

MH1.5**EXPLAIN the various theories in the contemporary approach.**

The systems approach says that an organization takes in inputs (resources) from the environment and transforms or processes these resources into outputs that are distributed into the environment. This approach provides a framework to help managers understand how all the interdependent units work together to achieve the organization's goals and that decisions and actions taken in one organizational area will affect others. In this way, managers can recognize that organizations are not self-contained, but instead rely on their environment for essential inputs and as outlets to absorb their outputs.

The contingency approach says that organizations are different, face different situations, and require different ways of managing. It helps us understand management because it stresses there are no simplistic or universal rules for managers to follow. Instead, managers must look at their situation and determine that *if* this is the way my situation is, *then* this is the best way for me to manage.

Technology and computerization are dramatically changing the manager's job. Every element of management—planning, organizing, leading, and controlling—has been reshaped to some degree by technology.

REVIEW AND DISCUSSION QUESTIONS

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| <p>MH-1. Explain why studying management history is important.</p> <p>MH-2. What is the significance of the industrial revolution?</p> <p>MH-3. What is a bureaucracy? Do bureaucracies still exist today?</p> <p>MH-4. What did the early advocates of OB contribute to our understanding of management?</p> <p>MH-5. Why were the Hawthorne Studies so critical to management history?</p> | <p>MH-6. Explain what the quantitative approach has contributed to the field of management.</p> <p>MH-7. Describe total quality management.</p> <p>MH-8. How has technology impacted how managers use the quantitative approach in today's workplace?</p> <p>MH-9. How do systems theory and the contingency approach make managers better at what they do?</p> <p>MH-10. How do societal trends influence the practice of management? What are the implications for someone studying management?</p> |
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PREPARING FOR: My Career

MY TURN TO BE A MANAGER

- Conduct research and identify a new or emerging management theory. Do you think the new theory will have an impact on future management practices?
- Can scientific management principles help you be more efficient? Choose a task you do regularly (such as laundry, fixing dinner, grocery shopping, studying for exams, etc.). Analyze it by writing down the steps involved in completing that task. See if any activities could be combined or eliminated. Find the “one best way” to do this task. And the next time you have to do the task, try the scientifically managed way! See if you become more efficient (keeping in mind that changing habits isn't easy to do).
- How do business organizations survive for 100+ years? Obviously, they've seen a lot of historical events come and go. Choose one of these companies and research its history: Coca-Cola, Procter & Gamble, Avon, or General Electric. How has it changed over the years? From your research on this company, what did you learn that could help you be a better manager?
- Pick one historical event from this century and do some research on it. Write a paper describing the impact this event might be having or has had on how workplaces are managed.
- Come on, admit it: You multitask, don't you? And if not, you probably know people who do. Multitasking is also

common in the workplace. But does it make employees more efficient and effective? Pretend you're the manager in charge of a loan-processing department. Describe how you would research this issue using each of the

following management approaches or theories: scientific management, general administrative theory, quantitative approach, behavioral approach, systems theory, and contingency theory.

ENDNOTES

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7. B. Sanner and J. S. Bunderson, "The Truth About Hierarchy," *MIT Sloan Management Review*, Winter 2018, pp. 49–52.
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11. C. Mims, "Inside the New Industrial Revolution," *Wall Street Journal*, November 13, 2018, p. R1.