

CHAPTER 2

MANAGEMENT LEARNING PAST TO PRESENT

Learning Objectives and Takeaway Questions

Upon completion of the chapter, the student should be able to:

1. Identify what can be learned from the classical management approaches.
Takeaway 1: What can we learn from classical management thinking?
2. Identify what can be learned from the behavioural management approaches.
Takeaway 2: What insights come from the behavioural management approaches?
3. Identify what can be learned from the modern management approaches.
Takeaway 3: What are the foundations of modern management thinking?

Chapter 2 Overview

Historical records indicate that people have been “getting things done through others” since at least biblical times. In all likelihood, prehistoric people also practiced management in order to secure shelter, direct hunting expeditions, and cultivate the land. The systematic study of management through the use of the scientific method, however, is a relatively recent development. Contemporary managers can benefit from the organized body of knowledge we call “management.” It is a source of theories that managers can use to guide their actions.

This chapter outlines the historical evolution of management thought. The systematic study of management as a science began in earnest with the classical management approaches. Individuals such as Frederick Taylor, Frank and Lillian Gilbreth, Henri Fayol, Mary Parker Follett, and Max Weber contributed greatly to the development of the scientific management, administrative principles, and bureaucratic organization branches of classical management. The theories and ideas of these individuals are discussed in detail along with the lessons that were learned from these branches of the classical approach. Many of these lessons have value for managers in contemporary businesses.

With the advent of the human resources (or behavioural management) approaches, the assumptions of management theory shifted away from the notion that people are rational toward the idea that people are social and self-actualizing. The Hawthorne studies and Abraham Maslow’s hierarchy of needs provided the impetus for this shift. Douglas McGregor’s Theory X and Theory Y and Chris Argyris’ ideas regarding worker maturity further refined the notions regarding the social and psychological motivations of workers. W. Edwards Deming brought about the quality movement in management, leading to the emergence of total quality management with the concept of continuous improvement. The chapter provides a thorough discussion of the contributions and insights of these behavioural management approaches.

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them when they occur Management, 7th Asia-Pacific Edition John R. Schermerhorn, Jr., Paul Davidson, Peter Woods, Aharon Factor, Alan Simon, Ellen McBarron, Fatima Junaid, 2020-01-21 Eldenburg's Management is an introductory text that focuses on presenting content in an easy to understand way that encourages students to think critically and draw connections between theory and practice This new seventh edition has a strengthened focus on technology and features have been updated to help students further consolidate their knowledge This includes various forms of revision materials such as auto graded knowledge check questions and self skill assessment There is also a broad variety of concise case studies including new ones with a strategic focus which enable instructors to have thought provoking and engaging tutorials An exciting addition to the interactive e text are the new ANZ videos that feature a diverse group of management thought leaders who give insights and tales from the front This will provide supplementary content for lectures or serve as pre work for a flipped classroom Dynamic Management of Growing Firms Lorraine Uhlener Hendrickson, John Psarouthakis, 1998 How CEOs and managers of established firms can move away from crisis management toward more effective planned growth in this age of global competition Derived from open systems theory empirical research and practical experience the Dynamic Systems Planning DSP Model described here aids strategists and scholars in identifying and analyzing a comprehensive set of core competencies of an organization to assure growth and profitability **Exploring Management** John R. Schermerhorn, Jr., Daniel G. Bachrach, 2020-12-22 Exploring Management 7th Edition supports teaching and learning of core management concepts by presenting material in a straightforward conversational style with a strong emphasis on application With a focus on currency high interest examples and pedagogy that encourages critical thinking and personal reflection Exploring Management 7th Edition is the perfect balance between what students need and what instructors want Organized by study objectives and broken up into more manageable sections of material the Seventh Edition supports better student comprehension and mastery of concepts And features like skill builders active learning activities and team projects give students frequent opportunities to apply management concepts Class activities provide opportunities for discussion and debate Students can build solid management skills with self assessments class exercises and team projects **Foundations of Health Care Management** Bernard J. Healey, Marc C. Marchese, 2012-08-09 Foundations of Health Care Management Leaders and managers throughout the health care system are facing ever more challenging changes in the way care is delivered paid for and evaluated Foundations of Health Care Management Principles and Methods offers an innovative concise reader friendly introduction to health care management and administration It addresses the need for new skills in managers of health care facilities and for those planning to enter health care management positions The book covers such critical topics as leadership training change management conflict management techniques culture building quality improvement and communications skills as well as collaboration in the improvement of population health Foundations of Health Care Management also concentrates on innovations and describes steps in the transition to more decentralized and

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think about problems It focuses on creating solutions to all sorts of complex problems by taking a practical problem solving approach It discusses not only what needs to be done but it also provides guidance and examples of how to do it The book applies systems thinking to systems engineering and introduces several innovative concepts such as direct and indirect stakeholders and the Nine System Model which provides the context for the activities performed in the project along with a framework for successful stakeholder management FEATURES Treats systems engineering as a problem solving methodology Describes what tools systems engineers use and how they use them in each state of the system lifecycle Discusses the perennial problem of poor requirements defines the grammar and structure of a requirement and provides a template for a good imperative construction statement and the requirements for writing requirements Provides examples of bad and questionable requirements and explains the reasons why they are bad and questionable Introduces new concepts such as direct and indirect stakeholders and the Shmemp Includes the Nine System Model and other unique tools for systems engineering *Forthcoming Books* Rose Arny,2002-04 Management, International Adaptation John R.

Schermerhorn,Daniel G. Bachrach,2024 Management 15th edition continues to offer the same balanced theoretical approach as with previous editions Students need an active and engaged learning classroom environment that brings personal meaning to course content and the instructor s course objectives The book communicates with students through rich timely features and cases that bring management topics theories and concepts to life The underlying goal is to translate foundation theories into lasting tools for students as they move beyond the classroom where their skills will be put to the test This international edition has been revised and updated with a focus on timely content student engagement through real world challenges and personal career issues Centralizing new topics such as diversity equity inclusion and social impact this edition introduces new feature of Issues to attract learners attention to timely social and organizational issues as well as new cases and more opportunities for self assessment *International Books in Print* ,1990 **Books in Series** ,1985 Vols for 1980 issued in three parts Series Authors and Titles *The British National Bibliography* Arthur James Wells,2003

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