

MANAGEMENT THOUGHT: HISTORY AND DEVELOPMENT

(A proposed syllabus)

Required Texts:

Mee, John F. Management Thought in a Dynamic Economy. New York University Press, 1963.

Two other books: from suggested list of text one surveying the field and a book of readings.

Description

The "management movement" began in the late 19th Century and evolved in the dynamic environment that existed during the transition from an agricultural to an industrial economy in both Europe and the United States. Its progress continues to parallel the economic and industrial climate. During the twentieth century, "management became recognized as a distinct and identifiable discipline that involved a process for achieving established objectives by the efficient utilization of human effort and facilitating resources." Management is also concerned with future consequences of action and, therefore, requires a framework to provide guidance. The principles and philosophies of management are stated in terms of concepts which provide this framework.

We will examine the development and changes in these concepts from its early beginnings up to the contemporary state of the art.

This course is based on the belief that every student, scholar, and/or practitioner of management develops a philosophy (set of beliefs) of management from which he/she functions. A sound philosophy can only be built upon a thorough understanding of the theory of the field. This understanding requires not only knowledge of the current state of the art but also of the people, their concepts and ideas, as well as the environmental conditions that have contributed to the development of management thought. This enables one to develop a "perspective" regarding the field of management through a better understanding of its foundations which then enables one to construct intelligent concepts useful for the future.

Objectives

- 1) To expose the students to the original works of management thinkers to make them more intelligent critics.
- 2) To acquire an understanding of the four identifiable stages of management thought: scientific management, organization and system, management process, and theory of management.
- 3) To develop an understanding of the various perspectives of contemporary management theory as represented by the various "schools of thought."

- 4) To analyze the concepts which attempt to develop a more unified theory of management.
- 5) To understand the personalities and environmental conditions which have shaped management thought.
- 6) To expose the students to the development of management education: business schools, professional associations, and executive development programs.
- 7) To utilize the knowledge of management thought to develop a perspective regarding the future of management.

Projects:

- 1) Two written book reports on original works by pioneers in the field.
- 2) A final term project in which students develop his/her perspective on the development of management thought.

Outline

- Week 1 I. Introduction to Management Thought
- A. Management Philosophy
 - B. Development of a Theory
 - C. Stages of Management Thought
- Readings: Mee, introduction
Mee, "Management Thought: History and Development"
"The Management Movement"
- Week 2 II. Seeds of Management Thought
- A. Early European Writers
 - B. U. S. Engineers and Industrial Managers - Towne's spark
- Readings: Mee, Chapter 1
Reports on: Babbage, Ure, Towne, Metcalfe, and Von Clausewitz
- Weeks 3 & 4 III. Scientific Management: 1st Stage
- A. Taylorism
 - B. Efficiency Engineers
 - C. Developing the One Best Way
- Readings: Mee, "Scientific Management"
"An Apologetics for Classical Management and the First Apostle"
- Reports on: Taylor, F. Gilbreth, Gantt, Emerson

Week 5

IV. Early Industrial Psychologists

- A. The Importance of the Human Element
- B. The Organization as a Social System
- C. Hawthome Experiment

Readings and Reports on: Munsterberg, L. Gilbreth, Dennison,
and Mayo

Week 6

V. Development of Administrative Theory

- A. Administration Defined
- B. Functions of Organization
- C. Boom in Management Education

Readings and Reports on: Fayol, Diemer, and Robinson,
M. P. Foilett

Weeks 7 & 8

VI. Organization and Management: 2nd Stage

- A. Administration vs. Management
- B. Management Functions Identified

Readings and Reports on: Davis, Mooney and Reiley, Gulick
and Urwick, and Barnard

Week 9

VII. Management Process: 3rd Stage

- A. Management Functions Refined
- B. Management Concepts Applied to Other Business Functions
- C. Professional Management

Readings and Reports on: Davis, Holden. et. al., Sloan,
Simon, Given, and McCormick

Week 10

VIII. Broader Theory of Management: 4th Stage

- A. Objectives of Business
- B. Business Ethics

Readings: Mee, Chapter 2

Readings and Reports on: Bakke, Newman, Tead, Drucker, Koontz
and O'Donnell, Niles

Week 11

IX. The Management Theory Jungle

- A. Management Process Decline in Importance
- B. Emergence of Schools of Thought: Behavioral Science

Readings: Kootnz, "Management Theory Jungle"
Gordon, "Transcend the Current Debate on
Administrative Theory"

Readings and Reports on: Dale, Argyris, March and Simon,
Koontz, Thompson

Weeks 12 & 13 X. Schools of Thought

- A. Behavioral Science
- B. Decision Science
- C. Management Science

Readings and Reports on: Whyte, Roethlisberger, Herzberg
McGregor, Likert, Bennis, Simon,
Cyert and March, Churchman

Week 14 XI. Towards Year 2000

- A. Predicting the Future Environment
- B. The Manager of the Future

Readings: Mee, Chapter 3
Lodge, "Ethics and the New Ideology"
Mee, "Manager of the Future"

Proposed Textbooks (One From Each Group):

Surveys

- Baughman, James. The History of American Management. Prentice Hall, 1969.
- George, Claude S., Jr. The History of Management Thought. Prentice-Hall, 1972.
- Sedwick, Robert C. Interaction. Prentice Hall, 1974.
- Wren, Daniel A. The Evolution of Management Thought. Ronald Press, 1972.
- Urwick, Lyndall. The Golden Book of Management. Newman D. Neame Ltd. 1956.

Readings Books

- Del Mar, Donald and Rodger D. Collons. Classics in Scientific Management. University of Alabama Press, 1976.
- Merrill, Harewood F. ed. Classics in Management, American Management Association, 1960.
- Polland, Harold R. Developments in Management Thought. Crane, Russak & Co., 1974.
- Pugh, D. S. Organization Theory. Penquin, 1971.
- _____. Writers on Organization. Penquin, 1964.