

Why we need new histories of management

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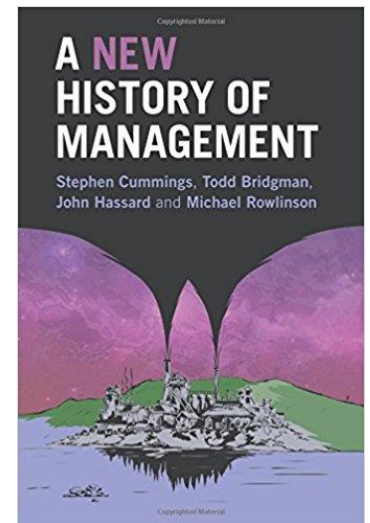
Co-Editor-in-Chief *Management Learning*

 @ToddBridgman

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Questioning foundations

- Examining the history of management studies' development
 - Distinction between 'the past' and 'history'
 - What knowledge is included/excluded in management's history?
 - Whose interests are served/marginalised by those inclusions/exclusions?



The significance of textbooks

- Remain the primary instrument through which our students engage with our field
- Create and maintain disciplinary boundaries



Textbooks are active constructors of 'management studies', rather than passive repositories of knowledge

Textbooks are ideological artefacts

“I see my books as supporting an ideology. But, of course, all textbooks sell an ideology. Organizational Behaviour books...for the most part, support a managerial perspective. This reflects the market – business schools. We need to genuflect to the Gods of productivity, efficiency, goals, etc...we reflect business school values.”

(Cameron et al, 2003: 714)



Stephen Robbins

EIGHTH EDITION

Organizational Behavior

Science, The Real World, and You

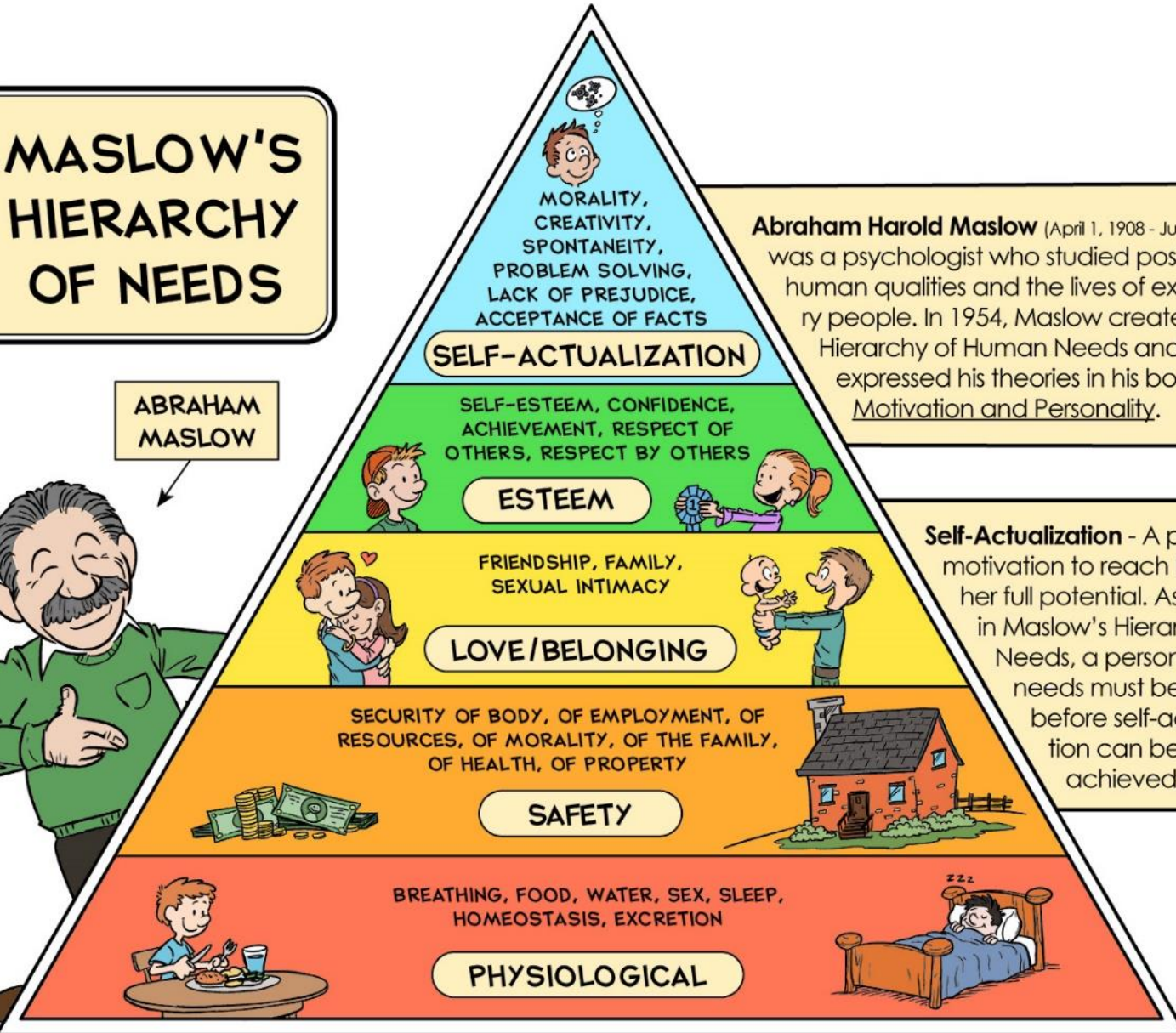


Debra L. Nelson • James Campbell Quick

“Our book is anchored in research tradition and contains classic research and leading-edge scholarship in the field”

MASLOW'S HIERARCHY OF NEEDS

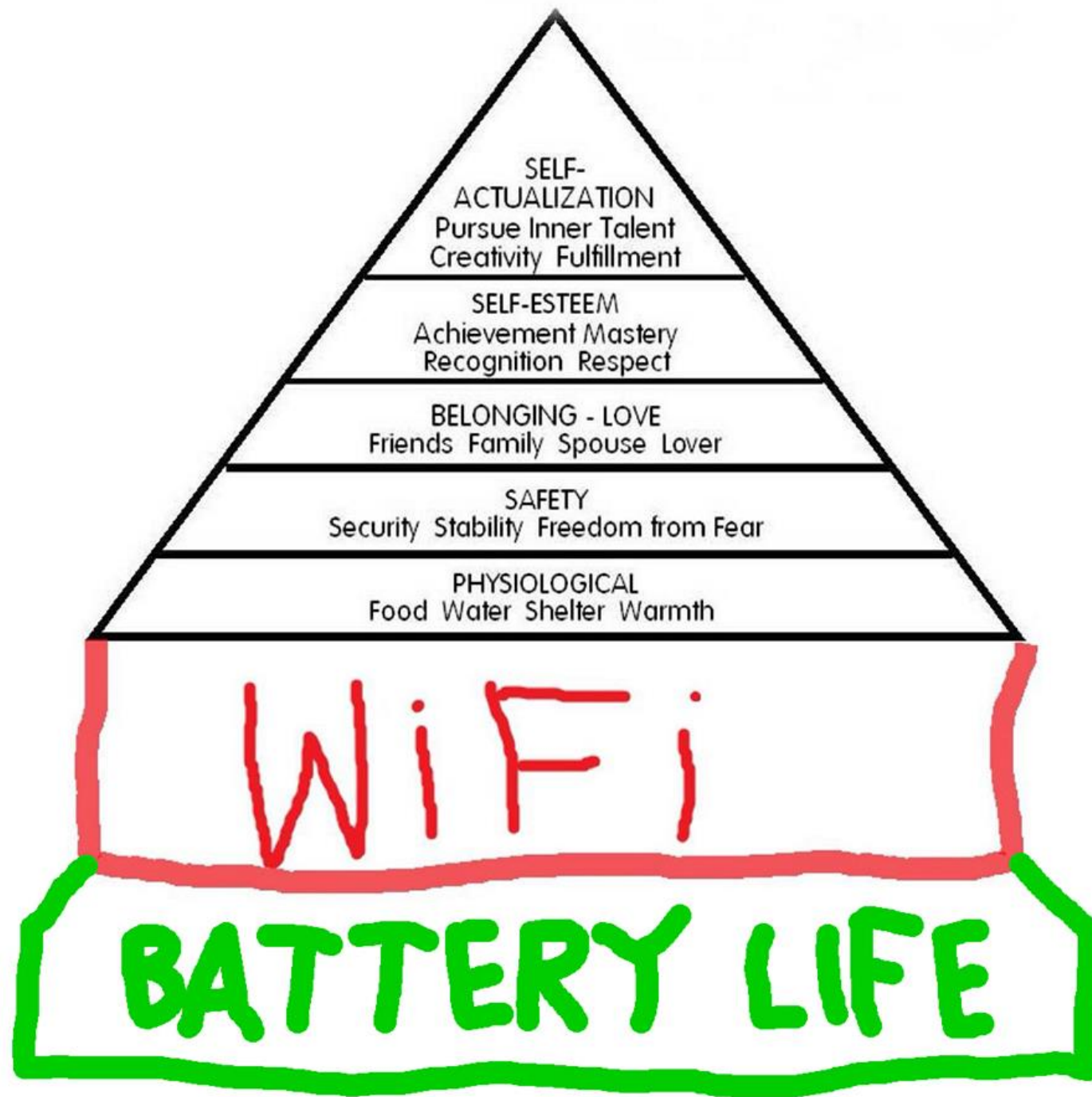
ABRAHAM
MASLOW



Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, Motivation and Personality.

Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.



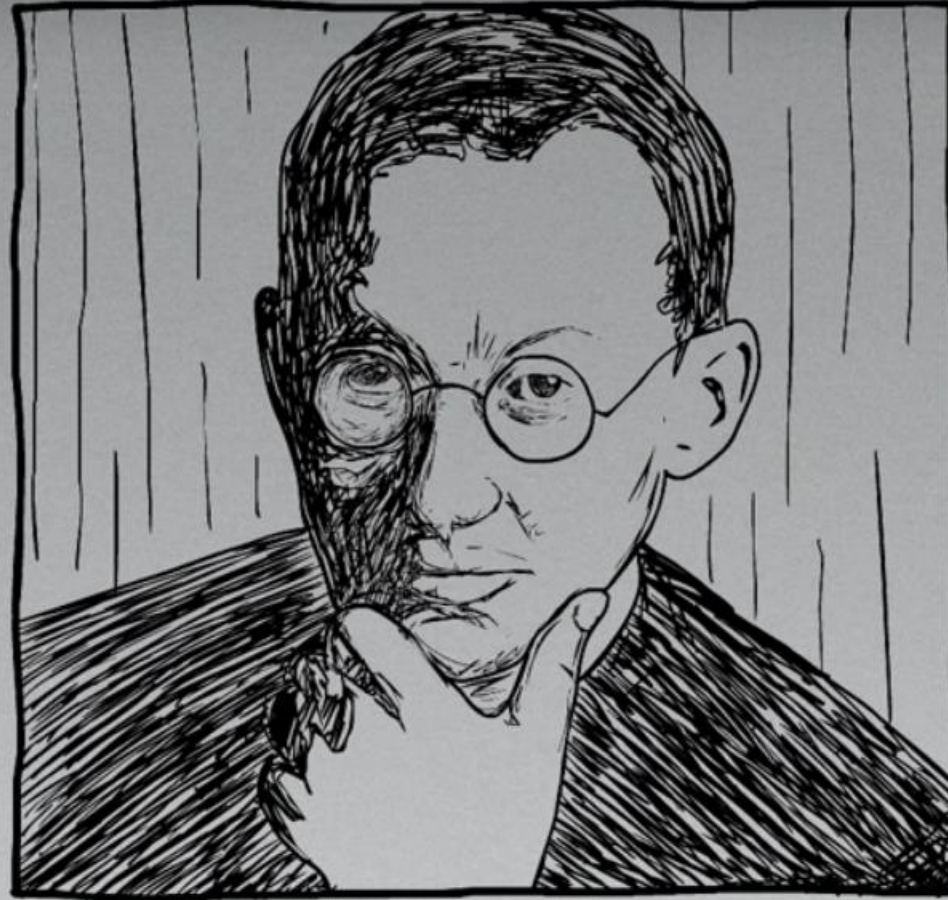




Who built Maslow's pyramid?



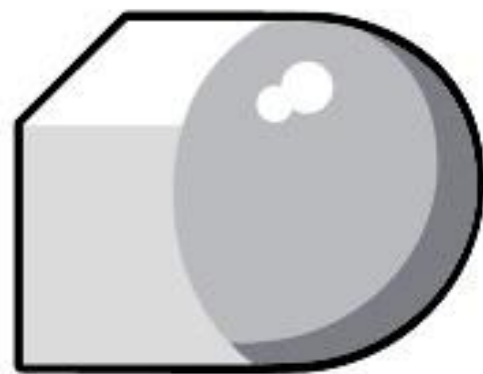




Kurt Lewin 1890-1947



UNFREEZE



CHANGE



REFREEZE

Mention of CATS in *Organization Development* (French & Bell)

- 1st edition (1973): No mention
- 2nd edition (1978): No mention
- 3rd edition (1983): No mention
- 4th edition (1990): Brief mention
- 5th edition (1995): “Kurt Lewin introduced two ideas about change that have been very influential since the 1940s”
(p.81)

“the most famous social-psychological research of all time” (Blass, 2004)



“any textbook for those courses that failed to mention those studies would be considered incomplete” (Blass, 2004: 259).

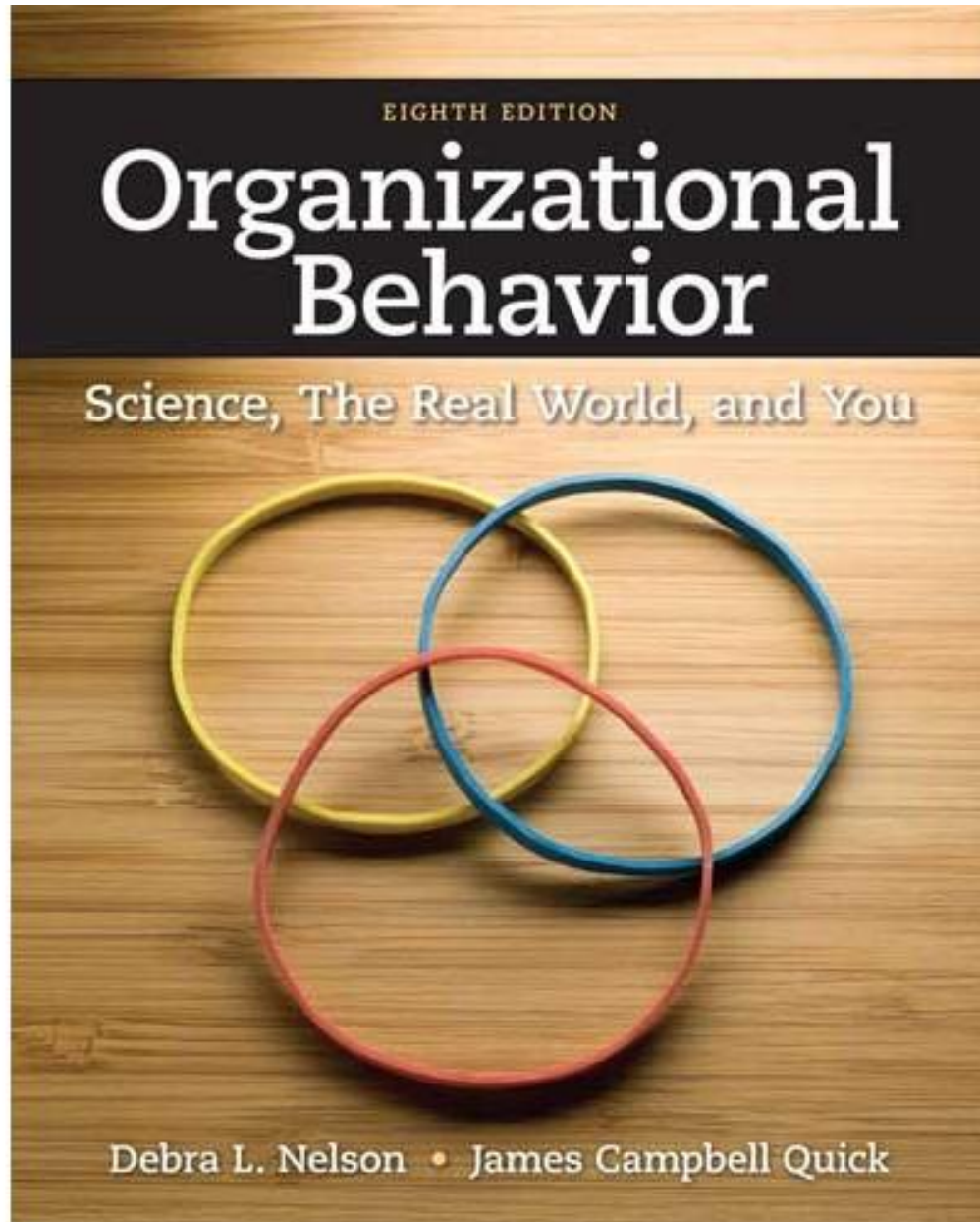
Coverage in introductory social psychology textbooks averages 7.4 pages (Griggs & Whitehead, 2015)

“This is, perhaps, the most fundamental lesson of our study: ordinary people, simply doing their jobs, and without any particular hostility on their part, can become agents in a terrible destructive process.”

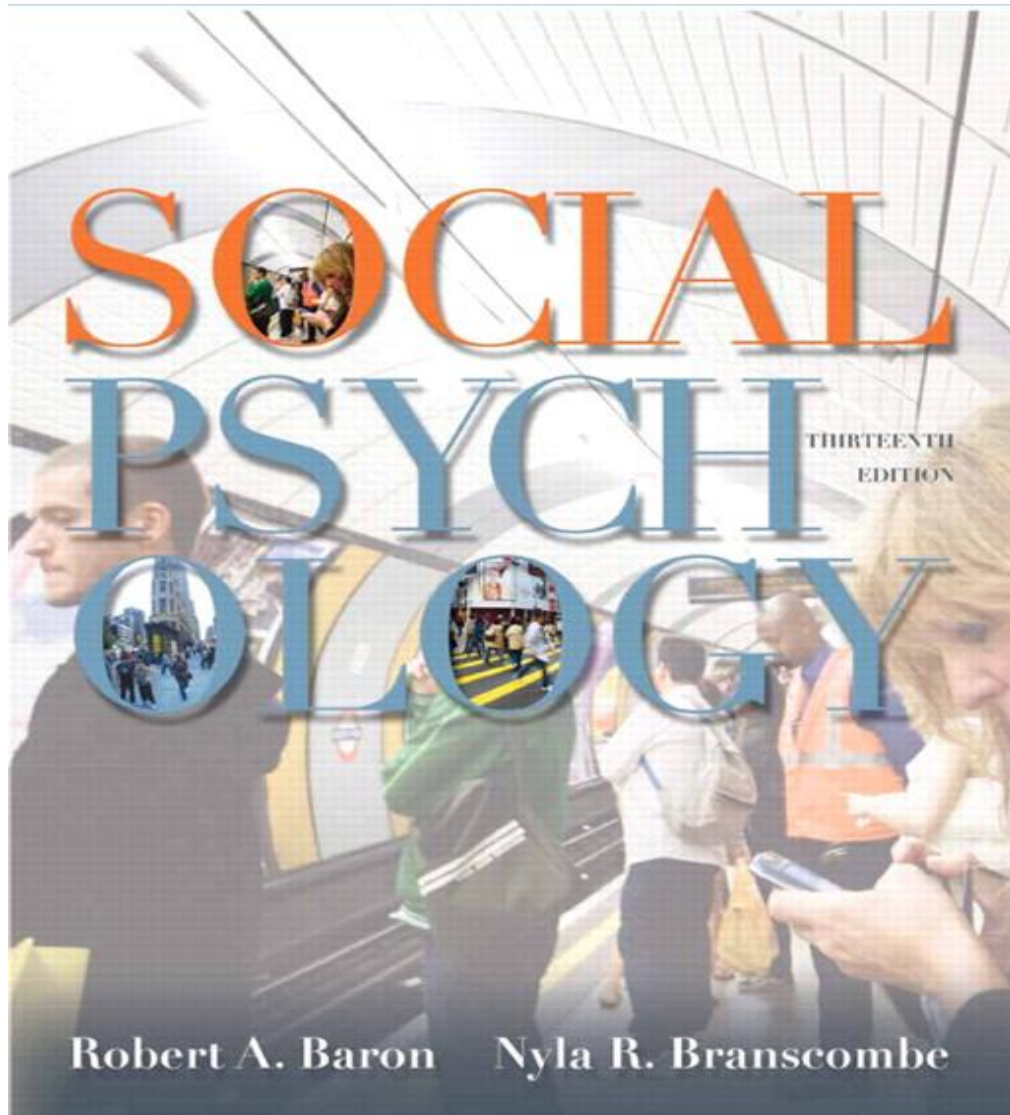
(Milgram, 1974: 6)

Reasons to expect Milgram to feature in OB textbooks

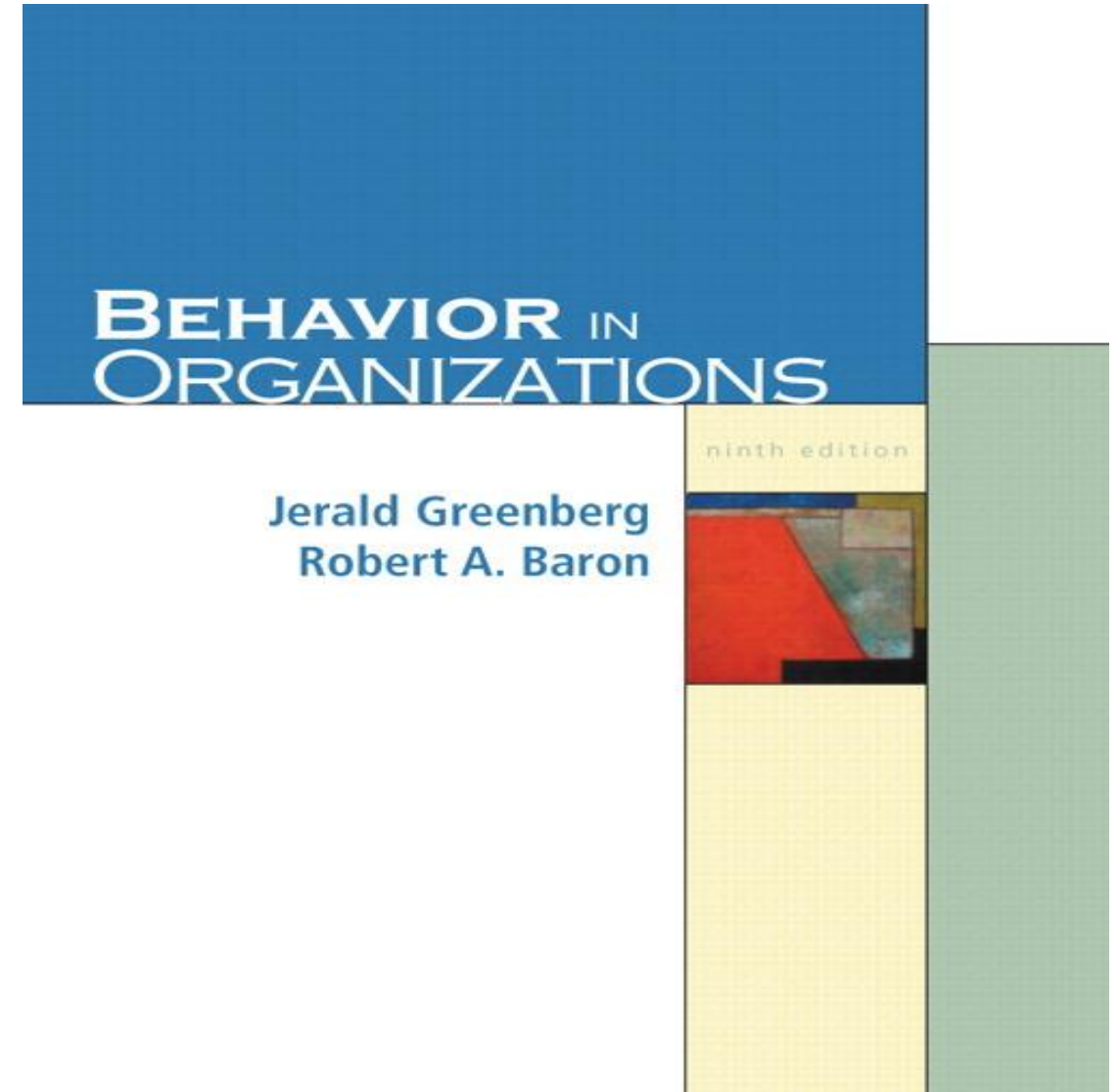
- His experiments concern core features of work and organisation
- Social psychology has heavily influenced OB
- Best-selling OB textbooks value scientific research highly
- His experiments have practical implications, which OB textbooks like



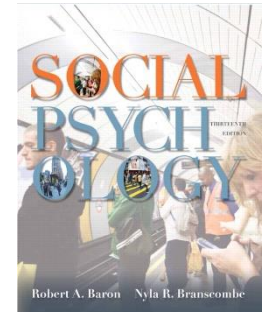
“Our book is anchored in research tradition and contains classic research and leading-edge scholarship in the field”



14 editions since 1973



9 editions since 1984



Themes in Baron's *Social Psychology*

1. Milgram pushed ethical boundaries, but for a good reason
2. Challenging authority is not just desirable, it's our duty
 - Explicit encouragement to question the motives of those in authority
 - Cases: Kurdish resistance to Saddam, fall of Berlin Wall, Yeltsin and fall of Soviet Union
3. We are particularly susceptible to the dangers of authority at work
 - Participants were volunteers, dangers of obedience higher when authority figure has some control over subject's life

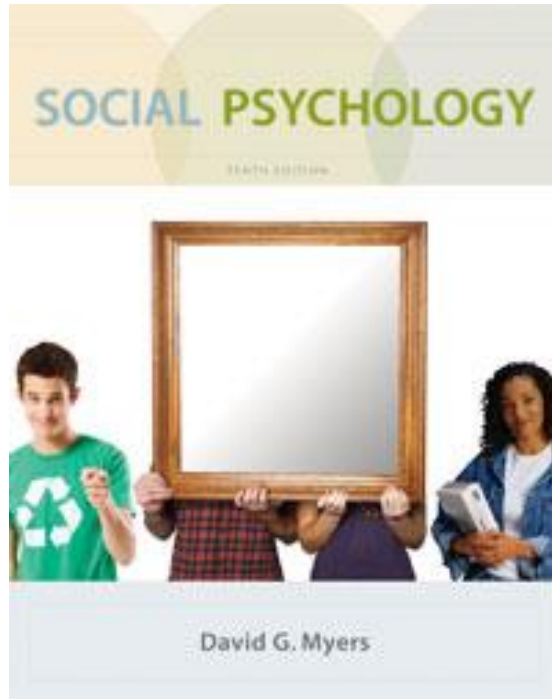
BEHAVIOR ^{IN} ORGANIZATIONS

ninth edition

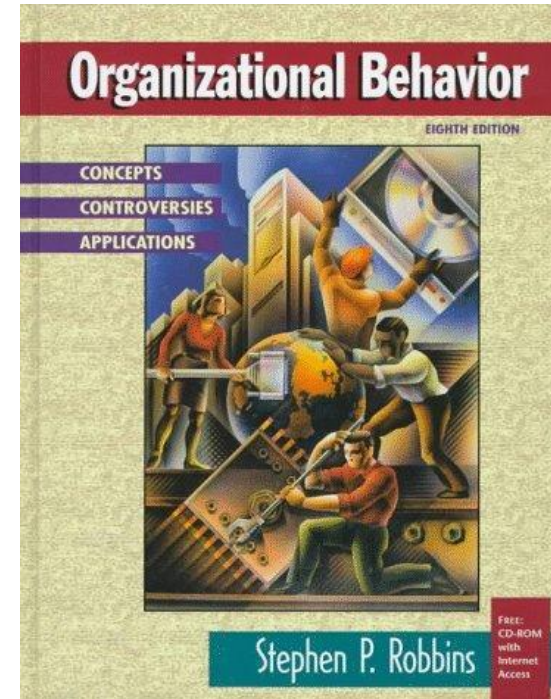
Jerald Greenberg
Robert A. Baron



Baron is not an isolated case



12 editions since 1983



8 editions since 1979

Milgram's experiments are regarded as foundational for social psychology, but not organizational behaviour. Why?

What might explain the different coverage?

- All academic fields are socially constructed and reflect particular value positions
- Social psychology
 - Individual self-determination in the face of oppressive authoritarian regimes
- Organizational behaviour
 - Obedience reinforces management prerogative, subordinates individual interests to organizational ones, provides clarity etc

Milgram's findings on obedience are an 'inconvenient truth' for OB – they had been forgotten by history.

Why we need new histories of management

- The history of management is both questionable and malleable
- A narrow view of what is considered management's history limits thinking for today
- Innovation comes from rethinking the past to create new histories

