

# Organizational Theory And Management

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*“Leaders work on the culture of the organization,  
creating it or changing it.  
Managers work within the culture of the organization.”*

**EDGAR H. SCHEIN**

*Author of Organizational Culture and Leadership*

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# OVERVIEW

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- Review Last Class—Key Topics
- Key Terms—Organization Theory
- Historical Perspective on Organization Theory
- Public Administration—Major Contributors

# INTRODUCTION

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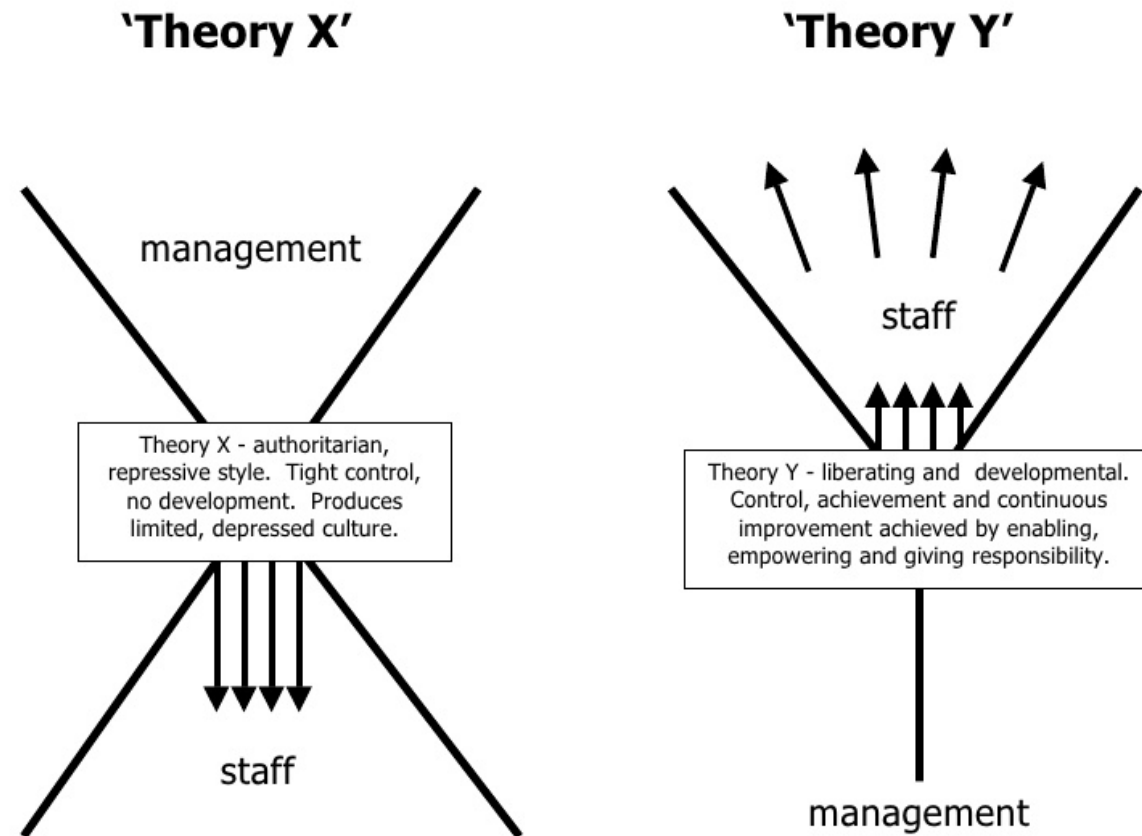
## **X-Y Theory Questionnaire** (*Exercise 2.2*)

Score the statements on a scale of 0 to 5.

- Is your current work situation *X* or *Y*?

# McGregor's Theory X and Theory Y

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© 2002 alan chapman Based on Douglas McGregor's XY-Theory. [www.businessballs.com](http://www.businessballs.com)

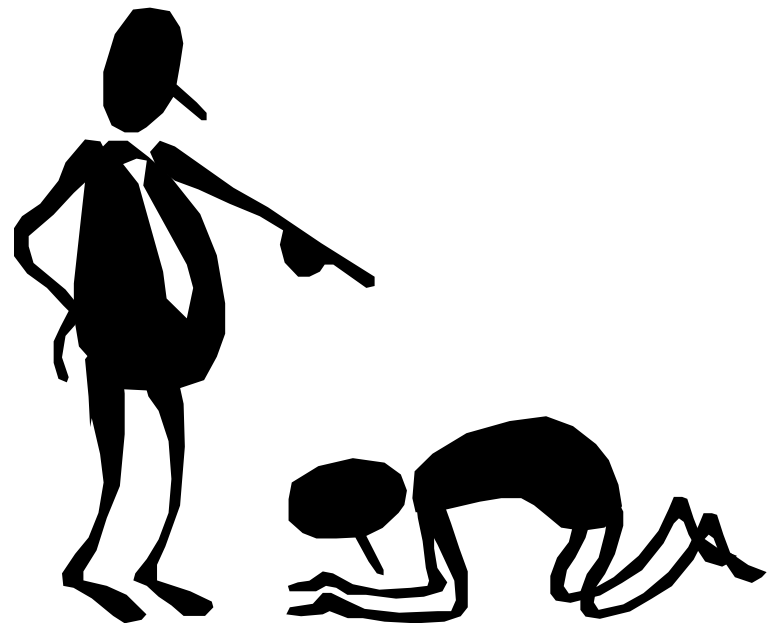
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# McGregor's Theory X and Theory Y

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According to Theory X, managers believe workers

- dislike work
- lack ambition
- are irresponsible
- are resistant to change
- prefer to be led



# McGregor's Theory X and Theory Y

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According to Theory Y, managers believe workers

- are willing to work
- are capable of self-control
- accept responsibility
- are imaginative and creative
- are self-directed



# EVOLUTION OF ORG. THEORY

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**Classical  
Era** →

**Neo-Classical  
Era** →

**Humanizing  
Theory**

Taylor

Weber

Gullick and Urwick

Fayol

Simon

Merton

Waldo

Selznick

Barnard

Parker-Follett

Maslow

McGregor

# ORGANIZATIONAL THEORIES...

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## **The Contemporary Theories**

- Structural Theory
- Systems Theory
- The Quality Circle
- Economic Theory
- Organizational Culture
- National Performance Review



# IN-CLASS EXERCISE

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## **Managerial Priorities**

*(Exercise 2.1)*

- Rate the most important managerial qualities.
- Discuss your results with the person next to you.

# WRAP-UP

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## **Organizational Theory and Management**

- The Evolution of Organizational Theory
- Major Contributors

**Preparation for next class:** Read Chapter 3