

History of Management Thought

An Immersive Virtual Reality Learning Experience
2011-2012

Course Description

Organizations have a history and culture in which the management discipline is exercised. Individual managers have histories and personal “cultures” that influence the way they manage in particular organizations. The discipline of management has a history that has contributed to the culture of management. This course focuses upon the rise of the concept of management as a distinct profession. It provides an overview of major schools or perspectives of management theory. The focus is upon the disciplinary foundations as the impact of historical context upon the development of management theory. This course may be adapted for graduate or undergraduate levels.

Materials

Readings, assignments, problems and assessments are integrated into the courseware. Any additional materials will be assigned by the instructor at the start or during the course.

Course Outline & Assignments

Assignments will change from time to time as new resources become available, contemporary events have bearing on the topics, or the social, legal, or economic environments change.

EARLY MANAGEMENT THEORY (Module One, 4-6 hours)

- Tzu and Machiavelli
- “Great Man” or Leader Train Paradigm
- Taylor and Scientific Management
- Mayo and the Human Relations School
- Weber and Bureaucracy

TRANSFERABILITY AND MANAGEMENT SCIENCE (Module Two, 4-6 hours)

- Historical Portraits
- Management Science and Operations Research
- Management as a Profession, with universally applicable or transferable skills
- Disciplinary Foundations Underpinning Management Theory
- Women in Management

ANTHROPOLOGY, SOCIOLOGY, AND PSYCHOLOGY (Module Three, 4-6 hours)

- Organizational Theory
- Organizational Culture
- Industrial/Organizational Psychology
- Learning in Organizations

CURRENT TRENDS IN MANAGEMENT THEORY (Module Four, 4-6 hours)

- Quality and Excellence Movements
- Juran
- Deming

- Peters and Waterman
- Shewhart
- Six Sigma and ISO
- Balanced Scorecard
- Sustainability

CONTEMPORARY CONTRIBUTIONS (Module Five, 4-6 hours)

- Socio-Technical/Systems Perspective
- Information Processing Perspective
- Corporate Governance

COURSE REVIEW AND EXAM

Recommended Resources and Readings

- <http://www.managementhelp.org/>
- A comprehensive Business Management Glossary
<http://management.about.com/cs/begintomanage/l/blglossary.htm>
- Taylor's *The Principles of Scientific Management* <http://www.ibiblio.org/eldritch/fwt/ti.html>
- "Henry Dennison, Elton Mayo, and Human Relations Historiography" by Kyle Bruce. This is from *M&OH Management & Organizational History* a new journal
<http://moh.sagepub.com/cgi/content/abstract/1/2/177> (full text article in pdf)
- "Managing Yourself" by Peter F. Drucker from "Best of HBR" available in html and pdf format
<http://www.cs.iastate.edu/~daleili/Peter%20Drucker%20-%20Managing%20Oneself.pdf>
- Excerpt from Weber's *Wirtschaft und Gesellschaft*, part III, chap. 6
<http://www2.pfeiffer.edu/~Iridener/DSS/Weber/BUREAU.HTML>
- Condensation of the 14 points from *Out of the Crisis* by Deming, this is linked to the Deming Institute pp. 650-78 <http://www.deming.org/theman/teachings02.html>
- "Human Change by Design" Excerpts from a conversation with Robert Blake (of Blake and Mouton). The article originally appeared in the *Healthcare Forum Journal*, July-August 1992, Vol. 35, #4 <http://www.well.com/user/bbear/blake.html>
- Concepts of organizational learning as discussed in *The Dance of Change* and features an interview with Peter Senge. This is a page sponsored by the Society for Organizational Learning.
http://www.solonline.org/organizational_overview/
- Essay on Lewin's theory of change written by Edgar Schein one of the "founders" of organizational psychology.
http://www.a2zpsychology.com/ARTICLES/kurt_lewin's_change_theory.htm
- "Professor Chandler's Revolution" by Art Kleiner originally published in *Strategy + Business* Second Quarter 2002. This is also available in pdf version.
<http://www.well.com/user/art/s%2Bb22002cm.html>
- Gibson, J.W., et al. (1999). "The role of management history in the management curriculum:1997." *Journal of Management History*, 5 (5), 277-285.

- Kantrow, A. (ed). (1986). "Why history matters to managers." *Harvard Business Review*, January-February, 81-88.
- Warren, R. & Tweedale, G. (2002). "Business ethics and business History: Neglected Dimensions in management education." *British Journal of Management* , 13, 209-219.
- This is a link to a variety of resources including links to associations and societies that focus upon a particular management theorist or "school" of theorists.
<https://www.baker.edu/departments/leadership/mgthistory/index.html>
- Roth, W.(1998). *Evolution of management theory: Past, present, future*. Boca Raton, FL: CRC Press.
- Wren, Daniel A. (2004). *The history of management thought*. (5th ed.). New York: John Wiley & Sons.