

MANAGEMENT THOUGHT IN A DYNAMIC ECONOMY. N.Y.U. Press, 1963.

It is Mee's thesis that the development of management thought as an identifiable discipline evolved during the transition from an agrarian to an industrial economy in both the U.S. and Western Europe. He believes that the progress of management continues to parallel economic development.

The book is divided into three parts in which he looks at the beginnings of the management movement, examines the concepts of current management and establishes a framework for management of the future.

INTRODUCTION:

"In this small book an attempt is made to relate the mental processes and motivations of people with their managerial behavior patterns and the consequences on economic growth. Searching inquiry is made about the relationship between management thought and economic history."

I. GENESIS OF THE MANAGEMENT MOVEMENT

A. Management: its Values and Impact

1. Management Philosophy - a system of thought or an effective process for achieving desired results and resolving problems.
2. A meaningful approach to the study of management includes: concepts that distinguish management from other fields, historical perspective in which concepts develop, and a standard of values by which scholars evaluate concepts.

B. Concept and Function of Management

1. A management concept is a way of thinking to express past or present management philosophies.
2. Management function involves a goal, processes to achieve it, and human effort.

C. Management emerges as a discipline due to a fertile environment which included:

1. Division of labor
2. Protestant ethic
3. Social Darwinism
4. Organized labor
5. Hegel's dialectic
6. Philosophical concepts of ideology, reason, analysis, and synthesis
7. Personal ownership
8. Technological aids - machinery
9. Management discipline - a set of management skills

D. Awareness of Management

1. Towne's SpagK - "The matter of shop management is of

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equal importance with that of engineering..."

2. Growth in size and complexity of organization
3. "There is evidence to support the assumption that a management movement...arises when the political and economic climate provide the proper personal-ownership motivation, ...national leaders choose appropriate philosophical and scientific conceptual frame works for progress and freedom of choice among the citizens."

II. CURRENT CONCEPTS OF PROFESSIONAL MANAGEMENT

- A. Professional manager evolved from owner-managers, captains of industry and financial managers.
 1. Professional managers are career businessmen who serve as stewards of other people's capital and resources.
- B. Three Stages of Management Thought
 1. Scientific Management - a science for work, planning by management, cooperation, and scientific selection and training.
 2. Organization and System - distinguished between administration (policy making) and management (executing). The manager must exercise control to assure proper work performance.
 3. Management Process - the identification of the functions of management: decision-making, planning, organizing, motivating, controlling, and innovating.

III. MANAGEMENT PHILOSOPHY FOR TOMORROW

- A. Criteria for Future Management Theory Concepts
 1. Management education to cope with changing environment.
 2. Problems facing the manager of the future: the intelligent use of science and technology, foreign competition, motivation, attracting investors, maintaining markets, conflicts of authority, public confidence, and use of time.
 3. Change and Vitality = principles of management and organization to cope with these.
- B. Future Management Philosophy should:
 1. Provide the manager with concepts, scale of values, and a means to settle them without hindering economic and social progress.

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2. Provide a synthesis of the various school's of thought: management process, behavioral science, decision science, and management science.
- C. Possible Elements of a Management Philosophy for the Future (see diagram) might include three major factors:
1. Multiple objectives which are economically, politically, socially, and technologically justifiable.
 2. Decision-making to choose and attain objectives.
 3. A management process - will be the mechanism to achieve objectives.

Mee concludes that, "Both economic growth and the development of management philosophy have progressed in comparable stages in the same period of time." An understanding of the development of management can contribute more to the advancement of underdeveloped nations. "It is necessary that management philosophy be adapted to the environmental conditions of an economy instead of trying to adapt an unfamiliar one and attempt to use it as a Procrustean bed."