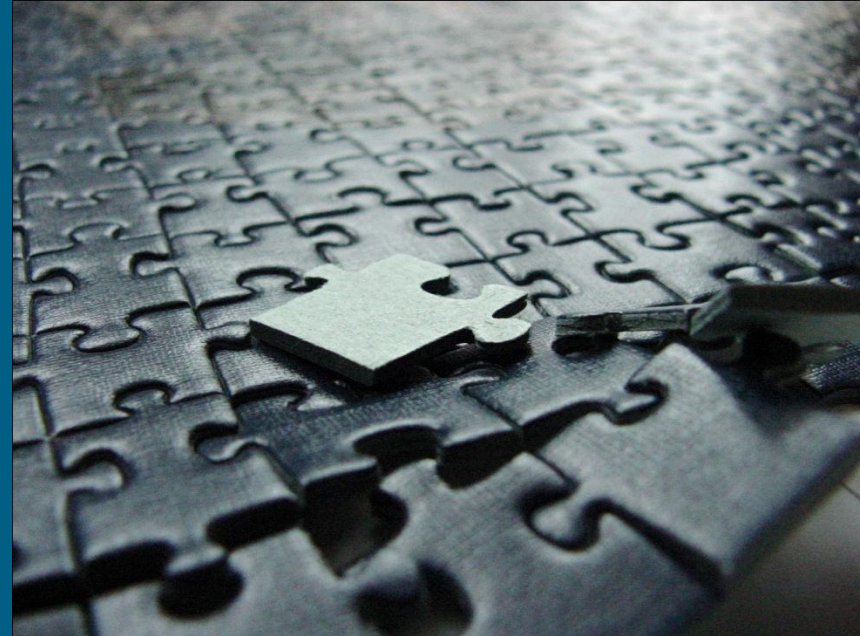


Course 3



Introduction to Management

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Topics

1. Define management
2. Maslow hierarchy of needs
3. Herzberg's motivation theory

Management definition

“Management” (from Old French *ménagement* “the art of conducting, directing”, from Latin *manu agere* “to lead by the hand”) characterizes the process of leading and directing all or part of an organization, often a business, through the deployment and manipulation of resources (human, financial, material, intellectual or intangible). ...
en.wikipedia.org/wiki/Management



Management definition

Effective utilization and coordination of resources such as capital, plant, materials, and labour to achieve defined objectives with maximum efficiency.

www.ecbp.org/glossary.htm



Management definition

The process of getting activities completed efficiently with and through other people; 2. The process of setting and achieving goals through the execution of five basic management functions: planning, organizing, staffing, directing, and controlling; that utilize human, financial, and material resources.

www.crfonline.org/orc/glossary/m.html



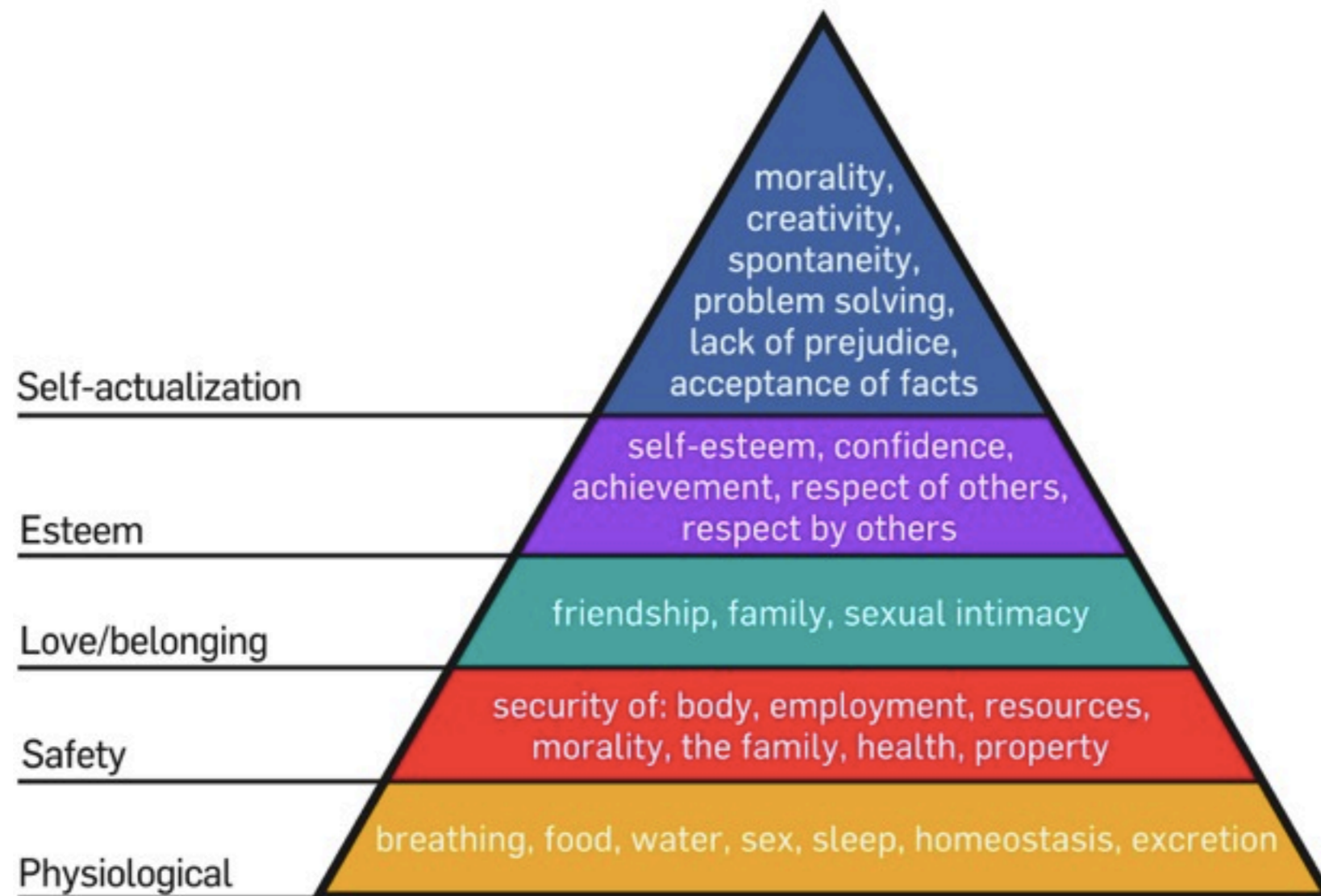
Management variations

- People management
- Project management
- Technical management
- Business management
- Financial management
- Marketing management

Maslow's hierarchy of needs

- Maslow's hierarchy of needs is a theory in psychology.
- He studied interesting and successful people
- First published in 1943, was fully expressed in 1954.
- He categorized the human needs, postulating that some needs take precedence over others
- In the shape of a triangle (sometimes referred to as a pyramid), the needs need to be fulfilled in order from the base up

Maslow's hierarchy of needs



Physiological - basic needs

- These needs need to be met first in order for the individual to function
- If they are not met at an acceptable level, they become dominant, and no other need can be expressed
- In business: decent level of salary, workplace conditions

Safety needs

- After the basic needs are met, the safety needs take precedence and start to dominate behavior
- The world needs to be predictable and under control
- Safety needs:
 - Personal security
 - Financial security
 - Health and well being
- In business: stability of the company, job security

Belonging needs

- Humans need to feel a sense of belonging and acceptance
- If the need to love and be loved is not met, individuals may develop clinical depression
- Different levels:
 - Friendship
 - Family
 - Intimacy
- In business: be part of a company, of a group inside of the company, feel welcome and valued in that group

Esteem needs

- Humans at this level need to be respected and develop self-esteem.
- People with low self-esteem seek it in others.
 - Even if they receive fame, they may not be able to improve their low self-esteem
- Imbalances at this level can result in a condition known as the inferiority complex
- In business: proud to be part of a company, of a group, have the accomplishments recognized

Self Actualization

- “What a man can be, he must be”

Criticism

- Little evidence
- Human needs are not hierarchical
- Developed in an individualist society (USA), does not represent the needs of collectivist cultures
- Inclusion of sex as a basic need is controversial

In management, people motivation

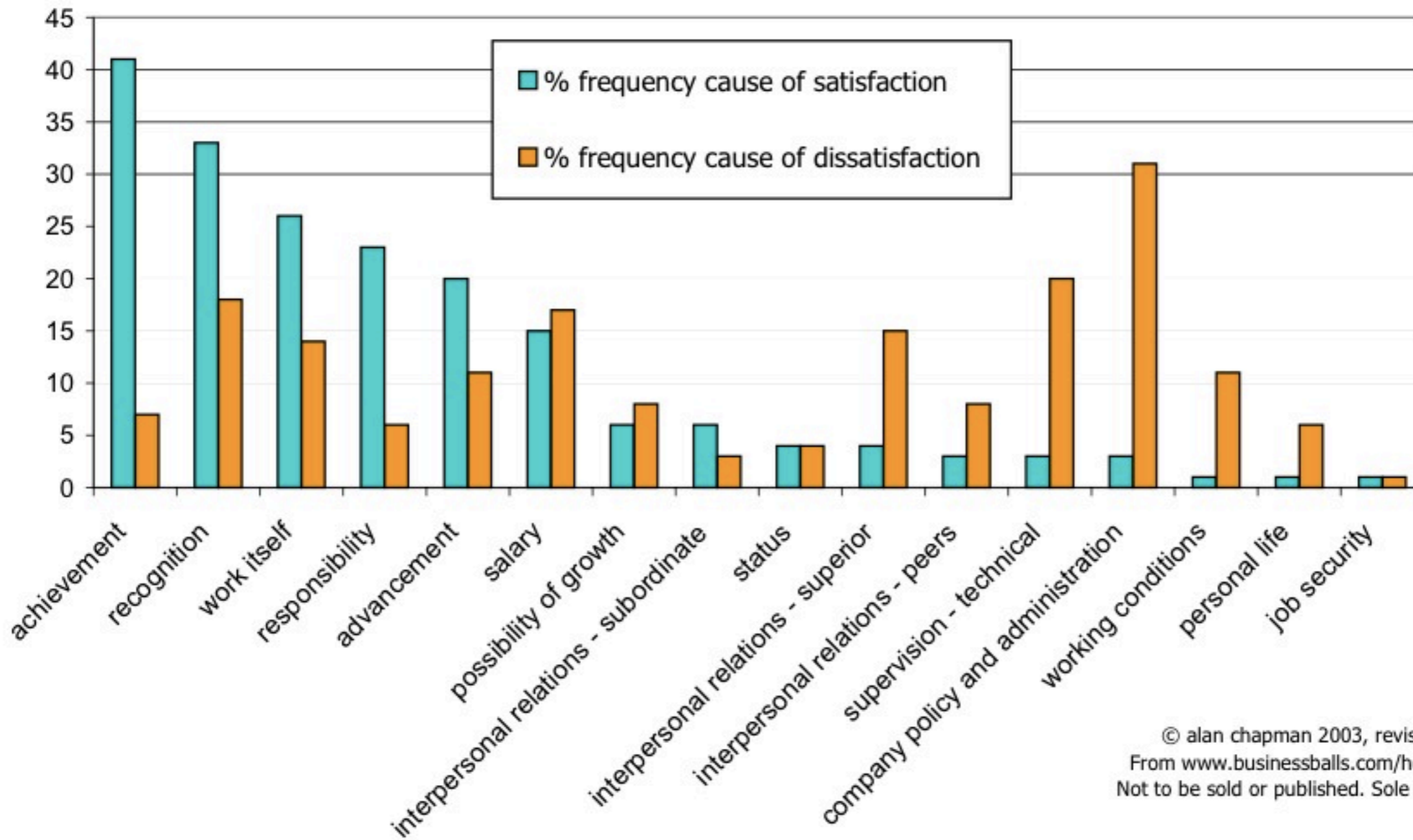
- Basic needs: salary
- Safety needs: job stability
- Belonging needs: teamwork
- Esteem needs: recognition
- Self-actualization needs: professional advancement
- If, at any level something fails - the individual is going to stay at that level

Examples

- If someone gets seriously ill, he/she doesn't care anymore about the job.
- If a person is healthy but just heard the company might fire some people, he/she doesn't care anymore about the teamwork or recognition
- If the health is great and the job is stable but he/she doesn't get along with the colleagues, it doesn't matter about recognition, he/she would look for another place to work for

Herzberg's motivators and hygiene factors

(Achievement to advancement are motivators; the others are hygiene factors. Based on percentages of total factors causing high and low attitude effects; Herzberg - The Motivation To Work, 1959.)



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