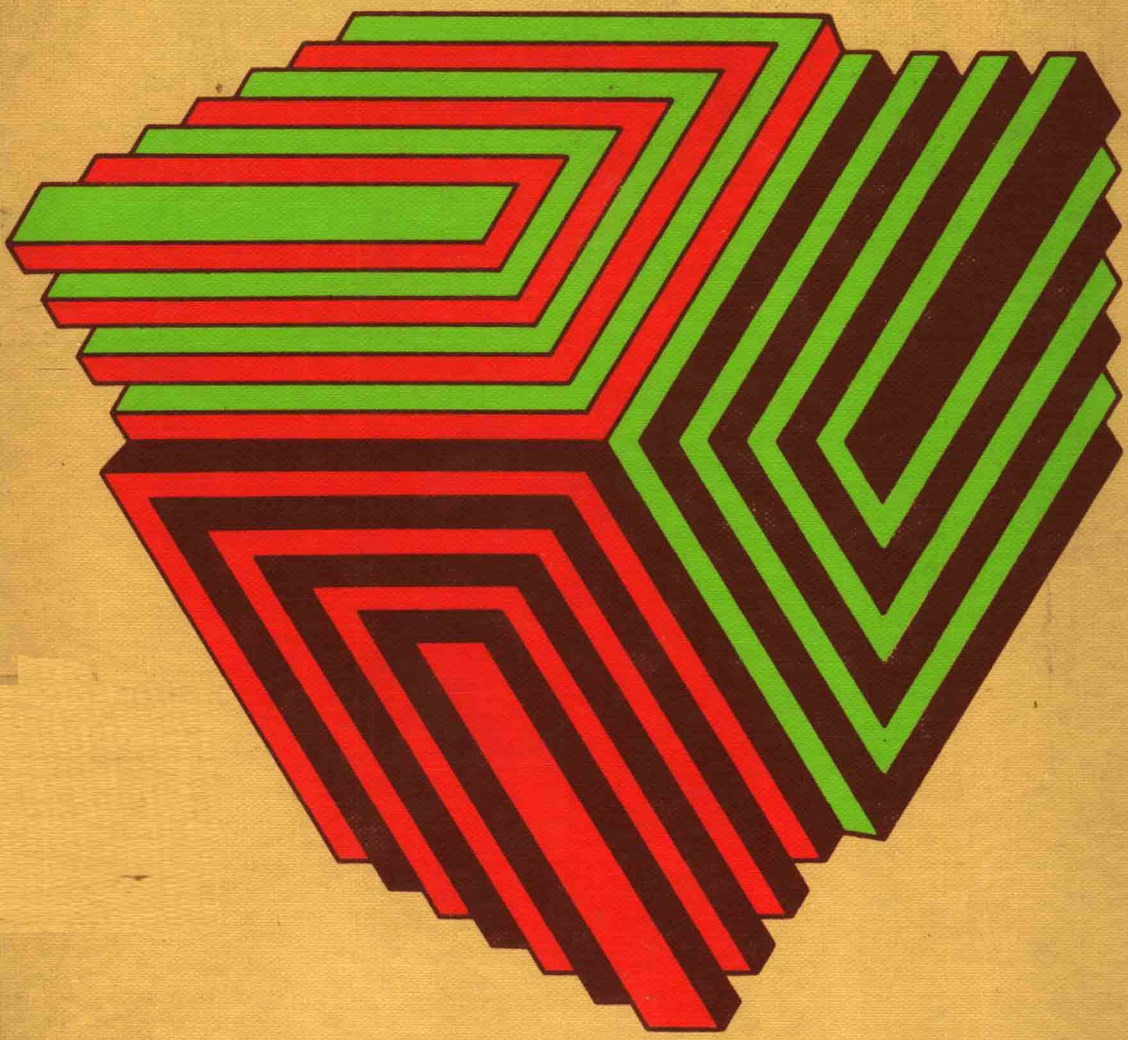
THE MANAGEMENT PROCESS

Theory, Research, and Practice

John B. Miner



The Management Process Theory, Research, and Practice

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The Macmillan Company, New York
Collier-Macmillan Limited, London

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Printed in the United States of America

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The Macmillan Company
866 Third Avenue, New York, New York 10022

Collier-Macmillan Canada, Ltd., Toronto, Ontario

Library of Congress catalog card number: 70-190670

Printing: 3 4 5 6 7 8 Year: 3 4 5 6 7 8 9

Preface

In writing *The Management Process* I had two primary objectives. One was to achieve an integration of the diverse literature and thought in the management field. The goal was not to present the student and the practicing manager with the classical management view, the behavioral science view, or some other view, but to pull all these approaches together to see what, in total, they have to contribute to solutions in the many problem areas that constitute the management process. The first objective then was to integrate what in large part has heretofore been found in separate and segmented sources.

The second objective was to put major emphasis on findings from scientific research. It seems to me that it is only through extensive and well-controlled research that we are going to achieve anything approaching lasting solutions to the problems that dot the management landscape. This book represents an attempt to report and synthesize as much research relevant to each problem area as possible. A glance at the lists of references at the end of each chapter indicates that a considerable volume of such research has been conducted. While some of the references cited refer the reader to general discussions of particular topics, a high proportion are reports of original investigations.

In years past there was a tendency to draw heavily on the subject matter of other fields of business administration in writing basic management books. I feel it is desirable to avoid this dependency and thus to deal with the management field as a separate and distinct entity concerned primarily with problems related to *human* resources. *The Management Process* largely reflects this viewpoint. The major area of possible overlap in coverage is personnel management and industrial relations, which also is a field concerned with human resources. Such areas as executive personnel management or staffing, organization planning, manpower planning, labor relations, and organization development clearly bridge the two fields.

Many other topics have been discussed by various writers in the contexts of both general management and personnel management.

This dilemma is accentuated in the present instance because I have also written a basic volume in the personnel field with the title *Personnel and Industrial Relations*. How does *The Management Process* relate to that book? Insofar as possible I have kept the two completely separate. In those instances where topics must be treated in both books in order to achieve comprehensiveness, the approach and emphasis are different. In most cases those topics that are considered in both places are given major treatment in one and much more limited treatment in the other. As a result, the reader will find very little overlap.

A similar question arises with regard to my short volume, *Management Theory*. Here the overlap is considerable. *Management Theory* is in essence Part I of *The Management Process*, although the smaller book does provide an expanded treatment in some areas—most notably in the consideration of integration theory.

The comments of Stephen Kerr of The Ohio State University, Fred Luthans of the University of Nebraska, Daniel J. McCarthy of Northeastern University, and my wife, Mary Green Miner of The Bureau of National Affairs, have proved extremely helpful. It is self-evident that without the further assistance of my two secretaries, Isabel Thompson and Dorothy Vance, and of my editor, John C. Neifert, this book would never have appeared. I thank them all.

J. B. M.

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Introduction

A workshop held at a recent meeting of the Academy of Management had as its theme: *Behavioral Science and Management: Why the Troubled Marriage?* (14). Speaker after speaker noted the isolation, or separatism, existing within the management field between the behavioral and non-behavioral literatures and approaches—between contributions from psychology, sociology, political science, and cultural anthropology on the one hand, and contributions from economics and the various functional fields of business including classical management theory, on the other. Some speakers viewed the relationship as not involving a marriage at all; some considered the term *shotgun marriage* more descriptive; others were willing to settle for the *troubled marriage* terminology. But all viewed division within the field of management broadly conceived as a reality, and a situation to be abhorred.

The conclusions emerging from this particular workshop are in no sense unique. Various writers have noted and in some cases documented that within the field of management there exist parallel literatures which, although concerned with the same subject matter, have developed in almost complete isolation (2, 10, 13).

Several analyses of references cited in management textbooks provide a case in point (8, 12). These analyses indicate that the textbooks tend to be of two types. One group relies heavily on behavioral science journals such as the *American Sociological Review, Journal of Applied Psychology,*

American Political Science Review, Human Organization, Administrative Science Quarterly, and *Organizational Behavior and Human Performance*; these books have few citations to the nonbehavioral science literature. The second group emphasizes material derived from journals such as the *Academy of Management Journal, American Economic Review, Harvard Business Review, Business Horizons, Journal of Business,* and *California Management Review*; behavioral science citations are infrequent.

Where textbooks in the field have attempted to encompass both literatures, and there are only a limited number of such instances, the tendency has been to treat them separately, in different chapters (15). One approach involves presenting each major topic area in two sections: the first deals with the subject in nonbehavioral science terms, and the second with behavioral science concepts and research (5). An alternative is to have one part of the book deal with the classical management contributions and a second with behavioral science contributions. To these, a third part dealing with management science or quantitative contributions may be added (3). Such books, although providing a more comprehensive coverage, again serve to emphasize the segmentation, even fragmentation, that characterizes the field.

There have, in fact, been very few attempts to integrate and merge knowledge derived from various sources and disciplines, and to apply this combined knowledge to major problem areas within the management field. What is needed is to break down the barriers created by differing terminologies and values so that investigation, discovery, learning, and finally problem solution become the central focus, irrespective of the source of knowledge. This kind of amalgamation is what the speakers at the Academy of Management workshop advocated (14).

Sources and Consequences of Segmentation

The primary factor accounting for the two literatures noted appears to be the sizable influx into business teaching and research of professors whose original training was in behavioral science disciplines (1). The majority of these individuals come from psychology, but a number are sociologists, and both political science and anthropology are represented as well. Surveys indicate that for the most part these behavioral scientists have been added to the management and organization area alongside the professors already working in that field, although some have gone into

personnel management, marketing, and other areas also (9, 11). The extent of this management-organization emphasis among psychologists is evident in Table 1.

The influx of behavioral scientists into the management field has been unusually rapid. During the decade of the sixties there was no time for an integration of the old and the new—for the type of effective cross-fertilization that permits the best aspects of both strains to emerge in a final, superior product. That is apparently why we find the type of segmentation noted typifying that period.

The consequences of this segmentation insofar as practicing managers and most students are concerned has been a monumental confusion. When major segments of a field support diametrically opposed methods of dealing with a great number of practical problems, and when in the process they note almost entirely distinct sources of support for their conclusions, the practitioner is left largely to his own devices. He is unlikely to be interested in whether one group, or the other, is right. What he wants to know is what will work. Presumably as a result of uncertainty on this score, many executives appear to be reading very little of what behavioral scientists consider their best writings (4). In all probability this is true,

Table 1 *Areas of Specialization for Psychologists Associated with Schools of Business and Industrial Administration (N = 145)*

Areas of Specialization	*Percent Indicating Specialization*	*Percent Indicating Teaching Specialization*	*Percent Indicating Research or Writing Specialization*
Organizational Behavior	78	70	58
Management	47	44	30
Personnel Management	46	45	23
Experimental Design	21	19	6
Labor Relations	14	10	7
Marketing	13	11	10
Statistics	12	11	3
Advertising	5	4	3
Human Engineering	4	2	3
Operations Research	3	2	2

Source: J. B. Miner, "Psychologists in Marketing Education," *Journal of Marketing*, Vol. 30 (1966), No. 1, 9.

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although to a somewhat lesser extent, of nonbehavioral writings as well (6).

Thus there appears to be at least as large a gap at the present time between management teachers and scholars on the one hand and management practitioners on the other, as there is between those with and without a behavioral science background. And this is not the end of it. Agreement among practicing managers, even in very successful firms, on the appropriate solutions to particular problems is likely to be far from complete (7).

This, then, is the state of the management field. There appears to be considerable, if still far from sufficient, knowledge and information available. But the problem areas in which anything approximating a consensus has been achieved are few and far between.

Dealing with Segmentation

Against this backdrop, it seems desirable that a book which purports to provide an introduction to the management field do two things:

1. It must utilize a logical framework or model to weave together the diverse strands of management theory, research, and practice.
2. It must bring a value system to bear on its subject matter so as to differentiate between what is significant and important, and what is not.

In this book these imperatives are handled as follows:

1. An input-output model is used to provide a framework for organizing the field. This model is presented in Chapter 1 and elaborated in Chapter 2. It is manifest in the table of contents and is utilized throughout the book.
2. The value system of science is used as a basis for selecting what is to be emphasized. Wherever possible the results of original scientific research are presented, and these results guide the formulation of conclusions. The nature of science and the value system inherent in it are discussed in Chapter 3.

The objective is to achieve sufficient integration of the various approaches and contributions to the study of management by focusing on a general theoretical framework and on the findings of research so that improvements in management practice can in fact be made.

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Part I
Management Theory

1 A Framework for Viewing Organizations

I. Organizational and Corporate Goals
1. Defining Organizations
2. The Nature of Goals
   a. Official Goals
   b. Operative Goals
3. Task and Maintenance Goals
4. Constraining and Facilitating Factors
   a. Capitalism as a Goal-Setting Process
   b. The Societal Environment
   c. Resource Availability
   d. Internal Constraints and Facilitators

II. Systems Theory
1. Inputs and Outputs
   a. Inputs as Resources
   b. The Mix of Outputs
2. Input and Output Processes
   a. Monetary Resources
   b. Material Resources
   c. Human Resources
3. Input-Output Mediators
   a. Control Mediators
   b. Input-Improving Mediators
   c. Input-Sustaining Mediators

III. Role Theory
1. Role Prescriptions
   a. Formal and Informal Role Prescriptions
   b. Organizational and Self-established Role Prescriptions
   c. Role Conflict
   d. Role Ambiguity
2. Role Behavior
   a. Role Perceptions, Motivation, and Capabilities
   b. Role Sanctions and the Zone of Indifference
3. Organizational Goals and Role Phenomena

IV. Integration Theory
1. Integration Within the Value Structure
2. Integration Within the Reward Structure
3. Integration of Value and Reward Structures

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