

**A HISTORY AND PHILOSOPHY OF MANAGEMENT
CURRICULUM WITHIN A POST GRADUATE
BUSINESS MANAGEMENT CONTEXT**

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INTRODUCTION



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INTRODUCTION

- **Focus on History and Philosophy of Management a current global phenomena in curricula of management schools and conferences on management**
- **University of Johannesburg created curriculum for “History and Philosophy of Management”**
- **Module in BCom Hons in Strategic Management**
- **Lecture unit in MCom Business Management in the module General Management**



THE CURRICULUM



Principles: Developing the curriculum

- History and philosophy go hand in hand
- Need to understand the past to determine the future
- Role of management in an organisation's history – impact on its future



The History of Management: First 10 Centuries

- In studying modern management the past must be examined to see how our communal heritage was established
- Idea of “management” is as old as human society
- People in ancient tribes, kingdoms and empires engaged the notion of “managing”
 - Building the pyramids an example (4 500 years ago)
 - Modern management techniques: predictions in the rise of the Nile waters, forecasts of crops, forecasts of state income tax revenues



The History of Management: 11th to 13th Centuries

- Middle Ages in Europe marked by continuance of anti-commerce attitude and preoccupation with local markets
- Crusades of 11th to 13th Centuries brought important changes in Western society
- 11th to 13th Centuries: earliest form of capitalism and mercantilism.
- Mercantilism (the distribution of goods in order to realise a profit) evolved into economic theory and eventually management of business.
- Marco Polo – 13th Century – mercantile ambitions
- Renaissance in Europe – new social order: mobility and mastery of people over the environment
- First bookkeeping documented – Venice 1494



The History of Management:

Scientific management theory (1890 – 1940)

- 1660s: Features of general life are publicity, self-development, association and science. The science of management evolved.
- Scientific management theory (1890 – 1940)
 - Frederick Taylor: Father of Scientific Management in 1911. Focus on productivity and measurement of organisational tasks.
 - Tasks were standardised – workers were rewarded and punished
 - Worker and machine relationship
 - Time and motion studies – one best way to do a job
 - Approach worked for organisations with assembly lines and routinised activities.
 - Most notable organisations were large and industrialised



Group discussion

Are any of the characteristics of the scientific management theory still applied today?

Can it be of value in organisations today?

Example

The History of Management: Traditional or classical management theory (1900 – 1920)

- Traditional or classical management (1900 – 1920)
 - Focus on efficiency and includes bureaucratic, scientific and administrative management.
 - Bureaucratic management: rational set of structuring guidelines, such as rules and procedures, hierarchy and clear division of labour.
 - Scientific management: “one best way” to do a job
 - Administrative management: flow of information in the operation of the organisation

Group discussion

Are any of the characteristics of the classical management theory still applied today?

Can it be of value in organisations today?

Example



The History of Management:

Bureaucratic management theory (1930 – 1950)

- Bureaucratic management theory (1930 – 1950)
 - Max Weber: Father of Modern Sociology. Focus on laws, procedures and rules. Organisations develop comprehensive, detailed standard operating procedures for routine tasks
 - Bureaucracies are founded on legal or rational authority based on law, procedures and rules
 - Positional authority of a superior over a subordinate stems from legal authority
 - Charismatic authority stems from the personal qualities of an individual
 - Efficiency in bureaucracies comes from:
 - Clearly defined and specialised functions
 - Use of legal authority
 - Hierarchical form
 - Written rules and procedures
 - Technically trained bureaucrats
 - Appointment to positions based on technical expertise
 - Promotions based on competence
 - Clearly defined career paths
 - Religious ethic, political ethic, market ethic



Group discussion

Are any of the characteristics of the bureaucratic management theory still applied today?

Can it be of value in organisations today?

Example



The History of Management: Weber and the role of religious ethics

- Evolution of state capitalism into individual capital requirements
- Changes in values as result of reformation
- Religious development pivotal in emergence of modern capitalism
- Protestantism created the spirit of capitalism
- Distinction between rational, unlimited greed for gain and the rational capitalism of protestant ethic (spiritual worth and temporal success)
- Brought about big difference between Protestant and Catholic
 - Catholic: church the super state. Think of salvation not gain.
 - Protestant: choose a career and gain for self and others.
- Tawney – antithesis: capitalism the cause of Protestantism, not the effect

Group discussion

What is the impact of other religions on changes in culture and ethics?

What impact does it have on management?

Example



The History of Management: Political ethics and its impact on management

- Need for achievement and sanctions of individual rewards for worldly efforts – political system conducive to individual liberty
- Age of Enlightenment (industrialised society) – new ideas:
 - Equality
 - Justice
 - Rights of citizens
 - Rule of reason
 - Notion of a republic governed by consent of the governed
- Before rebirth: dominance of many by few
- Thomas Hobbes (1600s) – strong central leadership
- John Locke (end 1600s) – people governed by natural law of reason – new civil order

Example

Group discussion

What is the impact of political ethics on management?

Example



The History of Management: Market ethics and its impact on management

- Economic thinking sterile in the Middle Ages
- 16th and 17th Century: strong national entities reshape economic thought
 - Revolution in trade > Merchantilism (philosophical contradiction to emerging 18th Century Age of Enlightenment)
- 18th Century: Physiocratic school of economic thought (*economics had a natural order and harmony – don't interfere*) emerged to challenge merchantilism
- 1700s: Adam Smith – Scottish political economist > liberal economics. Specialisation of labour.

Group discussion

What is the impact of market ethics on management?

Example



The History of Management: The human relations movement

- Human relations movement (1930 – today)
 - Unions and government regulations reacted to dehumanizing of people and attention shifted to individuals and their unique capabilities.
 - Behavioural science started to play a role.
 - Began with Hawthorne studies (influence of human factors on worker productivity)
 - Human relations > human resources > human capital (people management)

Group discussion

What impacts most on management today?
(Internal and external environment)

Example



The History of Management: The evolution of management through the centuries

- Early management dominated by anti-business / anti-achievement and anti-human cultural values
- Before Industrial Revolution: economies and societies essentially static; political values involved unilateral decision making
- Organisations run on divine right of king, dogma to the faithful and discipline of military > little need to develop formal body of management thought
- New age of industrialisation – cultural rebirth > economic, social and political attitudes change
- Protestant ethic the challenge to central authority of the church and response to need of people for achievement
- Liberty ethic reflect ancient struggle between monolithic and representative form of government > sought to protect individual rights
- Market ethic = mercantilism preferred
- Cultural rebirth: need for rational, formalised, systematic body of knowledge about how to manage.
- Emergence of market economy requires managers to become more creative and better informed on how to manage
- Emergence of modern management > based on rational way of making decision
- Change evolved over a long period of time as culture changed



STUDENTS RESPONSE



STUDENT RESPONSES AFTER PRESENTATION OF THE MODULE

- Feedback very positive
- Students realise the importance of understanding history of business
- Students study “management” for years and never knows what the history is
- Impact of management styles and approaches on the history of business important



WAY FORWARD



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WAY FORWARD

- Closer working relationship between Business Management and History
- Writing the history of organisations and the impact of management styles and approaches over time





“The practice of management is not a science but the human application of a science.

Were management a science alone, it could have no human philosophy”

- Sheldon

