

Humanistic Management & Current Developments in Management Practices

Outcomes

Describe the work of major contributors to the field of management

- 1.1:** Describe the contributions of Mary Parker Follett and Elton Mayo (Hawthorne studies) to the field of humanistic management
- 1.2:** Describe current developments in management practices

Learning Outcomes: Humanistic Management

1.1: Describe the contributions of Mary Parker Follett and Elton Mayo (Hawthorne studies) to the field of humanistic management

1.1.1: Explain the concept of humanistic management

1.1.2: Summarize the work of Mary Parker Follett

1.1.3: Explain the significance of Elton Mayo's work (Hawthorne studies)

Basics of Humanistic Management

- Places emphasis on interpersonal relationships
- Highlights concerns about lower standards of workmanship and lower wages
- Labor unions began addressing growing fear of the workers
 - the US government called Frederick Taylor to testify about aims of his proposals



Mary Parker Follett

- Considered to be the "Mother of Modern Management"
- Developed concepts applied to business and management
 - created a better understanding of lateral processes
 - noted the Importance of informal processes within organizations
 - applied principles of noncoercive power sharing she called integration
 - examined empowerment and facilitation instead of control
 - promoted conflict resolution in group based on constructive consultation

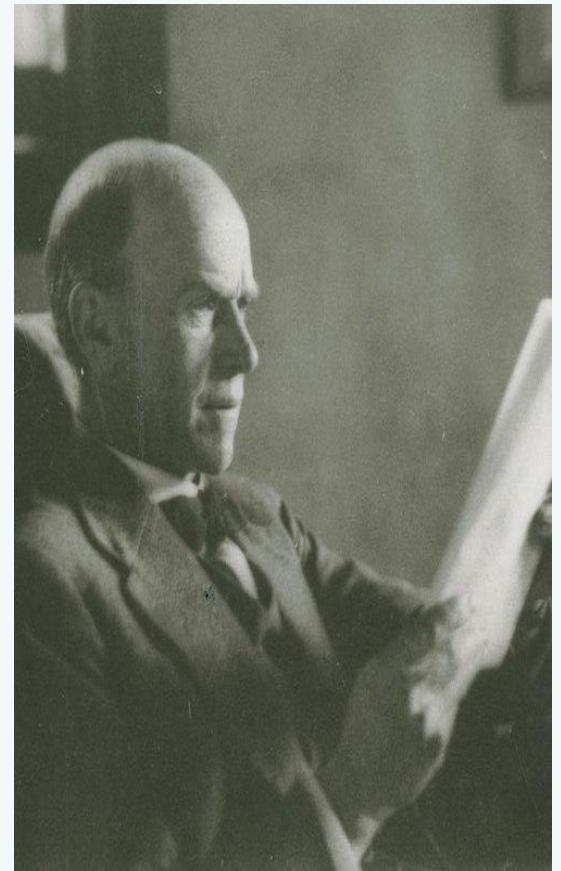


Follett: “Mother of Modern Management”

- Follett devoted her life's work to the idea that social cooperation is better than individual competition.
- In her 1924 book *Creative Experience*, Follett wrote:
“Labor and [management] can never be reconciled as long as labor persists in thinking that there is a [management] point of view and [management] thinks there is a labor point of view. These are imaginary wholes which must be broken up before [management] and labor can cooperate.”

Elton Mayo and the Hawthorne Experiments

- Completed a series of studies designed to isolate factors in workplace that affected productivity
 - If positive change was implemented, productivity increased
 - If negative change was implemented, productivity still increased
- Employed nondirective interview method
 - Benefits- feeling of group cohesion, friendlier attitude of researchers, attention brought to individuals
- Published findings in “The Human Problems of an Industrialized Civilization” in 1933



Current Developments in Management Practices

Learning Outcomes: Current Developments in Management Practices

1.2: Describe current developments in management practices

1.2.1: Explain the concept of operations management

1.2.2: Explain the concept of systems management

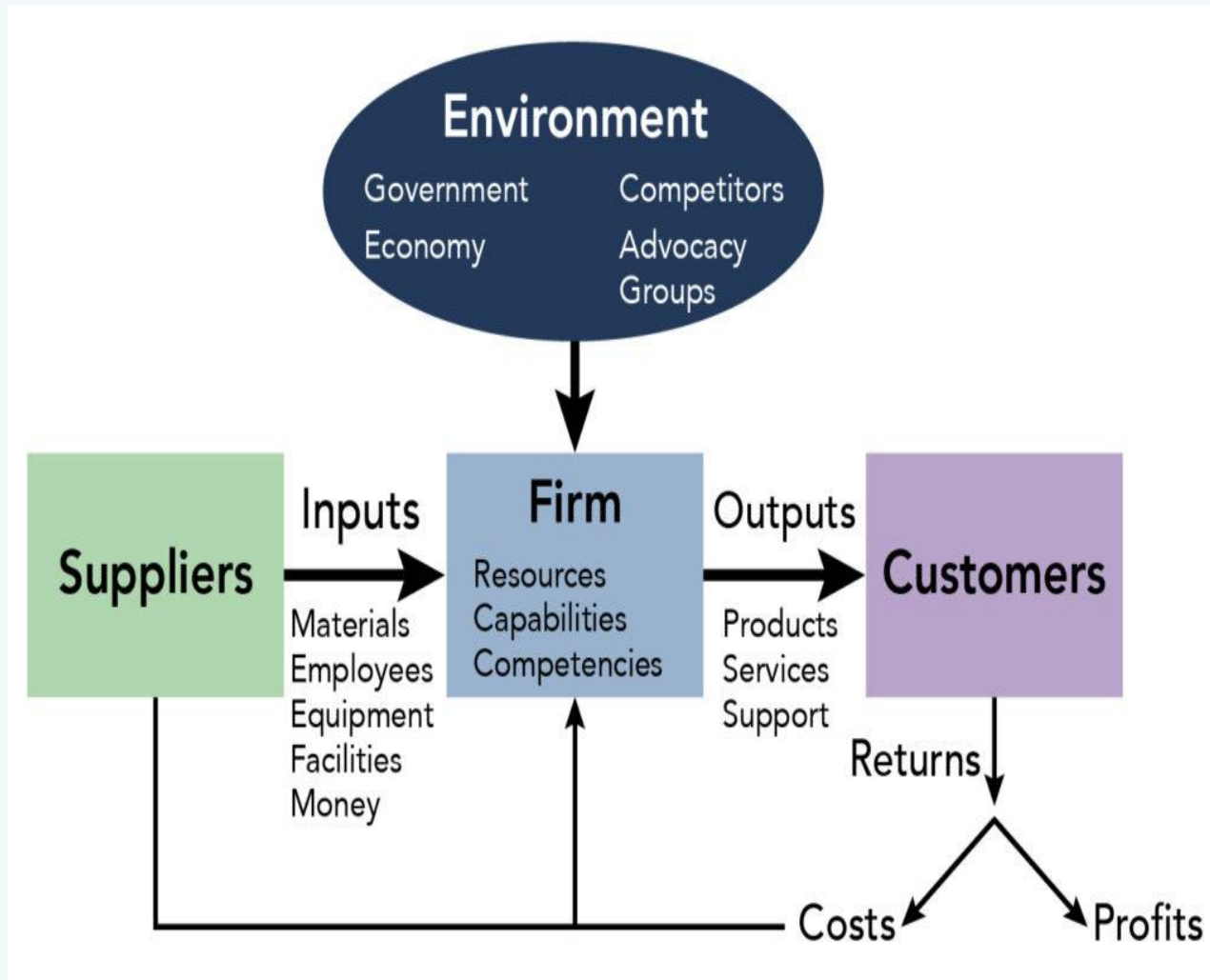
1.2.3: Explain the concept of information management

1.2.4: Explain the concept of contingency management

Introduction to Current Developments in Management Practices

- Many argue classical practices and theories are no longer valid
- Most of what we do requires us to interact with large-scale institutions
 - Government agencies, banks, health-care providers, insurance companies, etc.

Forces Shaping Management and Current Developments



Forces Shaping Management and Current Developments (cont.)

- Pace of Change Rate of progress x2 every decade
- Technology. Primary factor driving change
- Globalization. Increasing ease of flow between countries
- Diversity. Tremendous resource to organizations- different perceptions, experiences, and strengths
- Social Expectations. Would provide goods and services society required

Current Developments in Management

- Becoming more specific with formation of disciplines
- Also becoming more general
 - managers are given a toolbox, not step-by-step procedure
- **Operations Management.** Concerned with physical processes involved
 - Initial product design to incorporate features
 - Manage supply chain
 - Work with marketing and sales
- **Information Management.** Depends on accuracy to make decisions
 - Concerned with collection, preservation, storage, etc. of information

Systems Approach to Management

- Gets feedback from from the market in two ways
 - Receives revenue
 - Receives information on how well organization is doing: direct information from surveys
- Focuses on whole production process; usually split by specialties within company
- Companies are open to environmental influence
 - Political instability, economic conditions, consumer tastes, etc
 - Must be able to detect change and respond effectively



Contingency Management

- Not specific function—
general approach
- Every situation recognized
as unique; managers must
adapt to match situation
- Might include industry in
which company operates



Class Activity: Amazon and Management

- Why learn about the history of management?
 - Principles developed during Industrial Revolution are still practiced today
 - Relatable concepts to modern experiences
 - Helps with the studies of successful businesses today
- Let's take a minute to review Amazon, as an example of modern day cutting- edge business practices. [Amazon Prime Air: Automated Drone Delivery System](#)
- Do you see any similarities between managing a modern technology company like Amazon and managing the large industrial steel companies that dominated U.S. industry in the late 1800s and into the turn of the twentieth century?
- Which of the classical management theories are the most relevant today? Which are the most non-relevant?

Present: Amazon and Management

Class Activity: Google and Management

- Why learn about the history of management?
 - Principles developed during Industrial Revolution are still practiced today
 - Relatable concepts to modern experiences
 - Helps with the studies of successful businesses today
- Review the article about Google by the International Journal of Corporate Social Responsibility which discusses the Harvard Business Review case study “Project Oxygen”.
- Which of the management theories discussed in this module are the most relevant today in a organization like Google?

Present: Google and Management

Quick Review

- Explain the concept of scientific management
- Summarize the work of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry Gantt
- Explain the concept of bureaucratic management
- Summarize the work of Max Weber and Henri Fayol
- Explain the concept of humanistic management
- Summarize the work of Mary Parker Follett and Elton Mayo
- Explain the concepts of operations, systems, information, and contingency managements