

Managers and History of Management



Figure 1.1. Let's find out what is needed to be a successful manager.

1.1 Learning Objectives

After finishing this chapter, you will:

- Understand basic management concepts and levels of management
- Understand the skills a manager needs to be successful
- Learn the different roles a manager may be asked to take on in an organization
- Learn the evolution of management styles, thoughts, and processes

1.2 A Basic Overview of Management

Even if your ultimate goal is not to achieve a management rank within your chosen profession, it is still valuable for everyone to understand people and organizations. Managerial principles serve as a useful bridge by linking technical aspects of any field to the management of people and workplaces. The core element of management is understanding human interaction and how to deal with superiors, subordinates and external constituents. The study of management also includes understanding personality, emotions, values and goal-setting. By focusing on those concepts, we can develop critical skills in dealing with others, coping with stress, managing change and avoiding conflict and bias. In short, this subject is essential for everyone because the focus of management combines technical, human and soft skills.



Side note: The language of business is fluid and students often feel overloaded with industry jargon or buzzwords. The following is a music video from Weird Al Yankovic that introduces a lot of terminology you will soon be using yourself!

Video

Please visit the textbook on a web or mobile device to view video content.



Question 1.03

Review



Understanding people and organizations is valuable for whom?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- a** Only those who want to become managers
- b** No one
- c** Only those who are pursuing business degrees
- d** Everyone



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.04

Review



The core element of management is understanding what?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- a** Goal-setting
- b** Human interaction
- c** Budgets
- d** Generally accepted accounting principles



Show Submitted Answer



Show Correct Answer

Check My Answer

At first glance, the definition of **management** is basically the pursuit of organizational goals. At the minimum, management includes both setting a strategic course of action for the firm and coordinating the efforts of key personnel. At its fullest, it involves planning, organizing, leading, and controlling the human (and other) resources to achieve organizational goals effectively and efficiently

When we think of modern corporations, we often think of them in the form of a pyramid with different managers at each hierarchical level. In the image below, you can see that the top level is comprised of the leadership, or top management, team. This is where managers conduct strategic thinking and plan the strategic direction of the firm. In the middle of the organization, one expects to find the mid-level professionals who balance the directives from the top of the organization with the day-to-day realities from operational managers. At the bottom of the management hierarchy, we find first-line managers. These individuals supervise the bulk of the employees in the organization and plan daily or weekly tasks for employees.



Figure 1.3. Management Pyramid. This pyramid shows the different levels of management and some of their respective duties and responsibilities.

Students should also understand that the image above only represents how the management team carries out the long-term and short-term functions of the organization. There is also a group of people, the [board of directors](#) [■] who oversee the activities of the firm and ensure that the organization is maximizing value to its stakeholders. In a for-profit firm, for example, one of the main tasks of the board is to help the management team maximize profits for the vast group of owners of the firm. Board-level decisions are often made with proxy votes where each stock share a person owns counts as a vote. For a real example, consider the very well-known Nike Corporation. As of 2016, the four largest shareholders of Nike were founder Philip Knight (21.8 million shares), CEO and chairman of the board Mark Parker (1.5 million shares), President of the Nike brand Trevor Edwards (529,000 shares) and Chief Operating Officer Eric Sprunk (250,000 shares). It is interesting to note that the four largest shareholders own less than 1.5% of the organization, yet they hold considerable power as members of the board.⁷

The Board of Directors of an organization are comprised of both *inside directors* (employees of the company such as the CEO, members of the top management team, the largest shareholders and representatives of stakeholders like a union representative) as well as *outside directors* (for example, directors of other noncompeting firms). The size and composition of boards changes constantly and, as you can imagine, the corporate boards come under great scrutiny for high pay (median pay of Fortune 500 companies for board members was \$234,000 in 2011), lack of diversity, ethical issues and lack of real oversight from the outside

directors.⁴ If you don't think gender diversity is a current, persistent problem, check out the [Fortune 500 companies with all-male boards](#).



Question 1.06

Review



Which level of manager is typically in charge of allocating resources and developing activities?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a First-line managers

b Low-level managers

c Top managers

d Middle managers



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.07

Review



Whose job is it to oversee the activities of the firm and ensure that the organization is maximizing value to its stakeholders?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Top managers

b Board of directors

c First-line managers

d Middle managers



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.08

Review



Which manager's duties include planning and making decisions and setting objectives for the organization?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a	Top managers
b	Middle managers
c	First-line managers
d	Board of directors



Show Submitted Answer



Show Correct Answer

Check My Answer

1.4 Functions of Management

To try to grasp all that occurs within an organization, we need to have a process that helps coordinate everything and produce successful outcomes. [In 1916, Henri Fayol came up with the functions of management that managers need to be concerned with and manage around throughout their days to be successful.](#)⁵ Those functions are – **Planning, Organizing, Leading,** and **Controlling.**

- **Planning** – Identifying goals, establishing objectives, and implementing action plans within the constraints of the organization. As a manager, you need to be aware, not only, of what ultimate goals you are working toward, but also how you want to try to achieve them. This is the starting point of the management process.
- **Organizing** – Delegation of tasks to different individuals and work groups. Understanding which employees or groups have the skillsets to accomplish tasks in the most **efficient** and **effective** manner possible is imperative from a strategic standpoint.
- **Leading** – Motivating and directing employees towards the achievement of organizational goals. The ability to get the most out of your employees can separate the successful managers from the failures.
- **Controlling** – Measuring the performance of employees and work groups against established standards. Are employees living up to expectations from supervisors and consumers in regards to different measurables like quality? If your organization isn't where you expect to be, we go back through our process and tweak as needed, beginning with the planning function.

Each of these functions is prevalent in the different aspects of an organization. As we go through the textbook, we will discuss each of these functions using various approaches. What is also important to

realize about these functions is that there are several methods and styles managers will implement to get them accomplished, each utilizing different skills managers must display.

1.5 A Manager's Skills

At each level of the organization, a manager must exhibit a variety of skills to be effective. Most management theorists would agree that all levels of managers must possess a varying degree of conceptual, human and technical skills. At the top of the organization, there are many managers who possess and utilize [conceptual skills](#) [■]. Conceptual skills are often the “bird’s eye view,” where managers need to think analytically, understand the how an organization best functions and fit the overall puzzle pieces together. In essence, strategic managers at the top of the organization mostly utilize finely tuned conceptual skills. At the bottom of the management hierarchy, managers must possess more technical skills than anything else. [Technical skills](#) [■] are defined as specific knowledge needed to perform a specialized skill. You might think about an accounting manager possessing area-specific functional specialization in accounting principles.

In the middle of the organization, perhaps the most salient area for current students, managers must possess some conceptual and technical skill; however, the most important area for middle managers is to possess human skills. [Human skills](#) [■], or interpersonal skills, basically describe working with people. Today, managers are expected to possess a great variety of ‘soft skills’—the ability to motivate, inspire trust, communicate, network and manage human interaction at all levels.

Video

Please visit the textbook on a web or mobile device to view video content.



Question 1.09

Review



In the above video, technological skills, sector-specific training, and other skills are listed as typical

_____.

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a soft skills

b hard skills

c work skills

d effective skills



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.10

Review



The specific knowledge needed to perform a specialized skill is known as what?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Conceptual skills

b Technical skills

c Human skills

d Soft skills



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.11

Review



Which level of management most often needs to utilize conceptual skills?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Top managers

b Middle managers

c First-line managers

d Team leaders



Show Submitted Answer



Show Correct Answer

Check My Answer

1.5.1 A Manager's Roles

Students might wonder what managers do during the course of the workday. That question was studied by Henry Mintzberg, a renowned professor of Management. Mintzberg began his career by observing and studying the activities of top managers in an effort to understand the daily realities of management. Some of his initial findings were not surprising—managers tend to work in high-pressure situations, their work is fragmented and uneven, and they prefer face-to-face communication.

Mintzberg identified ten roles that managers perform and then broadly categorized those roles into three areas. First is **interpersonal**—this includes being a leader, a figurehead or a link between internal and external constituents. The interpersonal category is really about channeling information and ideas throughout the organization. Second is **informational**—managers monitor teams and people, communicate information and acting as a spokesperson. The informational category is mostly concerned with information processing. The third category is **decisional**, which involves the use of provided information. Here, managers might be change makers, problem fixers, negotiators and resource allocators.



Question 1.12

Review



Which of Mintzberg's managerial roles includes monitoring teams and people, communicating information and acting as a spokesperson?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- | | |
|---|---------------|
| a | Decisional |
| b | Interpersonal |
| c | Informational |
| d | Conceptual |



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.13

Review



Henry Mintzberg's study of managers at several organizations found all of the following EXCEPT that _____.

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- | | |
|---|--|
| a | managers work in high-pressure situations |
| b | managers prefer face-to-face communication |
| c | managers are often unfulfilled by their jobs |
| d | a manager's work is fragmented and uneven |



Show Submitted Answer

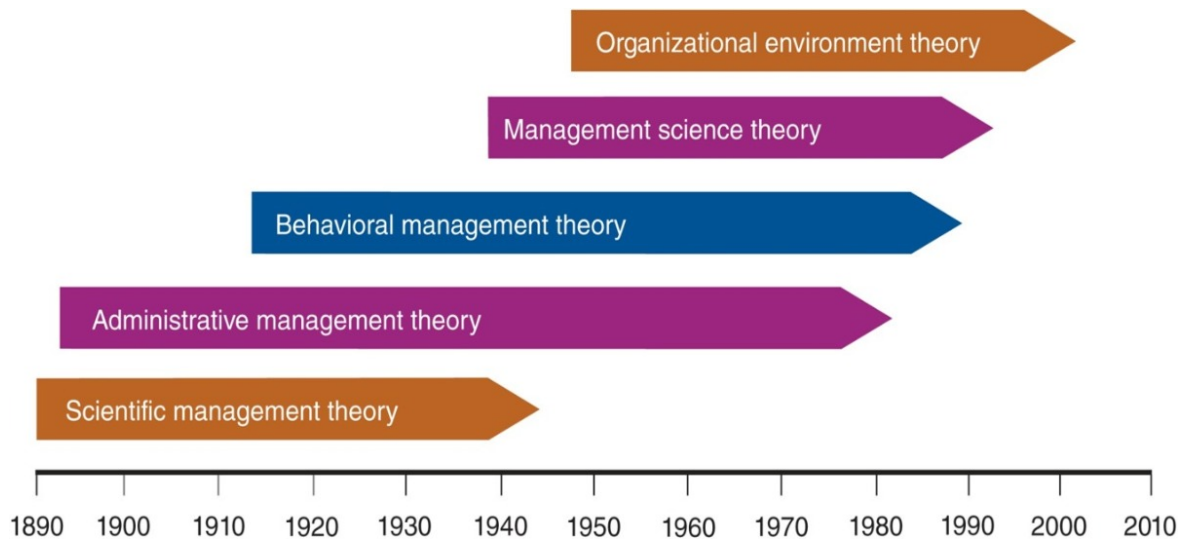


Show Correct Answer

Check My Answer

1.6 Management Theory in History

Companies generally evolve and restructure following shifts in strategy. Similarly, it would be difficult to understand the evolution of management theory without understanding the historical developments that accompany them. In the following section, we will provide a chronological history of management thought to paint a more complete picture of this changing field. **We cover the history of management in five broad periods, illustrated in the following picture.**



In the following section, we will provide a chronological history of management thought to paint a more complete picture of this changing field. We cover the history of management in two broad periods: the first half of the twentieth century (historical period) and the second half of the twentieth century (modern period).

1.6.1 Early (Classical) Management

"Work consists mainly of simple, not particularly interesting, tasks. The only way to get people to do them is to incentivize them properly and monitor them carefully" - Frederick Winslow Taylor

Scientific Management

As the United States shifted from an agrarian-based society to an industrial economy, our understanding of basic management principles was virtually nonexistent. The country was growing rapidly and new immigrants were flooding into the country for work. One would immediately assume that because labor was in short supply, wages would be increasing rapidly; however, workers had very few rights and labor costs were quite low. On top of that, the work was primarily labor-intensive and production-oriented. Coupled with that, administrators were often not physically present to directly manage the daily activities of the workers so efficiency was not a primary concern. Below is a quick video of working conditions in the US during this early classical period.



Figure 1.4. Frederick Taylor, the pioneer of Scientific Management, with some of his thoughts about how to manage. [3]

Video

Please visit the textbook on a web or mobile device to view video content.



Question 1.14

Review



Which of the following is NOT true of early American industry?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- a Work was primarily labor-intensive
- b Workers had very few rights
- c Efficiency was a primary concern for administrators
- d Working conditions were less than ideal



Show Submitted Answer



Show Correct Answer

Check My Answer

Given the difficulties of the conditions during this era, management began to stress **efficiency** and ways to improve worker productivity.

By the early 1900s, two key management developments occurred in the United States. First, Frederick Taylor became interested in eliminating workers who were lazy, incompetent loafers. He referred to this practice as **soldiering**. Taylor, a prominent mechanical engineer who focused on efficiency, introduced his biggest contribution to management—**scientific management**—which was the study of work methods to improve productivity. Second, at about the same time as Taylor was micromanaging his way to efficiency gains, the husband-wife team of Frank and Lillian Gilbreth also made major contributions to worker productivity by looking at time and motion studies. The Gilbreths were among the first to do film studies, using their children as guinea pigs and filming them while they were doing chores. By analyzing each movement, Taylor and the Gilbreths were searching for the **"one best way"** to do tasks efficiently.

Video

Please visit the textbook on a web or mobile device to view video content.

Video

Please visit the textbook on a web or mobile device to view video content.

Administrative Management

In the late 1800s, a French mining engineer named Henri Fayol tried to turn a failing mine around to make it profitable. By documenting his work, Fayol became known as the architect of *administrative science*—many of his findings are cornerstones of the basic principles of management. Around the same time in Germany, sociologist Max Weber introduced the term *bureaucracy* to be a rational, efficient, merit-based and logical organization. Today, we often think of “bureaucracy” with a negative connotation: impersonal, inflexible, slow. However, Weber’s main point was that organizations require structure, order and process to be efficient. By focusing on fairness over favoritism, efficiency over personal gain, and logical rule over arbitrary decision making, this period emphasized **managing processes**, not the people.

One of the main problems of these two early (“classical”) periods of management is that workers were seen as parts of equipment. Today, we understand that workers have varying human needs and different personalities. In many ways, the early view was stark, cold and impersonal; however, the idea that there was a rational, scientific way to look at work was quite revolutionary. Companies today still try to apply scientific reasoning to make workers more productive; that will never change. In the next period, managers started to think about the human element at work.

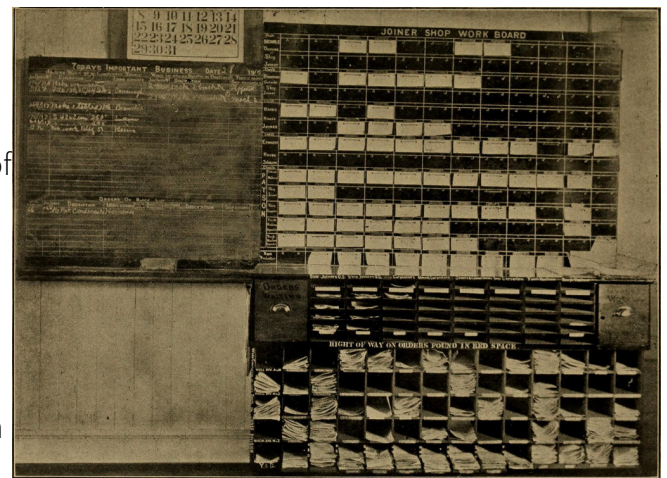


Figure 1.5. A production planning board that uses the principles of scientific management to outline daily tasks for each worker. [4]

Video

Please visit the textbook on a web or mobile device to view video content.



Question 1.16

Review



Despite the negative connotation associated with bureaucracies, Weber's main point of associating them with organizations was that they require structure, order and process to be _____.

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a successful

b efficient

c rational

d profitable



Show Submitted Answer



Show Correct Answer

Check My Answer

One of the main problems of the early “classical” period of management is that workers were almost seen as parts of equipment. Today, we understand that workers have varying human needs and different personalities. In many ways, the early view was stark, cold and impersonal; however, the idea that there was a rational, scientific way to look at work was quite revolutionary. Companies today still try to apply scientific reasoning to make workers more productive; that will never change. In the next period, managers started to think about the human element at work.



Question 1.17

Review



What is it called when workers are perceived to be purposefully working below their capacity?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Soldiering

b Laziness

c Racketeering

d Efficiency



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.18

Review



How did the Gilbreths go about testing their theories on movement and motion studies?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a They used poor college students

b They used their children

c They went into organizations

d They outsourced the study to India



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.19

Review



Which management theory was based on understanding each part of a task, selecting the right workers, providing adequate training, and scientifically planning the work to maximize output?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Scientific management

b Administrative science

c Behavioralism

d The systems viewpoint



Show Submitted Answer



Show Correct Answer

Check My Answer

The Behavioral Viewpoint

Most students understand that the theoretical foundation of many disciplines in the business field is in Economics. This is clearly evident within the classical period, where managers primarily sought efficiency and productivity. Once managers realized the need to motivate workers (or at least to treat them as human beings), the theorists started incorporating industrial psychology and sociology into the fabric of management.

First came German-born Hugo Munsterberg, who introduced the idea of vocational, or industrial, psychology. Munsterberg, a proponent of Frederick Taylor, advocated for the study of a new science that combined psychology and economics to better understand human behavior in workplaces. Shortly thereafter, Mary Parker Follett brought sociology into the mix. Follett found that the social aspect of workplaces allowed for cooperation and shared communities. Follett's work brought about the idea of teamwork and groups—even across different work units. Once the management function included the use of teams or groups, a socialized viewpoint could consider things like human empowerment and job freedom.

A Research Interlude

Combining the principles of scientific management and the views of early behavioralism, a group of researchers at Harvard University led by Elton Mayo set out to better understand worker productivity. The researchers studied workers assembling electrical products at the Hawthorne plant near Chicago, Illinois.

They manipulated workplace variables like lighting, temperature and rest periods in an effort to find out when and where workers were most productive. Unfortunately, the studies were flawed and the results showed that no matter the change, productivity generally improved. The researchers realized that workers were, in fact, more productive because they knew managers were paying special attention to them. The studies were ultimately useless; however, the term “*Hawthorne Effect*” has helped researchers to understand that *employees are social beings who seek attention from their superiors*. In essence, the field was shifting away from the stark and rational world of Frederick Taylor to a workplace that emphasized human relations and behavior.

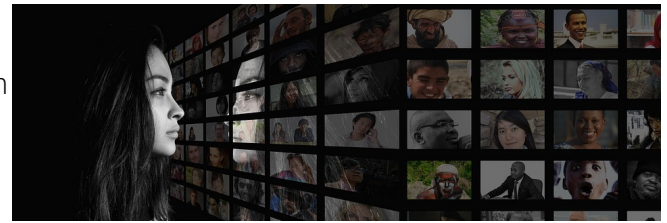


Figure 1.6. How much differently do you behave if you know someone is watching? [5]

The Human Relations Movement

If we break down the term "Human Relations," what is prevalent is the idea that we are relating to people. What some of the other theories didn't get into was the individual motivation and needs of people in the workplace. Remember, as managers, we are managing people first and foremost: **people matter**. The human relations movement brings this to the forefront.

The two most well-known theorists in the human relations movement are Abraham Maslow and Douglas McGregor. Maslow, a psychologist, introduced the hierarchy of needs to explain human motivation. We will discuss this in more detail during the module on Motivation.

McGregor introduced the idea that there are two types of managers. Theory X management style is mostly pessimistic and believes workers are unmotivated and resistant to change. To get workers to be more productive, a Theory X manager would tend to monitor workers, micromanage and create production cycles. The Theory Y perspective suggests that managers are more optimistic about their workers. The Theory Y manager believes workers are creative and can manage their work without someone watching them. Neither approach is better—it just depends on your basic view of your employees!

Video

Please visit the textbook on a web or mobile device to view video content.

The Rise of Science

While the scientific management approach is often viewed as too sterile, the human relations movement has also been criticized for being unscientific. At this point in history, around World War II, there was a big push toward using statistics and computer simulations to find data-based answers to management. The seeds of Big Data or Data Analytics were sown in the rise of management science. Eventually, another area came forward—operations management—where management tools were developed to improve scheduling, managing inventory and efficient distribution of goods and services.



Question 1.20

Review



In Maslow's hierarchy of needs, which of the following is the lowest level?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- a Physiological needs
- b Safety needs
- c Esteem needs
- d Love/Belongingness needs



Show Submitted Answer



Show Correct Answer

Check My Answer



Question 1.21

Review



Named after a failed study led by Elton Mayo, what theory has helped researchers to understand that employees are social beings who seek attention from their superiors?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

- | | |
|----------|------------------|
| a | Mayo Effect |
| b | Illinois Effect |
| c | Hawthorne Effect |
| d | Social Effect |



Show Submitted Answer



Show Correct Answer

Check My Answer

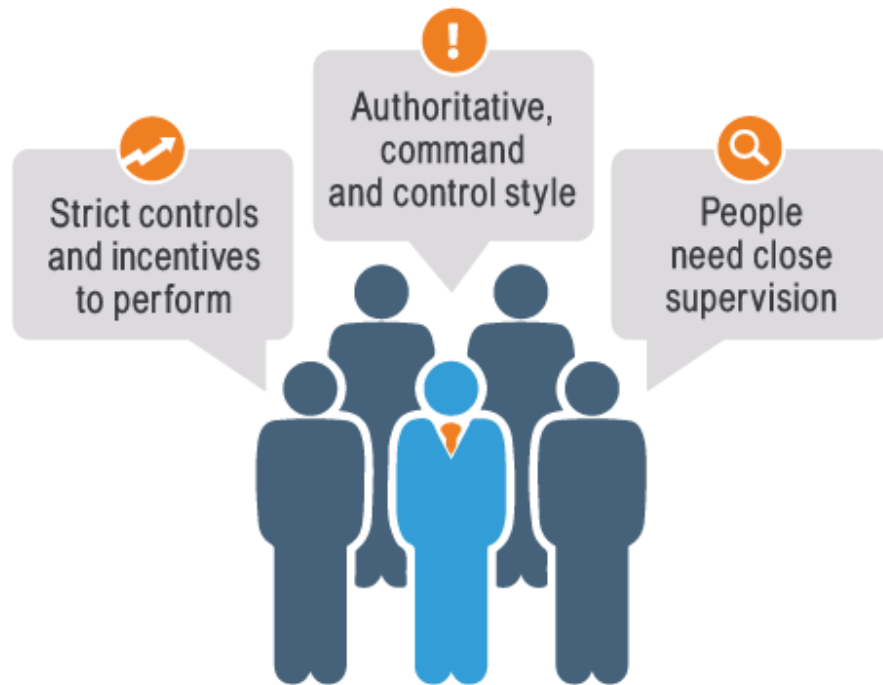


Question 1.22

Review



According to the above video, in McGregor's theory, which type of people need close supervision, strict controls and incentives to perform?



Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Theory X

b Theory Y

c Unmotivated employees

d Theory A



Show Submitted Answer



Show Correct Answer

Check My Answer

1.6.2 The Modern Period

Corporations in the United States grew in size and strength in subsequent years, the workforce became increasingly multinational and multicultural, and new competition was introduced. As the competitive world seemingly became more complicated, so did our view on human behavior. To address the complexity, new perspectives on management were introduced.

Systems Viewpoint

The human body is a system in which interrelated parts operate together for a common purpose. Similarly, a systems view considers the organization as a set of interrelated parts. A good example of this, perhaps, is the world-famous Mayo Clinic in Rochester, MN. Typically, people seek advice from physicians for specific ailments (i.e., cardiology, neurology). At the Mayo Clinic, however, the approach is more integrated. Patients will engage with a multi-specialty team who will consult together to provide a more comprehensive diagnosis. The partnerships across disciplines allow for a more comprehensive approach with more efficient medical assessment and treatment protocols. On top of that, Mayo integrates clinical practice with medical education and scientific research. All of these parts come together in a very positive way.



Figure 1.8. As corporations grew, so too did the complexity of management. More options for managing were needed. [6]

When we think of a systems viewpoint, students should consider it a four-part process which is impacted by the organization's environment. First, there are **inputs** . Inputs can consist of raw materials or human capital. You might think of a homebuilder acquiring raw materials that will eventually be used to build a house. Next, the inputs go through **processing**  or some transformation. Here, the organizational capabilities combine the inputs into something meaningful. At Dell Computers, perhaps, you might think of the parts assembly to create a laptop. The **output**  is the finished product or service that comes out of the system. The finished laptop, for example, will be associated with profit or losses and employee satisfaction. Finally, there is a **feedback**  loop which connects the output to the external environment—perhaps the customers do not like the new product design or a competitor's product is better. If so, this will affect the entire loop as the company tries to re-create a better product. This four-part process is impacted by the environment, which we will cover in detail later in the course.

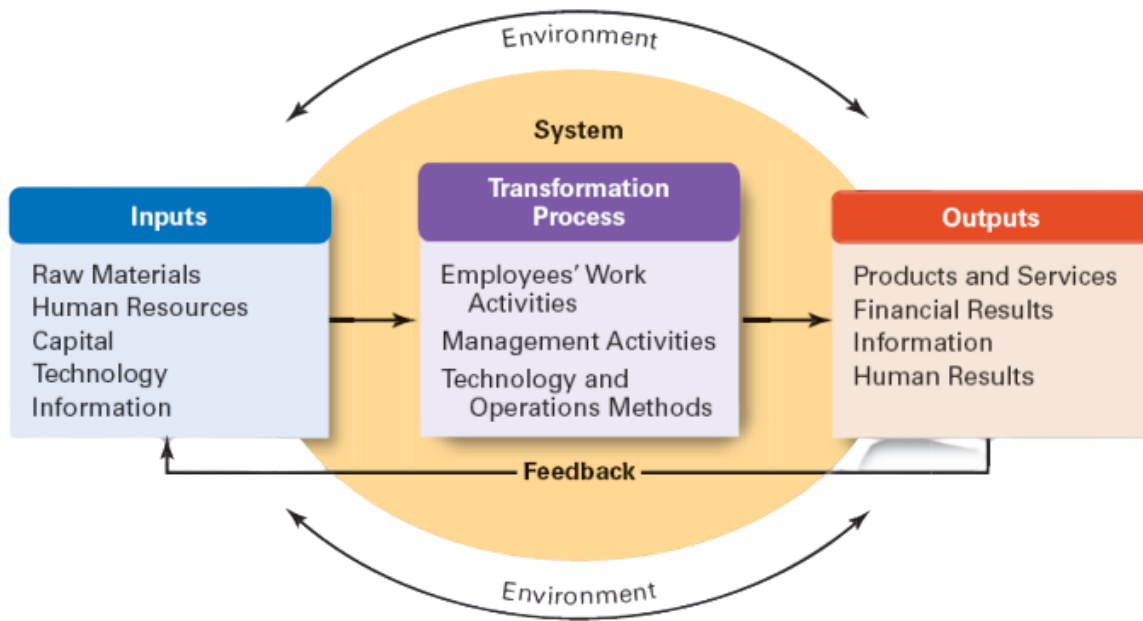


Figure 1.9. The Systems Model. The Systems Viewpoint is a four-part process (Inputs, Processing, Output, and Feedback) which is impacted by the environment.



Question 1.23

Review



What is the correct order for the four steps in a systems loop?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a Inputs, processing, outputs, feedback

b Feedback, inputs, processing, outputs

c Inputs, feedback, processing, outputs

d Inputs, outputs, processing, feedback



Show Submitted Answer



Show Correct Answer

Check My Answer

iFrame

Please visit the textbook on a web or mobile device to view iframe content.



Video Question

Review



In the case of the Bama Companies, the apples used for making apple pies would be a(n) ___ in a system?

Select an answer and submit. For keyboard navigation, use the up/down arrow keys to select an answer.

a input

b process

c output

d feedback



Show Submitted Answer



Show Correct Answer

Check My Answer

Contingency Viewpoint

Ford's Model T was not the first automobile, but it was the first mass-produced automobile using the novel concept of an assembly line. Another key difference was that the car was created and marketed to the middle class. Without any significant foreign competition, however, the US automotive market grew at dramatic rates through the 1960s. At that time, Japanese automotive manufacturers changed the entire process of building cars by placing an emphasis on product quality. By producing affordable and reliable cars, Japan dethroned the US automotive industry and became the largest car-producing nation in the world by 2000. This is a good example of how the contingency perspective became an important way to understand management.

In effect, early "Taylorism" was designed to find the best way to manage and find universal ways of conducting business. The contingency perspective assumes that the external environment is constantly changing, whether due to competition or customer preferences. The manager is not looking for an optimal solution; rather, they are seeking the solution that best fits that particular circumstance. The "best fit"

2. Milman, O. (2015, December 02). Earth has lost a third of arable land in past 40 years, scientists say. Retrieved July 31, 2017, from <https://www.theguardian.com/environment/2015/dec/02/arable-land-soil-food-security-shortage>
3. Hopkins, M. (2016, November 30). Report: Precision Agriculture Market Growth Forecast At 14% CAGR To 2019. Retrieved July 31, 2017, from <http://www.precisionag.com/systems-management/data/report-precision-agriculture-market-growth-forecast-at-14-cagr-to-2019/>
4. Strauss, G. (2011, October 25). Company directors see pay skyrocket. Retrieved July 31, 2017, from <https://usatoday30.usatoday.com/money/companies/management/story/2011-10-25/director-compensation-rising/50918332/1>
5. Fayol, Henri. *General and industrial management*. Ravenio Books, 2016.
6. DuPont. (n.d.) In *Wikipedia*. Retrieved July 31, 2017, from <https://en.wikipedia.org/wiki/DuPont>
7. Rego, M. (2017, June 29). The Top 4 Nike Shareholders (NKE). Retrieved July 31, 2017, from <http://www.investopedia.com/articles/insights/052516/top-4-nike-shareholders-nke.asp>

1.8 Image Credits

- [1] [Image](#) courtesy of The Yorck Project in the Public Domain.
- [2] [Image](#) courtesy of JERRY E & ROY KLOTZ MD under [CC BY-SA 3.0](#).
- [3] [Image](#) courtesy of Before My Ken in the Public Domain.
- [4] [Image](#) courtesy of Internet Archive Book Images in the Public Domain.
- [5] [Image](#) courtesy of gerald under [CC0 1.0](#).
- [6] [Image](#) courtesy of Pixabay under [CC0 1.0](#).
- [7] [Image](#) courtesy of Andrew Moua in the Public Domain.

approach is flexible and might have alerted US automotive manufacturers that customer's preferences had shifted to desire affordable, high-quality cars.

Today, the term [evidence-based management](#) has come into vogue. This perspective, like the contingency viewpoint, identifies unique problems and understands that solutions might vary from time to time. Evidence-based management seeks to find 'best practices' with data-driven evidence to support solutions. Many new treatment protocols have been developed in the healthcare industry, for example, using health informatics. By reviewing evidence from actual patients across the country, practitioners are changing the way patients have been treated for years.

Management: A Modern
Perspective In-Chapter
Feedback (Optional)

- * **1** Please confirm
which chapter you're
in.

- * **2** What did you like best
about this chapter?

1.7 References

1. World population projected to reach 9.7 billion by 2050 | UN DESA Department of Economic and Social Affairs. (2015, July 29). Retrieved July 31, 2017, from <http://www.un.org/en/development/desa/news/population/2015-report.html>