

Behavioural School- Douglas McGregor

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Douglas McGregor

- A household name in the world of professional manager
- Standing in the vanguard of the behaviouralist movement of the post–war era.
- Scientifically demonstrated the **unrealistic and limiting assumptions** of traditional theories of management concerning **human nature and the control of human behaviour in the organizational setting.**

- **Douglas McGregor** (1906 – 1964) was a Management professor at the MIT Sloan School of Management
- His monumental classic- *The Human Side of the Enterprise*, 1960
- Last book- *The Professional manager*

- He demonstrably proved that reliance on authority as the primary means of control in industry leads to resistance, restriction of output and indifference to organization objectives
- It creates the problems of refusal to accept authority and ultimately results in inadequate motivation for human growth and organization development.
- The top executive with lots of talent and capacities contribute very little to industry especially because they have not learned enough about the utilization of talent and about the creation of an organizational climate conducive to human growth.

- His empirical researches in organizational conflicts and maladjustments in human relations led him to believe that control in human affairs can be viewed as an integration of human behaviour either through coercive compulsion or through motivational self-control.
- On the basis of these he propounded his theory X and theory Y.

Theory X

This is the conventional conception of management's task in harnessing human energy

- Management is responsible for organizing the elements of productive enterprise- economic end
- Direction, control are required to modify behaviour of employees to fit the needs of the organization
- Without active intervention by management people would be passive

Human Nature

- Indolent
- Lacks ambition, dislikes responsibility, prefers to be led

- Inherently self-centered, indifferent to organizational needs
- Resist to change
- Gullible

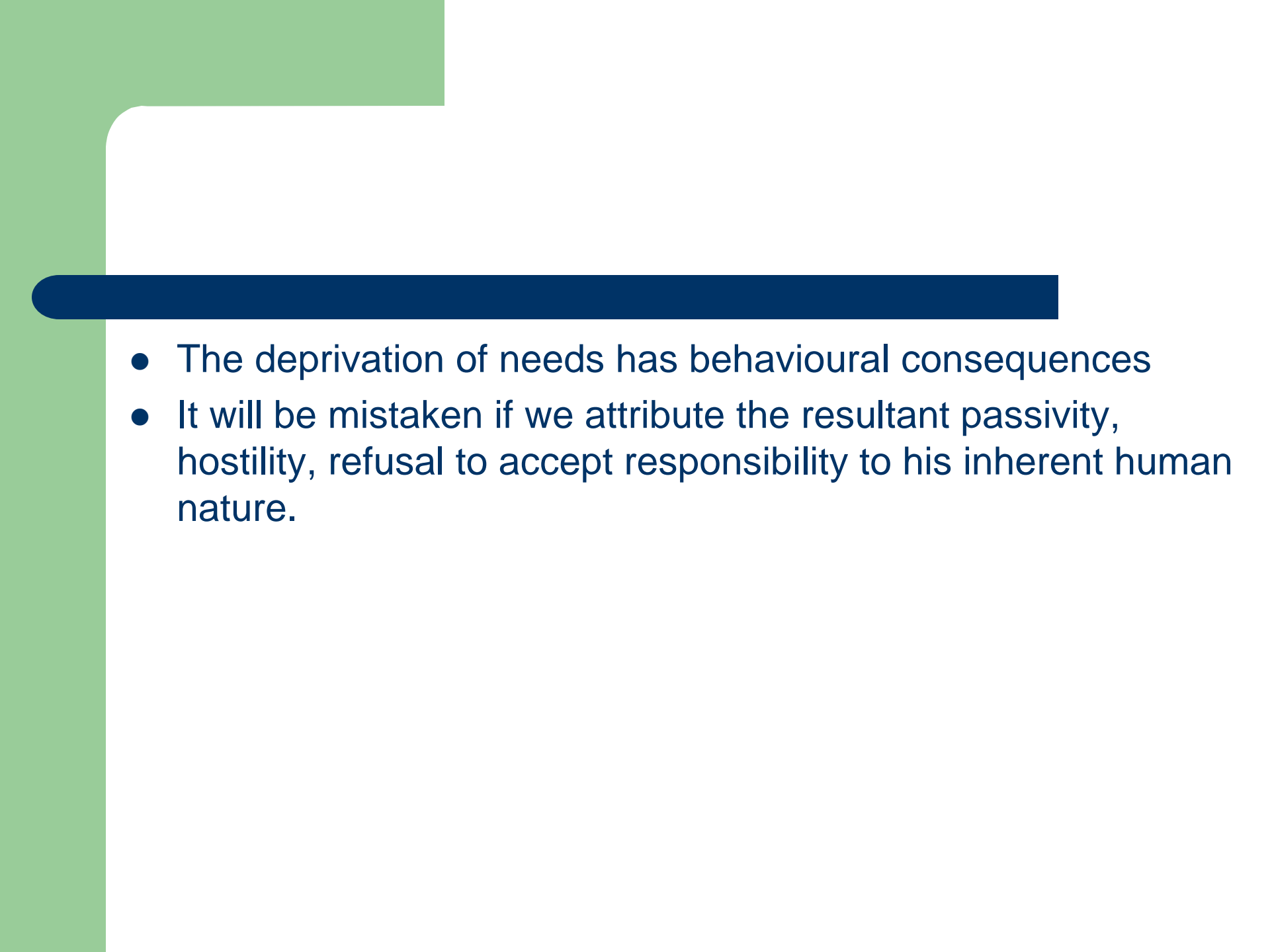
The whole set of beliefs about man and human nature and about the task of management are being challenged

This behaviour is not a consequence of man's inherent nature rather consequences of the nature of industrial organizations.

Motivation- To prove the conventional approach as inadequate

- Physiological Needs:
- Safety Needs: protection against danger, threat, deprivation (Dependent relationship)
- Social Needs: belongingness, association, acceptance
- Ego Needs: self-confidence, independence, achievement, competence, status, recognition,
- Self-Fulfillment: Realizing one's own potentialities

A satisfied need is not a motivator of behaviour. This is usually ignored by the conventional approach.


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- The deprivation of needs has behavioural consequences
 - It will be mistaken if we attribute the resultant passivity, hostility, refusal to accept responsibility to his inherent human nature.

Theory Y

- Management is responsible for organizing the elements of productive enterprise- economic needs
- People are not by nature passive or resistance to organizational needs
- The motivation, the potential for development, the capacity for assuming responsibility, the readiness to direct behaviour toward organizational goals are all present in people.

(Responsibility of management to make it possible for people to recognize)

- Arrange organizational conditions and methods of operation conducive for individuals towards their own goal best by directing their own efforts



This is a process primarily of creating opportunities, releasing potential, removing obstacles, encouraging growth, providing guidance

Steps in Right direction

- Decentralization & Delegation
- Job Enlargement
- Participation & Consultative Management



Thank You