

Modern Approaches to Management

In this recording we summarise the content of chapter 11 Modern Approaches to Management. Studying this chapter should help you explain how management theory has evolved; identify and discuss the key management issues of the first decade of the 21st century; list the main contributors to management theory over the past 25 years; compare traditional with contemporary management approaches; .

Introducing the chapter, the authors start with 1. In our quest to identify management theories throughout this first part of the book we have identified four broad approaches: classical, human relations, systems and contingency approaches; collectively these approaches may define modern management. However, the term modern management is synonymous with the 1970s and 1980s and is not so resonant with managers of the present day. In this final chapter we will take a brief look at further subdivisions of these approaches that have evolved more recently and will also consider the tenets of a post-modern management theory. Since the 1990s and as a result of a variety of changes a more recent view of organisations and management is captured under the banner of post-modernism. Advocates of post-modernism are likely to reject rational approaches and question the possibility of any kind of complete and coherent theory of management. It may be argued that Post-modernism is less a specific approach and more a generalised concept. In many ways it can be seen as a healthy challenge to traditional approaches. Today, interest in the management of organisations is as lively as it was throughout the twentieth century. The search for better and more efficient ways of utilising people's knowledge and skills in providing goods and services for domestic and global markets has never been stronger. The desire to understand the external world of the organisation and to learn how best to cope with change in the environment is more challenging now than it has ever been. The appreciation of the importance of human skills, ingenuity and motivation has grown, not diminished, with the arrival of new technologies. Technology and ICT in particular is transforming possibilities for Third World businesses to better compete with businesses in the developed nations. What, perhaps, has changed is the recognition that there will be an increasing international and multicultural dimension to both large and smaller business corporations, as they seek to find skilled labour or low-cost production facilities. The global economy is not too far away, as the various regional groupings begin to develop their own infrastructure, as in the European Union and the Asia-Pacific Rim. This short chapter summarises current issues for management and identifies leading exponents of management theory whose more recent ideas have led us to the present position. The work of these theorists will be discussed in more detail in subsequent chapters..

The key concepts discussed within this chapter are:

learning organization - An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights; Postmodernism - "A more recent view of organisations and management that rejects a rational, systems approach and accepted explanations of society and behaviour. Postmodernism places greater emphasis on the use of language and attempts to portray a particular set of assumptions or versions of the 'truth'."; .

Other terms discussed include:

Decision-making approach; Post-modern organization; .

Summarising and concluding, the author(s) make the following comments - [Insert Figure 11.2 Evolution of Management Theory here]

Management is complex. Throughout this part of the book we have tried to arrange and organise the major (popular) approaches to management, successful throughout the 20th century, see Figure 11.2 Evolution of Management Theory. We have presented an overview of the ideas, theories and management philosophies that have contributed to making the workplace what it is today. The principles provide a foundation and framework for us to explore the practice of management and analyse organisations. In this chapter, we have considered more recent trends and approaches and

built on our management understanding. Since no one management approach provides universally applicable principles of management, today's manager must take those ideas, from the different approaches, which best suit the particular requirements of their culture, organisation and their job. In some cases the classical theories and principles along with systems theory and contingency approaches may be adopted whilst in other cases ideas from the human relations movement may be of more value. The different approaches are not generally in competition with each other and in many cases we can trace a progression of ideas, each building upon or complementing the other; all of the approaches discussed in this part of the book contribute to the blend that defines contemporary management. We should also recognise, particularly in complex and ever changing contexts, that many view management as much of an art as science. There are many aspects to management and we will attempt to illuminate some of the more important ones over the following chapters of this book..

We have now reached the end of the chapter 'Modern Approaches to Management'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter