



Attitudes toward workers	X named group	Y names group
Concern	People are self-concern.	People are willing to work for organizational goals or causes they believe in.
Development & Change	People are resistance to change & dislike it.	People are capable of creativity, ingenuity, and can cope with change.
Rewards & Appraisals	People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives.	People need appraisal and opportunity for promotion.
<b>Application</b>	Large scale production operation and unskilled production-line work.	Suited to knowledge work and professional services.

حول اي شيء غير قابل للقياس، السقابل  
القياس

## 2. E) Likert Four management approaches:

Rensis Likert , American administrator and organizational psychologist , in 1967 he suggested four basic types of management approaches toward human relation in work, in particular he described the managers and employees relationship. The suggested approaches have been adapted in both management and leadership styles.



Type	Trust	Team work and Communication	Rewards & Motivation	Decision
<p>Extreme → Explure  <b>Exploitative Authoritative</b>                      ← نظام ديكتاتوري                      ← صياغة                      ← X style</p>	<p>no trust and                      ↓                      manager &amp; employee cat.</p>	<p>Very little</p>	<p>Through Fear and Punishment</p>	<p>Imposed on subordinates and they do not feel free at all to discuss things about the job with their superior.                      → one way</p>
<p>Benevolent →                      ← الجلف سوي  <b>Benevolent Authoritative</b></p>	<p>Trust نوع                      Master / Servant</p>	<p>Little</p>	<p>Through system of rewards</p>	<p>Passed to subordinates and they do not feel free to discuss things about the job with their superior.                      يعني بيلاهم الجربسكي                      أقل ديكتاتورية                      ← من exploitative</p>
<p><b>Consultative</b>                      ← تقريباً                      ← y style</p>	<p>not complete confidence</p>	<p>Some communication both vertical and horizontal, moderate team work</p>	<p>Through rewards and some involvement in the job.</p>	<p>The superior request ideas, but they did not involve subordinates in decision making.                      consultative                      استشارة غير ايجابية                      الترتيب، حتى يسألهم                      ديتطبق بله يرو انه</p>
<p><b>Participative</b></p>	<p>High level</p>	<p>High level</p>	<p>Full engagement, rewards based on goals which have been set in participation.</p>	<p>Shared and participation.</p>

**2.F) Argyris Maturity - Immaturity theory:**

Chris Argyris, was an American business theorist, Professor Emeritus at Harvard Business School, who has a big impact on many areas and aspect of management such as Monitor Group., Organization Development, Learning organizations and leadership style.

Simply Argyris Maturity - Immaturity theory describes two attitudes of employee, Mature attitude and immature attitude, he discussed the development and personal growth and development from the immature phase to the mature phase in seven different changes behaviours. (Argyris, 1964) and (Argyris, 1960)



كطائر دفل بالحجر، او دفل بالنفوح بالعقل

Employee Behaviour	
Immature (described as infant)	Mature (Describes as adult)
Passive state بسنى يتلقن ← يتعلم بالعلقة (Spoon Feeding)	Active state
State of Dependency تعتمد على الآخرين	Relative independence state مستقل
Behave in a few ways one way بأدبي المور الادنى من العلم	Behave in many ways
Erratic, casual and shallow interest	Deeper and stronger interest
Short-time concern	Long-time concern
Subordinate to everyone or position الموظف يرفع For Manager	Equal or superior position بإختلاف العزم الإداري
Lack of both Self-awareness and self-control	Demonstrate both Self-awareness and self-control

بأدبي المور الادنى من العلم  
بإختلاف العزم الإداري

مهمة

مكارنة بين Classical approach و Human relation approach

	Classical	Human relation approach
Increasing Productivity by	Rational, standard and best scientific ways to perform task. العنطق	Humanising the tasks, through dealing with individual And group behaviour, As well as team values and norms.
Adapted from	managerial perspective الحق	people's psychological and social needs at work as well as improving the process of management. Hawthorne لغو worker مكينافا → دور ال team ان يعمل support لا (teacher)
Criticising theme	Tasks come first, whatever the workers are (task orientable)	People come first, whatever the tasks are.