

W 605

Management Thought: History and Development
John F. Mee

"Tell me today what the philosopher thinks, the university professor expounds, the school master teaches, the scholar publishes in his treatises and textbooks, and I shall prophesy the conduct of individuals, the ethics of businessmen, the schemes of political leaders, the plans of economists, the pleadings of lawyers, the decisions of judges, the legislation of lawmakers, the treaties of diplomats, and the decisions of state a generation hence."

Anon.

OBJECTIVE OF SEMINAR: The purpose of this seminar is to provide an organized and guided means for students to realize intellectual discovery of new relationships and concepts concerning management theory or philosophy. Each student is expected to formulate or refine his own theory or operating philosophy of management through an analytical and chronological study of the fundamentals, concepts, and practices of modern management in business, industry, and social organization.

Analysis is made of the management concepts and philosophies of past and present successful business leaders and the research findings of academic authorities with a view to integrating that which is useful into individual operating philosophies or theories of management. Coverage is made of the history of management thought from the time of the industrial revolution through the early period of "scientific management," with emphasis on production, to the expanding concept of management which is universally applicable to all functions of business enterprise and organized human activity. Consideration is given to the following influences on changing management practices, concepts and patterns: economic conditions, governmental policies, labor unions, technological advances, and contributions from the behavioral sciences.

Opportunity in the seminar is provided for students to digest and organize their previous knowledge of management and take the intellectual initiative for developing new relationships of concepts and fundamentals into a logical theory or philosophy of management by means of the creative thinking process.

"What man can believe and conceive, man can achieve."

"Read not to contradict and confute; nor to believe and take for granted; nor to find talk and discourse; but to weigh and consider. Some books are to be tasted, others to be swallowed, and some few to be chewed and digested; that is, some books are to be read only in parts; others to be read, but not curiously; and some few to be read wholly, and with diligence and attention. Some books also may be read by deputy, and extracts made of them by others; but that would be only in the less important arguments, and the meaner sort of books; else distilled books are like common distilled waters, flashy things. Reading maketh a full man; conference a ready man; and writing an exact man."

Roger Bacon

THE USE OF CONCEPTS IN MANAGEMENT: Concepts have been used to state and to express the principles and the philosophies of management. In the past, as in the present, the concepts concerning management as a distinct and identifiable mental process have been the symbols for the development and the understanding of management thought. Although some of the present concepts of management may now seem to be simple and obvious, their origins probably required a great effort in reflective or creative thinking by someone at some time. The history of management thought indicates that all progress in management has been related to these intellectual discoveries of basic concepts and conceptual relationships. Without management concepts, research, experimentation, study, teaching, and practice in the field of management would be dull, routine, and limited to absorptive or retentive thinking. With precise concepts, management knowledge, understanding, and progress expands at an accelerated rate. Both reasoning and creative thought can be exercised in far greater degree when concepts are available for the brain to use. Without concepts, communication in a subject area becomes limited to descriptions of things and activities.

The concepts may be verbal, physical, schematic, or symbolic. The developments in model building in the field of economic theory have been related to such abstract types of concepts. Developments in management thought have followed in the wake of developments in economic thought. Both disciplines have used similar methods and similar conceptual models.

The concept of management by incentive and initiative differed from the concept of scientific management; the concept of management by objectives results in a different reaction than the concept of managing to "muddle through" with the emphasis on activities. The concept of organization and management is different from the concept of the management process, just as the concept of "power through people" results in a different image from a concept of "power over people." The concept of centralized control with decentralized administration enlarges the scope of management thought

concerning organization. The concept of countervailing power differs from one of integrated power. The former may continue to maintain a situation of conflict and waste; the latter could lead to a situation of mutual interests and waste elimination.

DEVELOPMENT OF MANAGEMENT THOUGHT: A thorough, chronological, and analytical study of the development of management thought during the twentieth century leads to the following conclusions:

1. Management exists as a distinct and identifiable intellectual activity that lends itself to study, research, experimentation, understanding, teaching and practice.
2. The philosophies, theories, fundamentals, and principles of management are stated in terms of concepts.
3. The development of management thought indicates a chronological relationship to the development of the economic and industrial climate of the countries where it originated and evolved.
4. In the United States the genesis of management thought was from the area of operative work; in Europe it was from the executive level of general administrative management.
5. Management thought developed in successive stages that may be identified and characterized.
6. The development of management thought resulted from the contributions of certain established disciplines and evolved into a distinct and separate discipline capable of contributing concepts in return to the disciplines that nourished the origin and development of management, as well as other functional fields.
7. The conceptual framework for a process or theory of management consists of elements or functions which may be identified and combined in accordance with the requirements of the desires of the institutions and the economy.

Management Exists as a Distinct and Identifiable Intellectual Activity

From the genesis of management thought, as reported and described in the literature of management, to present day concepts of management, evidence indicates that management is an intellectual activity separate and distinct from operations in business and industry. Management has a body of classified knowledge that can be applied through the means of professional proficiencies and attitudes.

The classified intellectual body of management knowledge pertains to the process or ways and means of achieving objectives or desired results through the intelligent utilization of human effort, regardless of the type of industry, business, operating function, or purposive human activity involved. The process of management requires the use of knowledge and understanding; but the ultimate goal is not mere description, classification, or understanding as it is in

science. The objective of management is not knowledge for the sake of knowledge only. Management is dynamic by nature. The end product of management is achievement of some predetermined purpose; the purpose is achieved by a set of actions which yields desired results. Management involves the use of the intellect to visualize the objectives desired and the least cost actions, human and material, that will lead to the realization of the objectives before human and material resources are expended in operating activities. The concept of network based management systems is an illustration.

Management Depends Upon Concepts

Management philosophies, theories, fundamentals, and principles are stated in terms of concepts. The history of management thought indicates that all progress in management thought has been related to conceptual discoveries in the field. Though some of the concepts of management now seem to be obvious, their origin required creative thought. Management is definitely concerned with the choice of objectives and the choice of actions to attain the objectives. Therefore, management is concerned with the future consequences of action, both prior to the initiation of action and during operative performance. The choices of objectives and future actions require a conceptual framework for a system of managerial thought that can provide a guide to action and resolve any problems which prevent or interfere with the realization of desired objectives. The conceptual framework of management concepts serves as the foundation for a theory or a philosophy of management. Without distinct management concepts, it is impossible to develop a theory or philosophy of management.

Management Thought is Related to the Economic and Industrial Climate

Conceptual frameworks for management thought were developed independently by different management authorities in various countries during the same period of time. The genesis and development of management thought appears to be related to the state of economic and industrial development of the countries where some system of management thought originated and evolved.

Evidence exists to indicate a close relationship of the degree of industrial development in an economy and the degree of interest in management thought. During the early part of the nineteenth century there were isolated contributions to management thought from scholars who were a mathematician, a physicist, and a militarist. Their contributions to management thought had little influence at that time. There was little development or influence of management thought in an economy until the economy became highly industrialized.

It was not until a factory system and large industrial organizations developed in an economy that there also developed a need for and an interest in a system or philosophy of management thought. Consequently, the development of management thought occurred in the twentieth century with contributions to it coming mainly from the United States, England and France. The emerging scientific society will require substantial modifications of existing management thought.

Character of Management Thought from the United States and Europe

In the United States, a system of management thought originated in response to the desire of pioneering engineers to separate waste and inefficiency from work at the operative level of human performance in industrial enterprises in France and England, management thought originated in response to the desire of top management industrialists to identify the vital functions of a business and formulate some principles of management to serve as guides for more effective managerial performance in the conduct of the activities of a business enterprise.

U.S.
Europe

Despite the wide variance in the points of origin of management thought in different countries, the course of progress in the development of management thought during the twentieth century resulted in the convergence of the fundamental concepts of management thought into similar conceptual frameworks or philosophies for all. This was facilitated by management education or research in: (1) colleges of engineering and commerce or business; (2) professional management societies such as the Society for Advancement of Management, the American Management Association, the Academy of Management, the British Institute of Management, and the Comité National de l'Organisation Française; and (3) the International Management Congresses.

States of Management Thought

Management thought developed in successive identifiable stages during the twentieth century.

First Stage 1900 - 1930

The first identifiable stage of management thought was the so-called scientific management movement. Scientific management was conceived by the pioneers in management thought as a philosophy or a mental attitude toward the intelligent use of human effort. The emphasis in scientific management was on maximum output with minimum effort through the separation of waste and inefficiency from human work at the operative level of performance. The conceptual approach to scientific management was: (1) experimentation; (2) setting standards; (3) planning the work; and (4) maintaining the standards which were set. This conceptual approach to scientific management was modified during the nineteen twenties to: (1) management research; (2) management standards; (3) management control; and (4) cooperation.

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3. The development of management thought indicates a chronological relationship to the development of the economic and industrial climate of the countries where it originated and evolved.
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5. Management thought developed in successive stages that may be identified and characterized.
6. The development of management thought resulted from the contributions of certain established disciplines and evolved into a distinct and separate discipline capable of contributing concepts in return to the disciplines that nourished the origin and development of management, as well as other functional fields.
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By means of experimentation or research, proper tasks and standards were established. The tasks were the objectives; the standards pertained to standards of personnel, standards of conditions, standards of equipment, standards of procedures, and standards of performance. Planning was separated from operative performance. This resulted in management responsibility for the proper planning of the work and the employees' responsibility for the proper performance of work. An organizational framework was necessary for the specialization of the management functions and the work functions. Consequently, the functional type and the line and staff type of organization structures developed. Wage payment plans were invented to provide incentives for workers and to gain worker motivation and cooperation. The managerial function of control developed to assure actual performance in accordance with planned performance as established by the task and standards which were set.

The scientific management approach to the utilization of human effort in work assignments included the vital elements or functions of management, viz., an objective, a managerial process for achieving the objective (planning, organizing, and controlling), and the use of people for the performance of work projects.

Second Stage *Organization and System. 1930 - 1940*
(General input)

During the nineteen thirties, management thought developed to the stage that involved the conceptual framework of organization and system. This conceptual framework required the concepts of both administration and management.

Administration represented the ownership point of view. It involved the formulation of policies and the establishment of the organization. Then the organization became the machine or mechanism of management for carrying out work assignments through the system which was conceived of as a network of routine operating and control procedures. The main function of management consisted of the exercise of executive control to assure the proper performance of work within the organization. The scientific management approach to work at the operative level continued in use for the purpose of separating waste and inefficiency from the operating procedures.

The vital management functions were inherent in the organization and system conceptual framework. Administration performed the function of establishing goals or policy formulation and establishing the organization. These were general planning and organizing functions. Administration also performed a general control function. Management performed the functions of leadership, operative planning and operative control within the organization. The concepts of administration and management were used later by some authorities as administrative management and operative management. The former was concerned with the general management of the enterprise; and the latter was related to management of specific projects or operative functions.

Management Process

Third Stage 1940 - 1950

The general management approach to the attainment of desired objectives characterized the third stage in the development of management thought. During the nineteen forties the conceptual framework for management developed into a process of management that could be used as a general approach to the achievement of objectives for an enterprise as a whole or any functional portion of it. Whereas management had previously been associated with production and personnel, the concept of the management process also was being associated with the functions of selling, marketing and financing.

Management thought became oriented around the identification and refinement of the elements or functions in the management process. The concept of professional management diminished the distinction between administration and management. Either or both were conceived of as a management or administrative process. The governmental, institutional, and political pressures on professional management to justify the existence of private enterprise generated interest in the setting of socially justifiable as well as economic objectives for business. The experiences in the war economy and the subsequent period of reconstruction stimulated interest in the planning and decision making functions because of changing conditions and situations. The growth of organizations in size and numbers of employees necessitated the study of divisionalized or decentralized types of organization.

There developed the concept of management as a process that consisted of definite and identifiable elements or functions, viz., (1) the setting of goals; (2) the formulation of policies as guides to thought and action; (3) planning to achieve goals; (4) organizing to put plans into effect; (5) leading or motivating people in the organization to carry out the plans; and (6) controlling the activities in conformance to plans. The concepts which were inherent in the scientific management approach and the organization and system framework became sharply identified and combined into a system of thought or a management philosophy.

Fourth Stage *Theory of Management* 1950 -

The fourth stage of management thought has developed from the concept of the management process as a philosophy of management to a broader prospective of a philosophy which includes statements of the purpose of business and ethical beliefs relating to the conduct of business affairs in addition to the process of management. The management process has also become the conceptual framework for a theory of management.

Thought streams and conceptual contributions from the disciplines of mathematics, psychology, sociology, and anthropology are being integrated with the concepts of a management process and a theory of management.

Contributions to Management Thought from Related Disciplines

The development of management thought was facilitated by the conceptual contributions from certain established disciplines, viz., engineering, economics, psychology, sociology, statistics, and mathematics. The origin of the scientific management approach to the separation of waste and efficiency from human effort in the performance of work was the contribution to management thought from engineers. The scientific management movement resulted in the recognition of management as a distinct and identifiable field for study and practice.

Management became a subject for research and study in colleges of engineering and commerce or business. Management education further developed and improved management practices and refinements in management thought. Contributions to the development of management thought came from economists, statisticians, and mathematicians in the areas of planning and decision making. The use of mathematical models for decision making and predictions improved the effectiveness of the creative planning function; the use of game theory and strategies improved the planning of courses of action for the attainment of pre-determined objectives. The sociologists and psychologists contributed concepts and methods pertaining to theories of leadership, human motivation, and organizational relationships. The historical development of management thought indicates that more significant concepts and methods for management have been contributed from disciplines related to management than from scholars professing management as their discipline.

The conceptual framework for a management philosophy or theory which has been developed by the contributions to management thought from related disciplines has become so generally accepted that it can be applied to some of the disciplines that helped create it as well as other functional fields such as marketing, finance, production, personnel, et cetera.

Conceptual Framework for Management Philosophy or Theory

A conceptual framework for the development of a universally accepted management philosophy or theory consists of certain factors, elements, or functions which can be identified and combined into a system of thought. Management thought has developed to the stage where it has its own identity distinct and separate from other disciplines and subject areas of business.

An example of a proposed conceptual framework for management is illustrated on page 93 of Management Thought in a Dynamic Economy. The explanation is as follows:

An economic and social environment always exists within organized society; and reciprocating institutional forces are constantly at work. A choice of objectives for business enterprise must be made that are economically, socially, and psychologically justifiable and acceptable to organized society.

Owners, professional managers, or some type of leadership must use a process of decision making to choose the objectives desired for the enterprise as a whole or any segment of it. A decision making process involves a sequence of intellectual activities such as the following:

1. Problem must be identified and clarified.
2. Alternative courses of action must be discovered.
3. Consequences of alternative courses of action must be considered.
4. Evaluation of consequences of alternative courses of action must be made against desired standards.
5. Decision for action results.

Facilitating aids to the decision making process in choosing courses of action for setting objectives or planning actions to achieve objectives are: (1) economic concepts such as opportunity costs or felicific calculus; (2) model building for considering and evaluating consequences of alternative courses of action; (3) strategies for courses of action from game theory such as the minimax, random choice, or coalitions; and (4) techniques for problem solving such as operations research or management science methods.

After the decision for action is made, the objectives have been set and the management process comes into use as the ways and means to attain the objectives. The management process involves: (1) planning to achieve the objective; (2) organizing to put plans into effect; (3) motivating (leadership, human relations, communication, and training) the people in the organization to carry out the plans to attain the objectives; and (4) controlling the activities in operative performance to assure conformance with plans to achieve the objectives. The management process operates in a cycle through time.

Human efforts, facilitated by the necessary resources, is required for the performance of the operative functions and operative procedures essential to attain the objectives through the management process. The "human costs" resulting from frictions, tensions, frustrations, et cetera, are minimized by the use of psychological and sociological concepts and theories to develop morale, incentives, and motivations for maximum output with minimum effort.

The conceptual framework for management indicates the factors, elements, and functions of management which can be identified and combined into a philosophy or theory of management. Although different terminologies exist for identifying the factors, elements or functions of management, the concepts have been established and accepted. Management thought has developed to the stage of establishing management as a distinct and identifiable intellectual activity with a universal application for the achievement of any purpose by the intelligent use of human effort.

Chronical readings are listed in the bibliography of Management Thought in a Dynamic Economy and the appendix.

Recently named

TOP 5 PRACTICING MANAGERS
WHO HAVE CONTRIBUTED MOST
TO MANAGEMENT THOUGHT

1. Robert S. McNamara - Ford

MCNAMARA, ROBERT STRANGE, banker; b. San Francisco, June 9, 1916; s. Robert James and Clara Nell (Strange) McNE; A.B., U. Cal., 1937; M. B.A., Harvard, 1939; LL.D., Harvard, U. Cal., U. Mich., Columbia U., George Washington U., Princeton, Amherst, Williams Coll., Ohio State U., N.Y. U., Notre Dame U.; m. Margaret Craig, Aug. 13, 1940; children—Margaret Elizabeth, Kathleen, Robert Craig. Asst. prof. bus. adminstrn. Harvard, 1940-43; exec. Ford Motor Co., 1946-61, controller, 1949-53, asst. gen. mgr., Ford div., 1953-55, v.p., gen. mgr. Ford div., 1955-57, group v.p. car divisions, 1957-60, pres. co., 1960-61, co. dir. 1957-61; U.S. sec. of defense, 1961-68; pres. World Bank, 1968—. Dir. pub. and ext. instrns. including Ford Found., Brookings Instn., Cal. Inst. Technol., cons. War Department, 1942. Served as lt. col. USAF, 1943-46. Decorated Legion of Merit, Medal of Freedom, D.S.M. Mem. Phi Beta Kappa. Author: The Essence of Security, 1968; One Hundred Countries—Two Billion People. Home: 2412 Tracy Pl Washington DC 20008

2. Alfred P. Sloan, Jr. - G.M.

SLOAN, Alfred Pritchard, Jr., hon. chmn. bd. Gen. Motors Corp.; b. New Haven, May 23, 1875; s. Alfred Pritchard and Katherine (Mead) S.; B. Sc., Mass. Inst. Tech., 1895; LL.D., Princeton, 1947, Syracuse U., 1955, Wabash Coll., Columbia, Dartmouth, 1957, Williams Coll., Notre Dame, 1958, U. Pitts., 1959; D.C.S., N.Y.U.; D.Sc., Duke, Colgate U., 1962; L.H.D., Oberlin Coll., 1958; m. Irene Jackson. Pres., gen. mgr. Hyatt Roller Bearing Co., 15 yrs.; pres. United Motors Corp. 3 yrs.; pres. Gen. Motors Corp. 14 yrs., chmn. bd., 1937-50, now hon. chmn. bd. Trustee Sloan-Kettering Inst. for Cancer Research, So. Research Inst.; gov. Menninger Found.; chmn. Alfred P. Sloan Found. Clubs: University, Union, Metropolitan, Knickerbocker (N.Y.C.); Turf and Field (Belmont Park, L.I.). Author: My Years with General Motors, 1964. Home: 820 Fifth Av., N.Y.C. Office: 45 Rockefeller Plaza, N.Y.C. 20. Died Feb. 17, 1966; buried St. John's Meml. Cemetery, Cold Spring Harbor, N.Y.

3. David Eli Lilienthal - TVA

LILIENTHAL, DAVID ELI, bus. exec., writer; b. Morton, Ill., July 8, 1899; s. Leo and Minna (Roscnak) L.; A.B., DePaul U., 1920, LL.D., 1945; LL.B., Harvard, 1923; LL.D., Lehigh U., 1949, Mich. State Coll., 1949, Boston U., 1952, Universidad de los Andes, Columbia, 1954, U. Cal. at Los Angeles, 1964, Ind. U., 1965; Dr. Pub. Adminstrn., U. Ill., 1967; m. Helen Marian Lamb, Sept. 4, 1923; children—Nancy Alice (Mrs. Bromberger), David Eli. Admitted to Ill. bar, 1923; practice law, Chgo., 1923-31; mem. Wis. Pub. Service Commn., 1931-33; dir. TVA, 1933-41, chmn. 1941-46; chmn. A.E.C., 1946-50, chief exec. officer Devel. and Resources Corp., 1955; adviser pres. Republic Colombia, 1954, co-chmn. Joint Postwar Devel. Group, Vietnam, 1967-70 chmn. U.S. State Dept. bd. cons. Internat. Control Atomic Energy, 1946; mem. Council Fgn. Relations, Trustee Twentieth Century Fund, Com. Econ. Devel. Recipient Progressive Farmer award, 1945; Cath. Com. South award, 1946; Freedom award, 1949; Pub. Welfare medal Nat. Acad. Sci., 1951; comendador de la Orden el Sol del Peru, 1964; comendador Orden de Rio Branco (Brazil) Mem. AM. ACAD. ARTS. and Sci., Phi. Beta Kappa.

4. Robert E. Wood - Sears

Club Century (N.Y.C.) Author: TVA, Democracy on the March, 1944; This I Do Believe, 1949; Big Business A New Era, 1953; The Multinational Corporation, 1960; Change, Hope, and the Bomb, 1963; Journals of David E. Lilienthal, Vols. I and II, 1964, Volume III, 1966, Vol. IV, 1969, Vol. V, 1971; Management: A Humanist Art, 1967. Home: 88 Battle Rd Princeton NJ 08540 Office: Time-Life Bldg, New York City NY 10020

WOOD, ROBERT E., pres. Sears, Roebuck & Co., 1955-61; b. Kansas City, Mo., 1892; s. Robert Whitney and Elizabeth Collins Wood; U.S. M.A., 1910; m. Mary E. L. Hardwick, Nov. 11, 1908; children—Anne Whitney, Frances Livingston, Sarah Louise, Robert Whitney, Mary Stowal. Served in the U.S. Army during Philippine Insurrection as 2d and 1st Lt. 3d Cavalry, 1900-02; asst. chief quarter master, chief quarter master and dir. of Panama Railroad Co., on board of Panama Canal, 1905-15; col. and brig. gen., U.S. Army, World War I; acting quartermaster gen. U.S. Army, 1918-19. Enter. business, 1925; asst. pres. Gen. Asphalt Co., 1925-17; p. Monmouth Ward & Co., Chicago, 1927-29; v.p. Sears, Roebuck and Co., 1929-39, pres. 1939-57; chmn. bd. 1939-54, chmn. finance com. 1954-57; also dir. gen. Awarded Philippine Insurrection medal, Panama Canal medal, D.S.M., Legion of Merit, Companion Order of St. Michael and St. George (British Knight), Legion of Honor (French), Cubs, Univ. Chicago, Comm. gen. Army and Navy (Washington Old Fm. Div.), and a Home Land award. Died Nov. 11, 1971; buried Lake Forest Cemetery, Lake Forest, Ill.

5. James Webb - NASA and author of Space Age Management

MAJOR AWARDS IN MANAGEMENT

The Taylor Key - Society for the Advancement of Management

**Henry L. Gantt Gold Medal - American Management Assoc.
Amer. Society of Mech. Engrss.**

**Wallace Clark Medal - Council for International Progress
in Management**