

## 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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