



Management

8th edition

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Chapter

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Management Yesterday and Today

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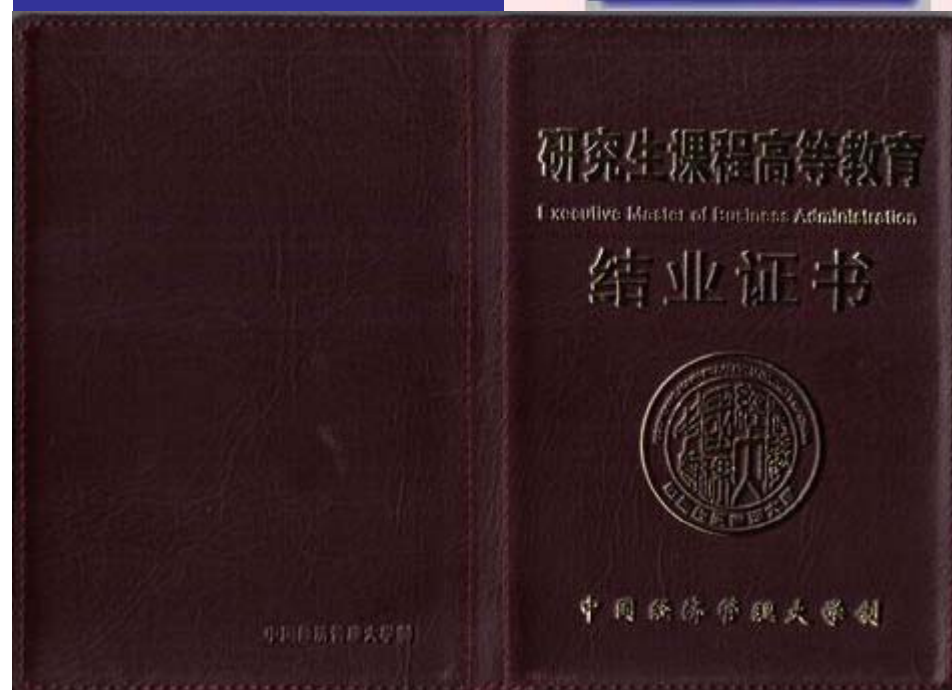
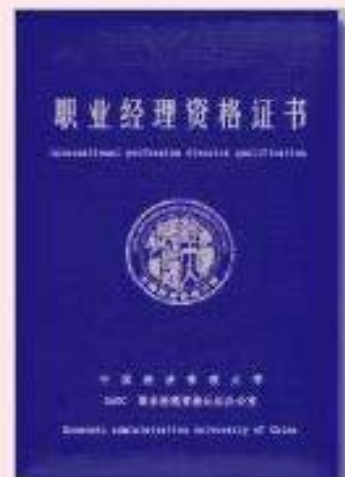
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LEARNING OUTLINE

Follow this Learning Outline as you read and study this chapter.

Historical Background of Management

- Explain why studying management history is important.
- Describe some early evidences of management practice.
- Discuss why division of labor and the Industrial Revolution are important to the study of management.
- List six management approaches.

Scientific Management

- Define scientific management.
- Describe the important contributions made by Fredrick W. Taylor and Frank and Lillian Gilbreth.
- Explain how today's managers use scientific management.

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

General Administrative Theorists

- **Tell what the general administrative theorists brought to the study of management.**
- **Describe how Fayol viewed the practice of management**
- **Explain why Fayol developed his principles of management.**
- **Discuss Fayol's 14 management principles.**
- **Describe Max Weber's contribution to the general administrative theory of management,**
- **Define the characteristics of a bureaucracy**
- **Explain how today's managers use general administrative theory.**

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

Quantitative Approach to Management

- Define the quantitative approach and how it evolved.
- Explain what the quantitative approach has contributed to the field of management.
- Discuss how today's managers may not be comfortable with the quantitative approach.

Toward Understanding Organizational Behavior

- Define organizational behavior.
- Describe the contributions of the early advocates of OB.
- Describe the design of the Hawthorne Studies.
- Explain the contributions of the Hawthorne Studies to the field of management.

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

Toward Understanding Organizational Behavior (cont'd)

- Discuss the criticisms of the Hawthorne Studies.
- Discuss how today's managers use the behavioral approach.

The Systems Approach

- Define a system.
- Contrast closed systems and open systems.
- Describe an organization using the systems approach.
- Discuss how the systems approach is appropriate for understanding management.

LEARNING OUTLINE (cont'd)

Follow this Learning Outline as you read and study this chapter.

The Contingency Approach

- Define the contingency approach
- Explain how the contingency approach differs from the early theories of management
- Discuss the popular contingency variables.
- Discuss how the contingency approach is appropriate for studying management

Current Issues and Trends

- Explain why we need to look at the current trends and issues facing managers.
- Define workforce diversity, entrepreneurship, e-business, learning organization, knowledge management, and quality management.

Historical Background of Management

Ancient Management

- Egypt (pyramids) and China (Great Wall)
- Venetians (floating warship assembly lines)

Adam Smith

- Published *“The Wealth of Nations”* in 1776
 - ❖ Advocated the division of labor (job specialization) to increase the productivity of workers

Industrial Revolution

- Substituted machine power for human labor
- Created large organizations in need of management

Major Approaches to Management

Scientific Management

General Administrative Theory

Quantitative Management

Organizational Behavior

Systems Approach

Contingency Approach

Scientific Management

Fredrick Winslow Taylor

- The “father” of scientific management
- Published *Principles of Scientific Management* (1911)
 - ❖ The theory of scientific management:
 - Using scientific methods to define the “one best way” for a job to be done
 - Putting the right person on the job with the correct tools and equipment
 - Having a standardized method of doing the job
 - Providing an economic incentive to the worker

Scientific Management (cont'd)

Frank and Lillian Gilbreth

- Focused on increasing worker productivity through the reduction of wasted motion
- Developed the microchronometer to time worker motions and optimize performance.

How Do Today's Managers Use Scientific Management?

- Use time and motion studies to increase productivity
- Hire the best qualified employees
- Design incentive systems based on output

General Administrative Theorists

Henri Fayol

- Believed that the practice of management was distinct from other organizational functions
- Developed fourteen principles of management that applied to all organizational situations

Max Weber

- Developed a theory of authority based on an ideal type of organization (bureaucracy)
 - ❖ Emphasized rationality, predictability, impersonality, technical competence, and authoritarianism.

Quantitative Approach to Management

Quantitative Approach

- Also called *operations research* or *management science*
- Evolved from mathematical and statistical methods developed to solve WWII military logistics and quality control problems
- Focuses on improving managerial decision making by applying:
 - ❖ Statistics, optimization models, information models, and computer simulations

Understanding Organizational Behavior

Organizational Behavior (OB)

- The study of the actions of people at work; people are the most important asset of an organization

Early OB Advocates

- Robert Owen
- Hugo Munsterberg
- Mary Parker Follett
- Chester Barnard

The Hawthorne Studies

A series of productivity experiments conducted at Western Electric from 1927 to 1932.

Experimental findings

- Productivity unexpectedly increased under imposed adverse working conditions.
- The effect of incentive plans was less than expected.

Research conclusion

- Social norms, group standards and attitudes more strongly influence individual output and work behavior than do monetary incentives.

The Systems Approach

System Defined

- A set of interrelated and interdependent parts arranged in a manner that produces a unified whole.

Basic Types of Systems

- Closed systems
 - ❖ Are not influenced by and do not interact with their environment (all system input and output is internal)
- Open systems
 - ❖ Dynamically interact to their environments by taking in inputs and transforming them into outputs that are distributed into their environments

Implications of the Systems Approach

- Coordination of the organization's parts is essential for proper functioning of the entire organization.
- Decisions and actions taken in one area of the organization will have an effect in other areas of the organization.
- Organizations are not self-contained and, therefore, must adapt to changes in their external environment.

The Contingency Approach

Contingency Approach Defined

- Also sometimes called the situational approach.
- There is no one universally applicable set of management principles (rules) by which to manage organizations.
- Organizations are individually different, face different situations (contingency variables), and require different ways of managing.

Current Trends and Issues

Globalization

Ethics

Workforce Diversity

Entrepreneurship

E-business

Knowledge Management

Learning Organizations

Quality Management

Current Trends and Issues (cont'd)

Globalization

- Management in international organizations
- Political and cultural challenges of operating in a global market

Ethics

- Increased emphasis on ethics education in college curriculums
- Increased creation and use of codes of ethics by businesses

Current Trends and Issues (cont'd)

Workforce Diversity

➤ Increasing heterogeneity in the workforce

- ❖ More gender, minority, ethnic, and other forms of diversity in employees

➤ Aging workforce

- ❖ Older employees who work longer and not retire
- ❖ The cost of public and private benefits for older workers will increase
- ❖ Increased demand for products and services related to aging

Current Trends and Issues (cont'd)

Entrepreneurship Defined

- The process whereby an individual or group of individuals use organized efforts to create value and grow by fulfilling wants and needs through innovation and uniqueness.

Entrepreneurship process

- Pursuit of opportunities
- Innovation in products, services, or business methods
- Desire for continual growth of the organization

Current Trends and Issues (cont'd)

E-Business (Electronic Business)

- The work performed by an organization using electronic linkages to its key constituencies
- E-commerce: the sales and marketing component of an e-business

Categories of E-Businesses

- E-business enhanced organization
- E-business enabled organization
- Total e-business organization

Current Trends and Issues (cont'd)

Knowledge Management

- The cultivation of a learning culture where organizational members systematically gather and share knowledge with others in order to achieve better performance.

Learning Organization

- An organization that has developed the capacity to continuously learn, adapt, and change.

Current Trends and Issues (cont'd)

Quality Management

- A philosophy of management driven by continual improvement in the quality of work processes and responding to customer needs and expectations
- Inspired by the total quality management (TQM) ideas of Deming and Juran
- Quality is not directly related to cost.