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Management thought

La evolución del pensamiento gerencial tiene una rica historia que ha dado forma a la manera en que se gestionan las organizaciones y las personas con el tiempo. La gestión siempre ha sido una parte crucial de la vida económica humana, evolucionando junto con los cambios en la sociedad, la cultura, la economía y la ciencia. Comenzó en la antigüedad y creció con el desarrollo de los sistemas socioeconómicos. Las contribuciones a la gestión moderna provienen de filósofos, practicantes y académicos que sentaron una base sólida para las prácticas actuales. El pensamiento gerencial se refiere a las ideas y teorías que guían la gestión de las personas y los procesos en las organizaciones. Inicialmente, estas teorías surgieron de las experiencias prácticas de los gerentes en entornos industriales. Con el tiempo, incorporaron conocimientos de campos como la ciencia, la sociología y la antropología, lo que las hizo más refinadas y efectivas. La evolución del pensamiento gerencial se puede dividir en cuatro etapas clave: el período pre-científico, la teoría clásica, la teoría neo-clásica (enfoque conductual) y el modelo burocrático de Max Weber. El período pre-científico se caracterizó por la transformación de los negocios durante la Revolución Industrial en el siglo XVIII, con contribuyentes clave como Charles Babbage y Robert Owen. La teoría clásica surgió a fines del siglo XIX como un enfoque más estructurado para la gestión, con pioneros como F.W. Taylor y H.L. Grant que desarrollaron la gestión científica, centrándose en la estandarización del trabajo, la división del trabajo y los métodos científicos para mejorar la productividad. La teoría neo-clásica mejoró el enfoque clásico al centrarse en las relaciones humanas en el trabajo, reconociendo la importancia del bienestar de los empleados y enfatizando las relaciones laborales, la motivación de los empleados y la dinámica de equipo. El modelo burocrático de Max Weber se convirtió en un pilar de la teoría de la gestión, enfatizando la división del trabajo, una jerarquía de autoridad clara, reglas y procedimientos formales, y la selección de empleados basada en habilidades técnicas. Las contribuciones tempranas a las teorías de gestión incluyen textos históricos y prácticas que influyeron en la gestión organizacional, como "El arte de la guerra" de Sun Tzu y el Arthashastra de Chanakya. Estas teorías han evolucionado con el tiempo, sentando las bases para las prácticas de gestión modernas que se utilizan hoy en día en las organizaciones de todo el mundo. The evolution of management science dates back to early human civilization, with theories refined over time to enhance our understanding of organizational processes. These principles are now applied to boost efficiency and effectiveness, shaping modern management practices. From practical experiences to structured theories, each stage has contributed valuable insights into organizational management. Understanding the evolution of management helps us appreciate how past concepts influence today's strategies, enabling businesses to adapt to changing environments and achieve their goals effectively. The study of management has progressed through various stages since its formal inception in the late 19th century, with scholars and practitioners focusing on different aspects of good management practice. This has led to the identification of several management schools of thought, including the classical, behavioral, quantitative, systems, and contingency schools. These frameworks are based on distinct assumptions about human beings and organizations. Table 1 provides a brief overview of five major management schools, their approximate dates of origin, and areas of emphasis. The following sections delve into each of these schools, exploring how they have shaped our understanding of management practices. Management Evolution Through Different Schools The concept of management has undergone significant evolution since its inception. Three distinct schools of thought have shaped the understanding and practice of management: the Classical School, Contingency School, and Systems School. The **Classical School**, dating back to the 20th century, emphasizes the importance of efficient work organization and management principles. This school is further divided into three subfields: scientific management, administrative management, and bureaucratic management. Scientific management, pioneered by Frederick W. Taylor, focuses on applying the scientific method to improve efficiency, selecting workers based on qualifications, and promoting genuine cooperation between employees and managers. In contrast, **Administrative Management**, developed by Henri Fayol, takes a more general approach to management, focusing on the management process and principles. This school provides a broader framework for understanding management, distinguishing it from the individual-level analysis of scientific management. Fayol's Management Principles Remain Influential Despite Criticisms Fayol argued that management consists of five universal functions: planning, organizing, commanding, coordinating, and controlling. His principles of management emphasized the importance of division of work, authority, unity of command and direction, centralization, subordinate initiative, and team spirit. While administrative management has faced criticism for being rigid, Fayol's approach still shapes management theory and practice. Bureaucratic Management, pioneered by Max Weber, focuses on ideal organizational forms. Weber believed that a bureaucracy with division of labor, hierarchy, formalized rules, impersonality, and merit-based employee selection would lead to more efficient management. However, bureaucratic organizations often exhibit inflexibility and waste. In response to the classical school's emphasis on efficiency and principles, the behavioral school emerged. This approach prioritizes understanding human behavior in organizational settings. The Hawthorne Experiments revealed that workers' attitudes significantly impact productivity and highlighted the social dynamics of the workplace. The Hawthorne studies and human relations school have significantly impacted modern management theory, with a focus on increasing worker job satisfaction through collaborative systems and effective communication. The human relations approach emphasizes the importance of understanding worker needs and behaviors to boost productivity. Key contributors like Mary Parker Follett and Chester Barnard helped shape this perspective. However, criticism led to the emergence of behavioral science in the 1950s and 1960s, which applied conceptual tools to study behavior in the workplace. This shift acknowledged criticisms of human relations' simplistic assumptions about worker attitudes and productivity. The behavioral science school focuses on personality, attitudes, values, motivation, group behavior, leadership, communication, and conflict. Notable contributors include Douglas McGregor, Chris Argyris, Frederick Herzberg, Renais Likert, and Ralph Stogdill. In parallel, the quantitative school emphasizes applying quantitative techniques to improve decision making. With roots in scientific management, management science uses mathematical and statistical approaches to solve management problems. Developed during World War II, industry began to adopt management science after the war. The work of George continues to influence contemporary management theory and practice, particularly in human resource management, organizational behavior, and applied psychology. Developed Linear Programming for Resource Allocation Management science tools have become more practical for industry with the advent of computers, enhancing decision-making capabilities. The classical school of management often receives criticism for its emphasis on universal principles, yet many of its writers acknowledged the importance of situational considerations when applying these concepts. In contrast, the contingency theory emerged in the 1960s as a more nuanced approach to management, focusing on factors such as organizational size, technology, and environmental uncertainty that impact decision-making. Pioneers like Joan Woodward, Paul Lawrence, Jay Lorsch, and Fred Fiedler contributed significantly to this school of thought. As the field continues to evolve, contemporary approaches like total quality management (TQM) and the learning organization have gained prominence. Total quality management involves a holistic approach to delivering high-quality goods and services by engaging employees in prevention efforts, focusing on customer needs, benchmarking against industry leaders, and embracing continuous improvement. W. Edwards Deming was a leading proponent of this philosophy, which has seen widespread adoption worldwide and demonstrated positive performance outcomes for many organizations. The learning organization represents another modern concept, where all staff are actively involved in identifying problems and finding solutions to meet the demands of today's rapidly changing business environment. This approach requires adaptability and continuous learning to remain competitive. Looking forward to seein everyone at the meeting tomorrow and discussin our strategies for continous growth and improvement. The key to success lies in creating a team-based structure where employees are empowered to make decisions, surrounded by open information flow. Experts such as Peter Senge believe that problem solving is the guiding principle of a learning organization, as highlighted in various management texts including those by Daft, Fayol, Griffin, Lewis, Locke, O'Connor, Robbins, Senge, Warner.