

CHAPTER 2

Management Learning

Great things grow from strong foundations

Chapter Objectives

Chapter Two provides the theoretical and historical underpinnings of management principles. Classical, behavioral, and modern management approaches are reviewed

The objectives of Chapter 2 may be summarized as:

1. To explain scientific management, bureaucratic organizations, and administrative principles.
2. To explain behavioral management approaches
3. To describe management as complex networks of systems and sub-systems
4. To explain contingency thinking in management
5. To describe knowledge management and organizational learning
6. To describe the application of evidence-based management

Chapter Outline

2.1 What Are the Lessons of the Classical Management Approaches?

- **Taylor's scientific management sought efficiency in job performance**
 - ✓ Major branches in the classical approaches to management are illustrated
 - ✓ **1911 book by Frederick Taylor *The Principles of Scientific Management***
 - Identify basic steps and motions of jobs and determine the most efficient ways of doing them
 - Four principles of scientific management:
 - Develop a science for each job
 - Hire workers with the right abilities
 - Train and motivate workers
 - Support workers by planning and assisting their work according to science
 - Still in use today (example is UPS calibrated productivity standards). See "Tips to Remember".
- **Weber's bureaucratic organization is supposed to be efficient and fair**
 - ✓ Late-19th century German intellectual insights have made a significant impact on management and sociology of organizations
 - Bureaucracy type of organization could be highly efficient and very fair
 - Relies on logic, order, and legitimate authority
 - Government agencies or large colleges may be examples

Exploring Management 3rd Edition Test Answers

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Exploring Management John R. Schermerhorn, 2011-10-11 The primary goal of this edition of Exploring Management is to help build core management competencies for today's global and more complex workplace including issues related to planning, organizing, leading, and controlling. POLC with more hands-on type materials such as cases, exercises, and application. Schermerhorn uses a conversational and interactive writing style to master concepts in a bite-size and fundamental approach. This text presents managerial concepts and theory in a straight-forward, interesting style with a strong emphasis on application. The discussion of theory is framed in a unique, engaging, and concise way. The goal is to promote critical thinking and ability to make sound business decisions using managerial theory. Concepts are explored and reinforced by most hands-on applications, exercises, cases, and the integration of technology. The text also focuses on the most important aspects of the POLC model, emphasizing skill building.

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