

# Organizational Environment

OSPM; 21-09-2020, 11:30AM













# Management Ideas and Practices throughout History

Time	Individual or Group	Planning	Organizing	Leading	Controlling	Contributions to Management Thought and Practice
5000 BCE	Sumerians				√	Written record keeping
4000 BCE to 2000 BCE	Egyptians	√	√		√	Planning, organizing, and controlling to build the pyramids; submitting requests in writing; making decisions after consulting staff for advice
1800 BCE	Hammurabi				√	Controls and using witnesses in legal cases
600 BCE	Nebuchadnezzar		√	√		Wage incentives and production control
500 BCE	Sun Tzu	√		√		Strategy and identifying and attacking opponents' weaknesses
400 BCE	Xenophon	√	√	√	√	Management as separate art
400 BCE	Cyrus		√	√	√	Human relations and motion study
175	Cato		√			Job descriptions
284	Diocletian		√			Delegation of authority
900	al-Farabi			√		Leadership traits
1100	Ghazali			√		Managerial traits
1418	Barbarigo		√			Different organizational forms/structures
1436	Venetians				√	Numbering, standardization, and interchangeability of parts
1500	Sir Thomas More			√		Critique of poor management and leadership
1525	Machiavelli		√	√		Cohesiveness, power, and leadership in organizations

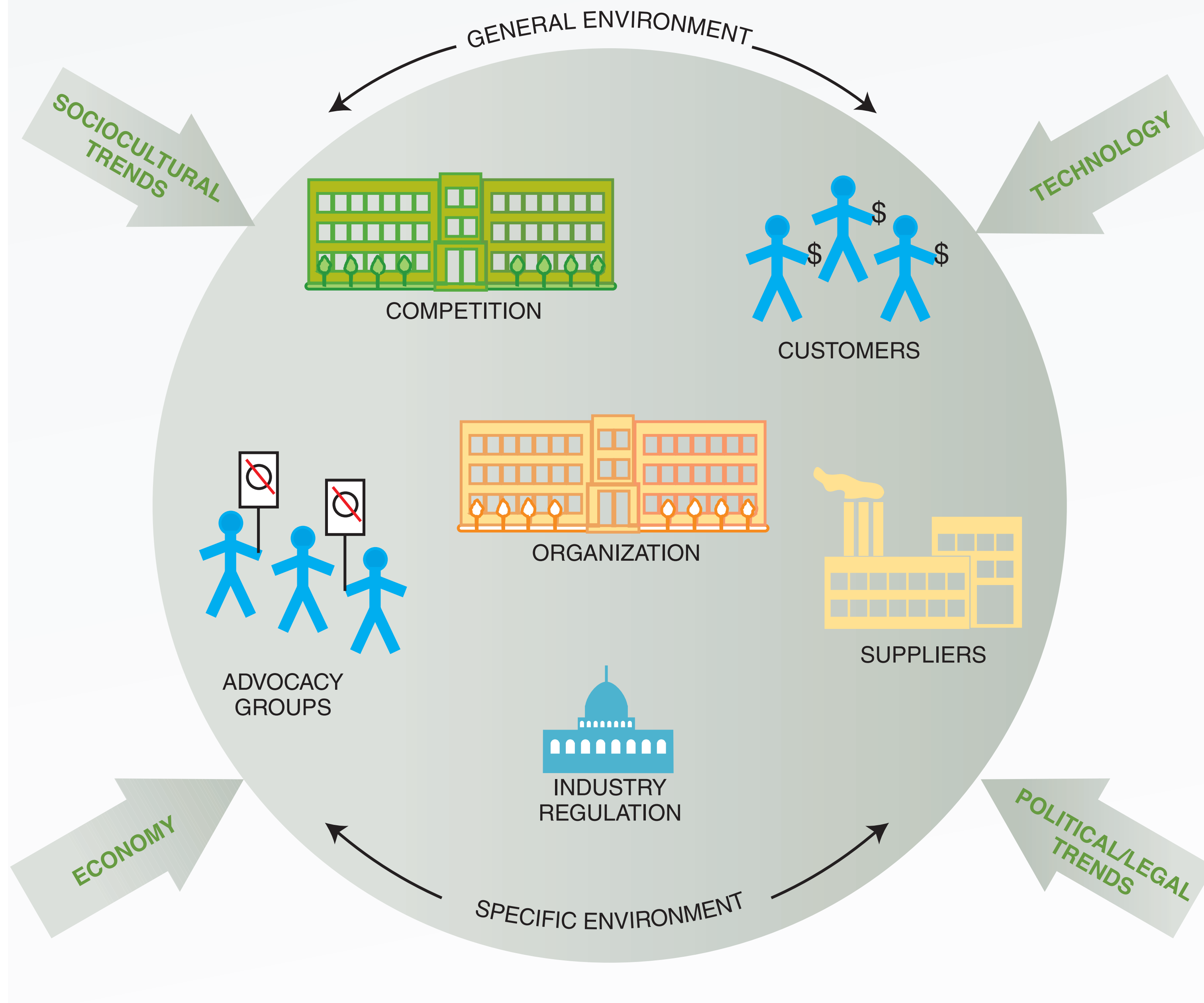
Where it all started?

Source: C. S. George, Jr., *The History of Management Thought* (Englewood Cliffs, NJ: Prentice Hall, 1972).

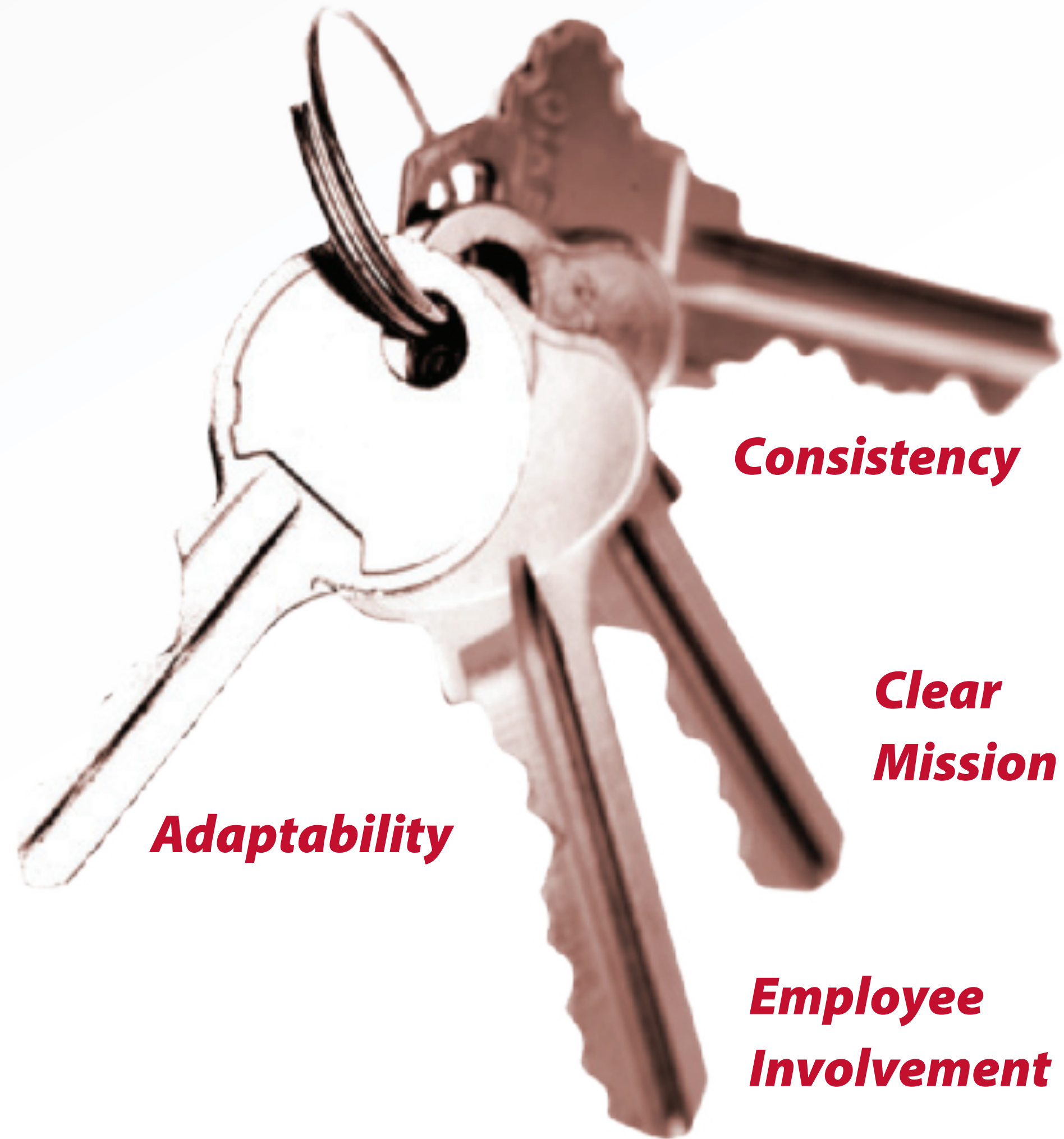
# What did we discuss?

- Scientific Management
- Henry Gantt
- Motion Studies
- Weber
- Elton Mayo
- Henry Fayol

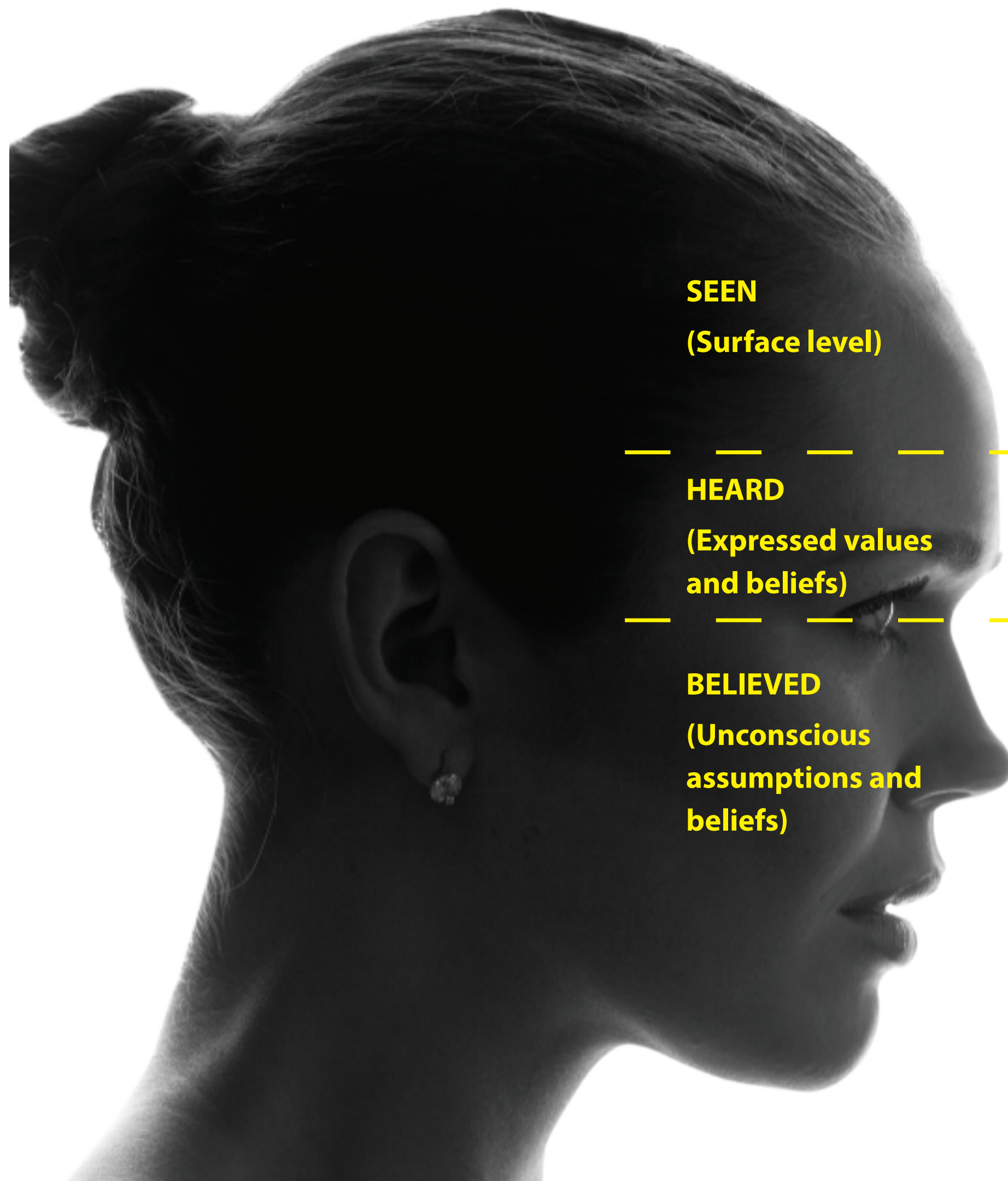
# General and Specific Environments



# Keys to an Organizational Culture That Fosters Success







**SEEN**  
(Surface level)

- Symbolic artifacts such as dress codes
- Workers' and managers' behaviors
- What people say

**HEARD**  
(Expressed values  
and beliefs)

- How decisions are made and explained
- Widely shared assumptions and beliefs

**BELIEVED**  
(Unconscious  
assumptions and  
beliefs)

- Buried deep below surface
- Rarely discussed or thought about

# Thank you

*Any Questions?*

