the actions needed to achieve those objectives, and determining the resources required.
   * It provides a roadmap for the organization, helps in resource allocation, and ensures that everyone is working towards common goals.
7. **Organizing:**
   * Organizing involves arranging resources, tasks, and people to implement the plans effectively.
   * It establishes a structure that defines roles and responsibilities, facilitates coordination, and ensures the efficient use of resources.
8. **Commanding:**

* This involves giving employees the direction they need to complete their tasks and ensuring that they have the resources they need to do so. It also includes setting performance standards and providing feedback to employees on their progress.

**4. Coordinating:**

* This involves bringing all the different parts of the organization together and making sure they are working towards the same goal.
* This includes things like communication, team building, and conflict resolution.

**5. Controlling:**

* This involves monitoring progress towards objectives and making changes where necessary to ensure that goals are still being met. It also includes taking corrective action when problems arise.

1. **The decision-making process**:

* This concept describes the different steps and tasks involved in making decisions.
* It includes- the problem identification, data collection, data analysis, and decision implementation.
* The decision-making process is a systematic approach that involves various steps and tasks in order to arrive at a well-considered and effective decision.
* The components you mentioned — problem identification, data collection, data analysis, and decision implementation — are key stages in this process:

1. **Problem Identification:**

* At the outset, decision-making begins with recognizing a problem or an opportunity.
* This could be a challenge that needs to be addressed or a chance to achieve a positive outcome.
* Clear problem identification is crucial because it sets the stage for the entire decision-making process.

1. **Data Collection:**

* Once the problem is identified, relevant information needs to be gathered.
* This involves collecting data from various sources that are pertinent to the decision at hand.
* Data could be quantitative or qualitative, and it provides the basis for informed decision-making.

1. **Data Analysis:**

* The collected data is then analyzed to extract meaningful insights. This analysis may involve statistical methods, comparison of alternatives, and consideration of various factors.
* The goal is to derive valuable information that can guide the decision-making process.

1. **Decision Implementation:**

* After analyzing the data and considering available alternatives, a decision is made.
* The chosen course of action is then implemented.
* This phase involves putting plans into motion, allocating resources, and taking the necessary steps to bring the decision to life.
* These components are often part of a cyclical or iterative process, and feedback from the implementation phase may influence subsequent decisions.
* Additionally, effective decision-making is not always a linear process; it may involve revisiting earlier stages based on new information or changing circumstances.
* The decision-making process is applicable at various levels within an organization, from routine operational decisions to strategic choices.
* It's a fundamental aspect of management and leadership, requiring a blend of analytical skills, critical thinking, and an understanding of the broader context in which decisions are made.
* Successful decision-making is also influenced by effective communication, collaboration, and a willingness to adapt to evolving situations.

1. **The strategic management process:**

* This concept describes the process of developing and implementing long-term plans for an organization.
* It includes- goal setting, strategic analysis, strategy formulation, and strategy implementation.
* The strategic management process refers to the systematic series of steps undertaken by an organization to develop and implement long-term plans aimed at achieving its goals and objectives.
* It involves a comprehensive approach to managing an organization's resources and capabilities in order to gain a sustainable competitive advantage.
* **The key components of the strategic management process typically include:**

1. **Goal Setting:**

* The strategic management process begins with goal setting, where the organization defines its long-term objectives.
* These goals provide a clear direction for the organization and serve as a foundation for the strategic planning process.

1. **Strategic Analysis:**

* Strategic analysis involves assessing the internal and external factors that may impact the organization.
* This includes evaluating the organization's strengths, weaknesses, opportunities, and threats (SWOT analysis) and analyzing the broader business environment.

1. **Strategy Formulation:**

* Based on the goals and the results of the strategic analysis, organizations formulate strategies to achieve a competitive advantage.
* This phase involves making choices about which markets to enter, what products or services to offer, and how to position the organization in the competitive landscape.

1. **Strategy Implementation:**

* Once strategies are formulated, the organization must implement them effectively.
* This involves allocating resources, designing organizational structures, developing policies, and aligning processes to execute the chosen strategies.
* The strategic management process is essential for organizations to navigate the complexities of their operating environment, make informed decisions, and position themselves for long-term success.
* It provides a framework for leaders to align the organization's activities with its mission and vision, respond to competitive pressures, and capitalize on emerging opportunities.
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1. **The management by objectives (MBO) process:**

* This concept was originated by **“Peter F. Drucker”** in the year 1954 in his book – **The Practice of Management** and he is also known as the Father of MBO (Management by Objectives)
* Management by Objectives (MBO) is a goal-setting and performance management approach that helps organizations and teams work efficiently and effectively.
* MBO is a method that encourages organizations and their members to work together, set clear goals, measure progress, and enhance overall performance in a systematic and collaborative manner.
* He emphasizes the importance of setting specific, measurable goals for an organization and aligning the actions of individuals and teams with these goals
* **The main features of this school are –**

1. Principles have universal application
2. The function of managers are the same in all type of organizations
3. Principles provide useful theory of management.
4. The conceptual frame work of management can be built through an analysis of the processes of management and identification of principles.

**TYPES OF MBO:**

* Management by Objectives (MBO) can be implemented in various ways to suit different organizational structures, cultures, and goals.
* Here are some common types or variations of MBO:

1. **Individual MBO:**

* In this type, each individual employee sets their own objectives in collaboration with their manager.
* These objectives are aligned with the employee's role and responsibilities, as well as the overall organizational goals.

1. **Departmental MBO:**

* This type involves setting objectives for specific departments or functional areas within the organization.
* The objectives of each department contribute to the achievement of the broader organizational goals.

1. **Divisional MBO:**

* In larger organizations with multiple divisions or business units, divisional MBO is used.
* Each division has its own set of objectives that align with both the division's goals and the overall company's objectives

1. **Top-Down MBO:**

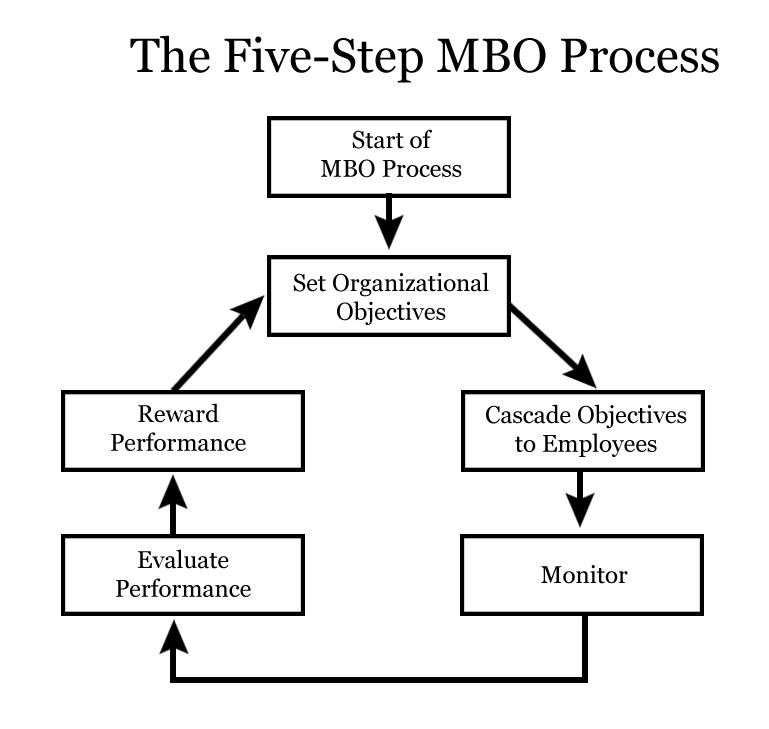
* In this approach, the senior management defines the overall organizational objectives, and these objectives are then communicated downward to the lower levels of the organization.
* Lower-level managers and employees then set their objectives in alignment with these top-level goals.

1. **Bottom-Up MBO:**

* Here, objectives are initially set by lower-level employees and then aggregated upward to form the organization's goals.
* This approach encourages employee participation and empowerment in goal setting.

**MBO PROCESS:**

* The process of Management by Objectives (MBO) typically involves the following steps:-

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**Involving employees in goal-setting**

* The process of Management by Objectives (MBO) typically involves the following steps:-

1. **Set Organizational objectives:**

* The first step is to establish clear and specific objectives for the organization, departments, and individual employees.
* These objectives should be measurable, time-bound, and aligned with the overall mission and strategy of the organization.
* The company heads determine or revise the current goals of the organization.
* These goals are derived from the mission of the company. This is already defined in most cases except start-ups..

1. **Involving employees in goal-setting:**

* The second step is to involve employees in the goal-setting process, as they are the ones who will be working to achieve these objectives.
* Employees should be encouraged to provide input and feedback on the objectives set for them. The employees will have specific objectives depending on their position.
* It is recommended to design only one to three objectives per person. Anything beyond that would lead to confusion and a lack of focus.
* Drucker mentions the following **SMART** goals for a company.
* The goals should be:-

1. **Specific,** it cannot be vague/unclear.
2. **Measurable**, so that the organization can assess if they are succeeding.
3. **Acceptable**, so that they won’t seem unfair to the employees.
4. **Realistic;** otherwise, goals would never be met.
5. **Time-bound**, to measure results and determine success.
6. **Monitoring progress:**

* The fourth step is to regularly monitor progress towards the objectives and make any necessary adjustments to the action plans.
* The process should be monitored at all times, as results will determine the future plans. It also prevents the management from losing track of progress. By doing so, organizations can avoid failures by spotting flaws in the process early on.
* This involves tracking and measuring the performance of individual employees and the organization as a whole.

1. **Evaluating performance:**

* The final step is to evaluate the performance of employees and the organization based on their achievement of the objectives.
* This involves conducting performance reviews and providing feedback to employees on their progress.
* It’s essential to use solid metrics to evaluate the performance. Firms should focus on the key performance metrics used from the beginning.
* Firms should define boundaries for what is acceptable, what is successful, and what could be an utter failure.
* Successes should be rewarded, and failures need to be addressed.

1. **Reward performance:**

* All employees must get a clear response on their performance. If they do well, they should be rewarded.
* This motivates them to keep up the good work.
* Employees who did not achieve the goals, however, need to figure out the flaws in their process.
* They need to come up with a strategy to overcome the flaws and improve.

1. **THE EMPIRICAL SCHOOL :-**

* In this school, Koontz includes those scholars who identify management as a study of experience.
* The main contributors to this school of thought are the Harvard Business school, Ernest Dale, Mooney, Urwick, Railey and American Management Association.
* This Empirical school also known as Case Approach analysis.
* This school of thought considers, management as the study of experience.
* It analysis the experi­ences of successful managers or the mistakes of poor managers.
* The empirical school of thought depends upon historical experiences and such a knowledge may not be very useful under dynamic conditions and history does not exactly repeat itself.
* The past situation may not remain the same at present.
* Moreover, if the study of experience is aimed at determining fundamentally why something happened or did not happen, in many cases it is likely to be a useful and even a dangerous approach to understand management.
* What happened in the past may not offer a solution for an uncertain future.
* The experience method will be useful only if we determine the reasons for successes or failures.
* **The main features of this school are:**

1. Management is the study of managerial experiences.
2. The managerial experiences can be passed over to the practitioners and students.
3. The techniques used in successful cases can be used by future managers.
4. Theoretical researches can be combined with practical experiences.
5. This case study method is best for imparting management education,it contributes to the devel­opment of managerial skills.
6. **THE HUMAN BEHAVIOR SCHOOL :-**

* The credit of establishing this school goes to George Elton Mayo & his Harvard colleagues.
* And other contributors are Roethlisberger, McGregor. Keith Davis.
* This school is also known as Human Relations.
* This school is associated with human relations movement.
* It lays emphasis on people in management and that is why it is called, “People-Oriented”.
* This school also emphasis on the motivation of the individuals.
* The human behavior school of management is a management philosophy that focuses on understanding and addressing the social and psychological aspects of work and organizations.
* It also emphasizes on the importance of understanding how human behavior affects organizational performance and productivity.
* Proponents of this philosophy argue that by understanding and addressing the needs and motivations of employees, managers can create a more positive and productive work environment.
* The human behavior school of management typically involves the use of qualitative research methods, such as- interviews and observation, to gather data on employee attitudes, behaviors, and perceptions.
* This information is then used to inform management decisions and to design organizational policies and practices that are more responsive to the needs and motivations of employees.
* The **behavioral management theory** is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.
* The theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with — not as machines, as in the past. Several individuals and experiments contributed to this theory.
* **The main features of this school are:-**

1. The school draws its concept from psychology, sociology, human relations, inter-personal relationships, satisfaction of worker’s needs etc.
2. Since management is getting things done through people, the managers must have a basic under­standing of human behaviour and human relations in all its aspects, particularly in the context of work groups and organisations.
3. Management must study inter-personnel relations among peoples.
4. Greater production and higher motivation can be achieved only through good human relations.
5. Motivation, leadership, communication, participative management and group dynamics are the core of this school of thought.

**MCQ’s:**

**1. What is the primary focus of the Management Process School?**

a. Human behavior in organizations

b. Efficient use of resources

c. Planning, organizing, leading, and controlling

d. Market competition

**Answer: c. Planning, organizing, leading, and controlling**

**2. Which of the following is not a function of the management process according to the Management Process School?**

a. Leading

b. Marketing

c. Controlling

d. Planning

**Answer: b. Marketing**

**3. The management process involves:**

a. Only planning and organizing

b. Only controlling and leading

c. Planning, organizing, leading, and controlling

d. Only leading and organizing

**Answer: c. Planning, organizing, leading, and controlling**

**4. Who is often credited as the pioneer of the Management Process School?**

a. Frederick Taylor

b. Max Weber

c. Henri Fayol

d. Elton Mayo

**Answer: c. Henri Fayol**

**5. Which function of the management process is concerned with setting goals and deciding how to achieve them?**

a. Leading

b. Controlling

c. Planning

d. Organizing

**Answer: c. Planning**

**6. Which term is associated with arranging tasks, people, and resources to achieve organizational goals?**

a. Planning

b. Organizing

c. Leading

d. Controlling

**Answer: b. Organizing**

**7. The management process involves continuous evaluation and correction of activities. This is known as:**

a. Leading

b. Controlling

c. Planning

d. Organizing

**Answer: b. Controlling**

**8. According to Henri Fayol, which of the following refers to the obligation to achieve results?**

a. Authority

b. Responsibility

c. Unity of command

d. Discipline

**Answer: b. Responsibility**

**9. What is the key concept associated with the term "span of control" in the Management Process School?**

a. Unity of command

b. Scalar chain

c. Centralization

d. Decentralization

**Answer: a. Unity of command**

**10. According to Fayol, which management principle emphasizes that each employee should receive orders from only one superior?**

a. Unity of direction

b. Unity of command

c. Scalar chain

d. Division of labor

**Answer: b. Unity of command**

**11. Which function of the management process involves guiding and motivating employees to achieve organizational goals?**

a. Controlling

b. Leading

c. Planning

d. Organizing

**Answer: b. Leading**

**12. The concept of "esprit de corps" is associated with which management principle?**

a. Unity of command

b. Unity of direction

c. Esprit de corps

d. Division of labor

**Answer: c. Esprit de corps**

**13. What does the term "scalar chain" refer to in the Management Process School?**

a. Chain of command

b. Chain of communication

c. Chain of production

d. Chain of distribution

**Answer: b. Chain of communication**

**14. Which function of the management process involves ensuring that activities are consistent with organizational goals?**

a. Planning

b. Organizing

c. Controlling

d. Leading

**Answer: c. Controlling**

**15. According to Fayol, which management principle suggests that there should be a clear and unbroken line of communication from the top to the bottom of the organization?**

a. Unity of command

b. Scalar chain

c. Division of labor

d. Unity of direction

**Answer: b. Scalar chain**

**16. What is the significance of the term "equity" in Fayol's management principles?**

a. Fair and friendly treatment of employees

b. Financial stability of the organization

c. Division of labor

d. Unity of command

**Answer: a. Fair and friendly treatment of employees**

**17. According to Fayol, what does "order" in management principles refer to?**

a. Instructions given by superiors

b. Discipline and obedience

c. Proper arrangement of resources

d. Unity of command

**Answer: c. Proper arrangement of resources**

**18. Which principle of the Management Process School emphasizes the need for a common understanding of organizational objectives?**

a. Unity of direction

b. Division of labor

c. Esprit de corps

d. Initiative

**Answer: a. Unity of direction**

**19. Fayol's management principles are often criticized for:**

a. Lack of flexibility

b. Overemphasis on human relations

c. Ignoring the importance of planning

d. Promoting decentralization

**Answer: a. Lack of flexibility**

**20. The concept of "discipline" in Fayol's principles refers to:**

a. Punishment for non-compliance

b. Employee training programs

c. Clear and fair rules

d. Unity of command

**Answer: c. Clear and fair rules**

**21. What is the primary focus of the Empirical School in management?**

a. Human behavior in organizations

b. Application of scientific methods to management

c. Planning, organizing, leading, and controlling

d. Market competition

**Answer: b. Application of scientific methods to management**

**22. Who is considered a key figure in the development of the Empirical School?**

a. Peter Drucker

b. Frederick Taylor

c. Elton Mayo

d. Max Weber

**Answer: b. Frederick Taylor**

**23. Which approach is associated with the Empirical School's emphasis on systematic observation and experimentation in management?**

a. Behavioral approach

b. Scientific management

c. Systems approach

d. Contingency approach

**Answer: b. Scientific management**

**24. What is the primary goal of scientific management according to the Empirical School?**

a. Employee satisfaction

b. Efficiency and productivity

c. Employee motivation

d. Team collaboration

**Answer: b. Efficiency and productivity**

**25. Frederick Taylor is known for introducing the concept of:**

a. Human relations

b. Time and motion studies

c. Hierarchy of needs

d. Hawthorne effect

**Answer: b. Time and motion studies**

**26. The Empirical School emphasizes the use of:**

a. Intuition and experience

b. Scientific methods and experimentation

c. Human relations and teamwork

d. Decision trees and flowcharts

**Answer: b. Scientific methods and experimentation**

**27. Which term is associated with breaking down tasks into small, repetitive motions to improve efficiency?**

a. Time and motion studies

b. Hierarchy of needs

c. Hawthorne effect

d. Unity of command

**Answer: a. Time and motion studies**

**28. What is the main criticism of scientific management within the Empirical School?**

a. Overemphasis on teamwork

b. Ignoring human factors

c. Lack of attention to productivity

d. Ignoring the importance of planning

**Answer: b. Ignoring human factors**

**29. The Empirical School is often criticized for:**

a. Lack of scientific rigor

b. Overemphasis on human factors

c. Ignoring the importance of efficiency

d. Focusing too much on technology

**Answer: a. Lack of scientific rigor**

**30. What did Frederick Taylor believe was the primary motivator for employees?**

a. Teamwork

b. Job satisfaction

c. Financial incentives

d. Employee recognition

**Answer: c. Financial incentives**

**31. The concept of a "fair day's pay for a fair day's work" is associated with:**

a. Frederick Taylor

b. Elton Mayo

c. Max Weber

d. Peter Drucker

**Answer: a. Frederick Taylor**

**32. The Hawthorne studies, although associated with the Human Relations School, were conducted within the context of the Empirical School to study:**

a. Employee satisfaction

b. Time and motion

c. Efficiency and productivity

d. Organizational structure

**Answer: c. Efficiency and productivity**

**33. What is the key principle behind the concept of piece-rate pay in scientific management?**

a. Employee recognition

b. Financial incentives

c. Employee satisfaction

d. Team collaboration

**Answer: b. Financial incentives**

**34. The scientific management approach is most suitable for industries with:**

a. Highly skilled workers

b. Routine and repetitive tasks

c. Complex decision-making processes

d. Flexible and dynamic environments

**Answer: b. Routine and repetitive tasks**

**35. What is the significance of the term "one best way" in scientific management?**

a. The optimal approach to employee motivation

b. The most efficient way to perform a task

c. The importance of teamwork in organizations

d. The need for flexible management practices

**Answer: b. The most efficient way to perform a task**

**36. The Gantt chart, developed by Henry Gantt, is a tool used for:**

a. Employee motivation

b. Time and motion studies

c. Planning and scheduling

d. Employee recognition

**Answer: c. Planning and scheduling**

**37. What does the term "standardization" mean in the context of scientific management?**

a. Adapting to individual employee preferences

b. Establishing uniform procedures and methods

c. Encouraging creativity and innovation

d. Focusing on teamwork and collaboration

**Answer: b. Establishing uniform procedures and methods**

**38. The Gilbreths, associated with scientific management, focused on:**

a. Time and motion studies

b. Employee motivation

c. Human relations in organizations

d. Team building

**Answer: a. Time and motion studies**

**39. Which term is associated with the idea that employees should be selected based on their abilities and trained for optimal performance?**

a. Scientific management

b. Hierarchy of needs

c. Unity of command

d. Human relations

**Answer: a. Scientific management**

**40. What is the main idea behind the "functional foremanship" concept introduced by Taylor?**

a. Group decision-making

b. Specialization of tasks

c. Employee motivation

d. Flexibility in job roles

**Answer: b. Specialization of tasks**

**41. What is the central idea behind the concept of "time study" in scientific management?**

a. Improving employee satisfaction

b. Determining the most efficient way to perform a task

c. Encouraging teamwork and collaboration

d. Focusing on employee recognition

**Answer: b. Determining the most efficient way to perform a task**

**42. The focus on efficiency and standardization in scientific management is closely aligned with:**

a. Human relations

b. Contingency theory

c. Bureaucratic management

d. Systems theory

**Answer: c. Bureaucratic management**

**43. Which of the following is NOT a key principle of scientific management?**

a. Time and motion studies

b. Employee empowerment

c. Piece-rate pay

d. Standardization

**Answer: b. Employee empowerment**

**44. What did Frederick Taylor believe was the role of management in achieving efficiency?**

a. Encouraging creativity

b. Empowering employees

c. Selecting, training, and controlling employees

d. Promoting teamwork

**Answer: c. Selecting, training, and controlling employees**

**45. The concept of "mental revolution" in scientific management refers to:**

a. A shift from physical to mental work

b. Employee recognition programs

c. The importance of teamwork

d. A shift from routine to creative tasks

**Answer: a. A shift from physical to mental work**

**46. What is the term for the systematic study and management of work tasks to improve efficiency?**

a. Time and motion studies

b. Human relations

c. Piece-rate pay

d. Hierarchy of needs

**Answer: a. Time and motion studies**

**47. What is the primary limitation of scientific management in the modern workplace?**

a. Overemphasis on employee satisfaction

b. Ignoring the importance of efficiency

c. Lack of flexibility in management practices

d. Inability to adapt to technological advancements

**Answer: c. Lack of flexibility in management practices**

**48. The concept of "soldiering" in scientific management refers to:**

a. Employee empowerment

b. Time and motion studies

c. Deliberate underperformance by employees

d. Employee recognition programs

**Answer: c. Deliberate underperformance by employees**

**49. Which of the following is NOT a component of scientific management?**

a. Time and motion studies

b. Human relations

c. Piece-rate pay

d. Standardization

**Answer: b. Human relations**

**50. What does the term "motion study" in scientific management involve?**

a. Evaluating emotional responses of employees

b. Analyzing physical movements to improve efficiency

c. Studying group dynamics in organizations

d. Assessing employee job satisfaction

**Answer: b. Analyzing physical movements to improve efficiency**

1. **Who is considered the founder of the Human Behaviour School?**

a) Frederick Taylor

b) Max Weber

c) Abraham Maslow

d) Peter Drucker

**Answer: c) Abraham Maslow**

1. **According to Maslow's Hierarchy of Needs, which level represents the need for safety and security?**

a) Physiological

b) Esteem

c) Safety

d) Love and Belongingness

**Answer: c) Safety**

1. **The Hawthorne Studies are associated with which aspect of human behavior?**

a) Motivation

b) Leadership

c) Communication

d) Productivity

**Answer: a) Motivation**

1. **What is the primary focus of Herzberg's Two-Factor Theory?**

a) Motivation and hygiene factors

b) Maslow's hierarchy

c) Leadership styles

d) Group dynamics

**Answer: a) Motivation and hygiene factors**

1. **According to Douglas McGregor, which theory assumes that employees are lazy and need to be closely supervised?**

a) Theory X

b) Theory Y

c) Theory Z

d) Theory Q

**Answer: a) Theory X**

1. **The theory that suggests people are motivated by a desire for competence, self-determination, and impact is known as:**

a) Equity Theory

b) Expectancy Theory

c) Self-Determination Theory

d) Theory of Constraints

**Answer: c) Self-Determination Theory**

1. **Who introduced the concept of Theory X and Theory Y in management?**

a) Frederick Herzberg

b) Douglas McGregor

c) Peter Drucker

d) Elton Mayo

* 1. **Answer: b) Douglas McGregor**

1. **Which concept emphasizes the importance of social and psychological factors in the workplace?**

a) Scientific Management

b) Human Relations Movement

c) Total Quality Management

d) Bureaucratic Management

**Answer: b) Human Relations Movement**

1. **In the context of organizational behavior, what does the acronym SWOT stand for?**

a) Strengths, Weaknesses, Opportunities, Threats

b) Social, Work-related, Occupational, Technical

c) Strategic, Workplace, Organizational, Tactical

d) Systematic, Well-defined, Organized, Targeted

**Answer: a) Strengths, Weaknesses, Opportunities, Threats**

1. **Which of the following is not a component of the Big Five Personality Traits?**

a) Openness

b) Extroversion

c) Tenacity

d) Agreeableness

* 1. **Answer: c) Tenacity**

1. **Who proposed the Social Learning Theory, emphasizing the role of observational learning and modeling in behavior development?**

a) B.F. Skinner

b) Albert Bandura

c) Erik Erikson

d) Jean Piaget

**Answer: b) Albert Bandura**

1. **What does the halo effect refer to in the context of human behavior?**

a) Tendency to judge others based on one characteristic

b) Influence of celestial bodies on behavior

c) Positive bias in performance evaluations

d) Perception of hierarchy in organization

**Answer: a) Tendency to judge others based on one characteristic**

1. **Which leadership style is characterized by a high concern for people and a low concern for task accomplishment?**

a) Autocratic leadership

b) Democratic leadership

c) Laissez-faire leadership

d) Transactional leadership

* 1. **Answer: c) Laissez-faire leadership**

1. **The process of modifying behavior by observing the consequences of one's actions is known as:**

a) Reinforcement

b) Punishment

c) Extinction

d) Modeling

**Answer: a) Reinforcement**

1. **Question: Which psychological concept involves an individual's belief in their capability to perform a specific task?**

a) Self-efficacy

b) Self-esteem

c) Self-awareness

d) Self-regulation

**Answer: a) Self-efficacy**

1. **What is the primary focus of the Contingency Theory of leadership?**

a) Trait-based leadership

b) Situational leadership

c) Charismatic leadership

d) Transformational leadership

**Answer: b) Situational leadership**

1. **The concept of emotional intelligence includes which of the following components?**

a) IQ and EQ

b) Self-awareness, self-regulation, and empathy

c) Extraversion and introversion

d) Maslow's hierarchy of needs

**Answer: b) Self-awareness, self-regulation, and empathy**

1. **Question: Which psychological theory emphasizes the importance of unconscious motives and conflicts in shaping behavior?**

a) Humanistic Theory

b) Psychoanalytic Theory

c) Behaviorist Theory

d) Cognitive Theory

* 1. **Answer: b) Psychoanalytic Theory**

1. **According to Vroom's Expectancy Theory, what is the key factor that influences motivation?**

a) Rewards and punishments

b) Expectancy, instrumentality, and valence

c) Hierarchy of needs

d) Social interactions

**Answer: b) Expectancy, instrumentality, and valence**

1. **Which type of power is based on an individual's personal characteristics and qualities?**

a) Legitimate power

b) Referent power

c) Coercive power

d) Reward power

* 1. **Answer: b) Referent power**

1. **The concept of cognitive dissonance was introduced by:**

a) Leon Festinger

b) Ivan Pavlov

c) B.F. Skinner

d) John B. Watson

* 1. **Answer: a) Leon Festinger**

1. **According to the Equity Theory, individuals are motivated when they perceive that:**

a) Their outcomes are greater than their inputs

b) Their inputs are greater than their outcomes

c) Their outcomes are equal to their inputs

d) Their outcomes are irrelevant to their inputs

**Answer: c) Their outcomes are equal to their inputs**

1. **Which stage in Erikson's psychosocial development theory is associated with the conflict of industry vs. inferiority?**

a) Identity vs. role confusion

b) Generativity vs. stagnation

c) Initiative vs. guilt

d) Industry vs. inferiority

**Answer: d) Industry vs. inferiority**

1. **The theory that suggests individuals learn by observing others and imitating their behavior is known as:**

a) Operant Conditioning

b) Social Learning Theory

c) Classical Conditioning

d) Behaviorism

* 1. **Answer: b) Social Learning Theory**

1. **Which component of emotional intelligence involves understanding and managing one's own emotions?**

a) Self-awareness

b) Self-regulation

c) Social awareness

d) Relationship management

* 1. **Answer: b) Self-regulation**

1. **According to the Pygmalion Effect, what happens when a leader has high expectations for their subordinates?**

a) Subordinates perform better due to increased motivation

b) Subordinates perform worse due to increased pressure

c) Expectations have no impact on performance

d) Subordinates become indifferent to expectations

**Answer: a) Subordinates perform better due to increased motivation**

1. **Which concept suggests that people are motivated by a sense of fairness and equality in the distribution of rewards?**

a) Equity Theory

b) Expectancy Theory

c) Reinforcement Theory

d) Hierarchy of Needs

* 1. **Answer: a) Equity Theory**

1. **The concept of "selective perception" in human behavior refers to:**

a) The tendency to see and interpret events based on one's existing beliefs

b) The ability to focus on mult iple tasks simultaneously

c) The influence of social norms on decision-making

d) The process of filtering out irrelevant information

**Answer: a) The tendency to see and interpret events based on one's existing beliefs**

1. **According to Herzberg, which factors are considered motivators in the workplace?**

a) Salary and working conditions

b) Recognition and responsibility

c) Security and supervision

d) Company policies and interpersonal relations

**Answer: b) Recognition and responsibility**

1. **Question: The concept of "cognitive dissonance" refers to the discomfort experienced when:**

a) Individuals have conflicting thoughts or beliefs

b) Employees lack motivation in the workplace

c) Leaders make biased decisions

d) Teams experience conflict

**Answer: a) Individuals have conflicting thoughts or beliefs**

**81. According to the Management Process School, what is the primary function of management?**

A) Maximizing profits

B) Achieving organizational goals through efficient processes

C) Employee satisfaction

D) Social responsibility

**Answer: B) Achieving organizational goals through efficient processes**

1. **Who is considered a key contributor to the Management Process School?**

A) Elton Mayo

B) Henri Fayol

C) Douglas McGregor

D) Abraham Maslow

**Answer: B) Henri Fayol**

1. **Fayol's principles of management include:**

A) Hierarchy of needs

B) Unity of command

C) Two-factor theory

D) Social loafing

* 1. **Answer: B) Unity of command**

1. **What is the main focus of the Empirical School of management thought?**

A) Application of scientific methods to management practices

B) Human relations in the workplace

C) Psychological aspects of employee behavior

D) Social and ethical responsibilities of management

**Answer: A) Application of scientific methods to management practices**

1. **Who is known for applying scientific management principles to improve efficiency in the workplace?**

A) Henri Fayol

B) Max Weber

C) Frederick Taylor

D) Elton Mayo

**Answer: C) Frederick Taylor**

1. **The time and motion studies, commonly associated with the Empirical School, aim to:**

A) Improve employee satisfaction

B) Enhance teamwork

C) Increase productivity through process optimization

D) Address social factors in the workplace

**Answer: C) Increase productivity through process optimization**

1. **Elton Mayo's Hawthorne Studies were instrumental in:**

A) Establishing scientific management principles

B) Demonstrating the impact of social and psychological factors on productivity

C) Advocating for the application of empirical methods

D) Introducing hierarchy of needs theory

**Answer: B) Demonstrating the impact of social and psychological factors on productivity**

1. **According to Maslow's Hierarchy of Needs, which level must be satisfied first?**

A) Esteem needs

B) Safety needs

C) Self-actualization needs

D) Physiological needs

**Answer: D) Physiological needs**

1. **The Theory X and Theory Y managerial styles, introduced by Douglas McGregor, are associated with:**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: C) The Human Behavior School**

1. **Which school of thought emphasizes the application of scientific methods while acknowledging the importance of social and psychological factors in management?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: C) The Human Behavior School**

1. **Question: The concept of unity of command is associated with which management school?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: A) The Management Process School**

1. **Question: Which school of thought focuses on improving efficiency through time and motion studies?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: B) The Empirical School**

1. **The Hawthorne Studies are often associated with the integration of which two schools of thought?**

A) The Empirical School and The Human Behavior School

B) The Management Process School and The Empirical School

C) The Management Process School and The Human Behavior School

D) The Classical School and The Human Behavior School

**Answer: A) The Empirical School and The Human Behavior School**

1. **Question: Which management school is known for advocating a contingency approach to management?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Contingency School

**Answer: D) The Contingency School**

1. **Question: The application of scientific methods to management, such as time and motion studies, is a characteristic of which school?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: B) The Empirical School**

1. **Which school of thought emphasizes the importance of employee satisfaction and motivation?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: C) The Human Behavior School**

1. **Question: The Hawthorne Effect, discovered during the Hawthorne Studies, is associated with which school of management thought?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: C) The Human Behavior School**

1. **Which school of thought emphasizes the importance of organizational structure and hierarchy?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: D) The Classical School**

1. **Question: The concept of Theory X and Theory Y is associated with the ideas of:**

A) Frederick Taylor

B) Douglas McGregor

C) Henri Fayol

D) Elton Mayo

**Answer: B) Douglas McGregor**

1. **Question: The application of empirical methods to analyze and improve organizational processes is characteristic of which school of thought?**

A) The Management Process School

B) The Empirical School

C) The Human Behavior School

D) The Classical School

**Answer: B) The Empirical School**

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