

Management Theory - Supplementary Reading List

Scientific Management and Management Science

Claude S. George, Jr., "The History of Management Thought," Prentice Hall, Englewood Cliffs, NJ, 1972.

Hawthorne Studies

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Richard Herbert Franke and James D. Kaul, "The Hawthorne Experiments: First Statistical Interpretation," *American Sociological Review*, Vol. 43, No. 5 (October 1978), pp. 623-643.

Motivation Theory

Douglas T. Hall and Khalil E. Nougaim, "An Examination of Maslow's Need Hierarchy in an Organizational Setting," *Organizational Behavior and Human Performance*, III (1963), pp. 12-35.

James A. Lee, "The Gold and the Garbage in Management Theories and Prescriptions," Ohio University Press, Athens, OH, 1980 (pp. 74-90 for McClelland's work).

Robert J. House and Lawrence A. Wigdor, "Herzberg's Dual-Factor Theory of Job Satisfaction and Motivation: A Review of Evidence and a Criticism," *Personnel Psychology*, XX (1967), pp. 369-389.

Orlando Behling, George Labovitz, and Richard Kosmo, "The Herzberg Controversy: A Critical Reappraisal," *The Academy of Management Journal* (1968), p. 108.

Orlando Behling and Frederick A. Starke, "The Postulates of Expectancy Theory," *Academy of Management Journal*, XVI, No. 3 (September 1973), pp. 376-381.

Edward E. Lawler, "Pay and Organization Development," Addison-Wesley Publishing, Reading, Mass., 1981.

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Robert O. Carlson, "Is Business Really Facing a Communications Crisis?" *Organizational Dynamics*, Spring 1973, pp. 35-52.

George C. Homans, "The Human Group," Harcourt Brace, New York, NY, 1950.

Henri Fayol, "General and Industrial Management," David S. Lake Publishers, Belmont, CA, updated ed. 1987.

Robert D. Miewald, "The Greatly Exaggerated Death of Bureaucracy," *California Management Review*, XIII, No. 2 (Winter 1970), pp. 65-69.

John N. Yanouzas, "Crosscurrents of Organizational Theory: Some Comments on Recent Research," *Proceedings of the 7th Annual Conference of the Eastern Academy of Management*, Amherst, MA, pp. 38-50.

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Benjamin B. Tregoe, "What is OD?," *Training and Development Journal*, March 1974, pp. 16-23.

Philosophical Prescriptions for Managers

James A. Lee, "The Gold and the Garbage in Management Theories and Prescriptions," Ohio University Press, Athens, OH, 1980 (pp. 259-277 for McGregor's Theory Y, pp. 278-285 for MBO; pp. 286-290 for Operant Conditioning; and pp. 290-299 for Job Enrichment).

Peter F. Drucker, "The Performance Gap in Management Science: Reasons and Remedies," *Organizational Dynamics*, Autumn 1973, p. 21.

TQM and Related Quality Controversies

David W. Hays, "Quality Improvement and Its Origin in Scientific Management," *Quality Progress*, May 1994, pp. 89-90.

Oren Harari, "Ten Reasons Why TQM Doesn't Work," *Management Review*, January 1993, pp. 33-38.

Oren Harari, "The Eleventh Reason Why TQM Doesn't Work," *Management Review*, May 1993, pp. 31, 34-36.

Gilbert Fuchsberg, "Quality Programs Show Shoddy Results," *The Wall Street Journal*, May 14, 1992, p. B1,9.

Gilbert Fuchsberg, "Baldrige Awards May Be Losing Some Luster," *The Wall Street Journal*, April 19, 1993, pp. B1,5.

Kenneth S. Stephens, "ISO 9000 and Total Quality," *Quality Management Journal*, Fall 1994, pp. 57-71.

Amy Zuckerman, "EC Drops Ticking Time Bomb--It Could Prove Lethal to the ISO 9000 'Community'," *Industry Week*, May 16, 1994, pp. 44-51.

Ron Zemke, "Faith, Hope and TQM," *Training*, January 1992, p. 8.

John Seddon, "In Pursuit of Quality—The Case Against ISO 9000," Oak Tree Press, Dublin, 1997.

The Management Revolution - Beyond the Fads

Frank T. Adams, "Motivation and the Bottom Line," *Human Capital*, July 1990, pp. 19-22.

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John Case, "The Open Book Revolution," *Inc.*, June 1995, pp. 27-43.

John Case, "Open Book Management: The Coming Business Revolution," Harper Business, New York, 1995.

Jack Stack, "The Great Game of Business," Currency Books, New York, 1992.

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John Case, "Opening the Books," *Harvard Business Review*, March-April 1997, pp. 118-127.

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