

*Development of Management Thought*  
*Volume I*

*By R.C. Hoffman*



# **Development of Management Thought: Selected Contributors and Their Ideas**

## **Volumes I & II**

This collection of articles and summaries of the work of early management thinkers and practitioners was completed as part of a doctoral seminar on Management Thought History & Development (W605) I took in the Spring, 1978 at the Graduate School of Business at Indiana University-Bloomington with Dr. John F. Mee (PhD Ohio State). At that time Dr. Mee was the Mead Johnson Professor of Management at Indiana and former president of the Academy of Management. Dr. Mee, himself, was a student of one of the figures covered in this collection, Dr. Ralph C. Davis (1930-39). Today, the Mee prize is given annually by the Academy for the best paper in Management History.

This collection is organized by following Dr. Mee's philosophy that management thought and practice must be understood within the context of the times they were developed. Thus, after the front matter, the collection of articles, bios, and summaries of the works of those who contributed to management thought in the first seventy years of the twentieth century is organized chronologically by decade. Each decade begins with a summary of the events social, economic, technological, and political events that occurred during that period. Contributors to management thought appear during the decade in which their best known work was published or made public. The contributions of many of these individuals spanned beyond the decade in which they are classified in this collection.

I make no assertions that this collection covers all the important contributors to management thought of the time, but it does cover most of the best known as well as few of those whose work was important at the time but did not endure over the years.

The selection of individuals for inclusion in this collection was based in part on what we were introduced to in the seminar as well as some that I found with additional research on my own. The intent is to give the reader an idea of some of the issues and theories put forth by the management thinkers covered herein, but it is by no means a complete collection of either individuals or their works. It is hoped that by reading some of the collections on a particular individual or individuals, that one is prompted to learn more about their ideas by locating full copies of their works.

For greater ease of locating the era one is interested in, this collection is divided into two volumes. Volume I covers the front matter, bibliography, seeds of early management thought, and the following decades: 1900-09, 1910-1919, and 1920-29. Volume II consists of: 1930-39, 1940-49, 1950-59, 1960-69, and Towards the Year 2000.

## Table of Contents

### Volume I

#### I. Front Matter

- A. My proposed syllabus for teaching a course on the topic in the future
- B. A brief Bio of John F. Mee
- C. Summary of *Management Thought in a Dynamic Economy*, book by John F. Mee
- D. Copy of Dr. Mee's syllabus for the doctoral seminar for which this project was produced

#### II. Bibliography and survey of the field from ancient times through the late 1970s

Article by House et al. on the Science, Theory, Philosophy and the Practice of Management, *Proceedings of the Academy of Management*, 1972.

#### III. Seeds of thought early contributors of ideas on management, mostly 19<sup>th</sup> century

Key figures: N. Machiavelli, R. Owen, H. Metcalf, J. Bentham, C. Babbage, C. von Clausewitz, H. Towne, A. Ure

#### IV. 1900-1909

Decade in review to provide context.

Within the decade people and works are listed in the order in which they were produced or published

Some key figures : R. Robb, K. Adamecki.

#### V. 1910-1919

Key figures: F.W. Taylor, F. Gilbreth, H. Gantt, H. Emerson, H. Munsterberg, L. Brandeis, L. Gilbreth\*, H. Fayol, A. Church, M. L. Cooke.

#### VI. 1920-1929

Key figures: M. Weber, W.D. Scott, H. Hoover, A. Sloan, H. Diemer, O. Sheldon, M. P. Follette\*, J. McKinsey, W. Robinson, G. Wallas.

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## **Volume II**

### **VII. 1930-1939**

Key figures: J. D. Mooney and A.C. Reiley, H.S. Dennison, E. Mayo, V. Graicunas, K. Lewin, H. A. Hopf, O. Tead, C. Jamison, L. Gulick and L. Urwick, C. Barnard, C. McCormick, F. Roethlisberger

### **VIII. 1940-1949**

Key figures: P. Holden, L. Fish and H. Smith, H.A. Simon, W. Givens.

### **IX. 1950-1959**

a. Key figures: W.H. Newman, E. Bakke, R. C. Davis, E. Trist, C. Argyris, P. F. Drucker, H. Koontz, C. O'Donnell, W.F. Whyte, A.W. Gouldner, W. H. Whyte, C. Walker, R. Guest, P. Selznick, J. March, M.C. Niles\*.

### **X. 1960-1969**

a. Key figures: R. Fetter, D. McGregor, E. Dale, F. Kappel, R. Likert, T. Burns, G. Stalker, A. Etzioni, W.G. Bennis, A.D. Chandler, R.M. Cyert, G.S. Odiorne, P. J. Gordon, R. Blake, J. Mouton\*, J. Woodward\*.

b. F. Herzberg, J.W. Lorsch, P. Lawrence, J.D. Thompson, F. Kast, J. Rosenzweig, B. F. Skinner, D. Pugh, D. Hickson, C. Hinings.

### **XI. Towards the Year 2000**

\*Female contributor

#### **Post scriptum**

I would like to thank my colleague Dr. Tom Calo for suggesting that I make this collection more widely available to others.

This project was greatly facilitated with the help of my wife Karin and the great blizzard of 78. My wife typed up the majority of the introductions to each decade of work presented in this volume. In addition, all of the original diagrams and graphs were hand drawn by Karin. The blizzard provided additional time for me to do a more comprehensive job on this collection than originally planned as the university was closed for almost three weeks due to the weather!

#### **Dedicated To**

Karin Saral Hoffman, my wife and source of emotional as well as financial support during my doctoral studies and beyond!

INDIANA UNIVERSITY  
GRADUATE SCHOOL OF BUSINESS

MANAGEMENT THOUGHT: History and Development

A Collection of Ideas

*A +  
Correct Content well  
Presented in Chronological  
Order. Outstanding Final  
JRM  
5-4-78*

Submitted in Partial Fulfillment of  
Requirements for  
W 605 Seminar  
To  
Dr. John F. MEE

By

Richard C. Hoffman, IV  
April, 1977

" History is useful to us not because it provides us with final answers about the fate of man, but because it offers us an inexhaustable storehouse of lifestyles, civilizational modes, and waysof acting that we can draw on as we face the future. History gives us balance, patience, and a deeper understanding of what it means to live and die. History cannot save us in any ultimate sense, but it can deepen our understanding of humanity's potentialities and limitations. "

- Gilbert, Arthur N. In Search of a Meaningful Past.  
N.Y.: Houghton Mifflin, 1972.