Contents

List of Figures  page viii
List of Tables  ix
Preface and Acknowledgements  xi

1 Rethinking the Map of Management History  1
   The Target: The Textbook View of Management History  7
   Conventional Management History’s Relative Limits  16
   The Implications of Current Historical Conventions for Management’s Future  24
   A Methodology for a New, Deeper History of Management  33
   What *A New History of Management* Does  42

2 Management’s Formation: The Importance of the Liberal Context  46
   Who Is the Real Adam Smith? Discontinuities and False Foundations  50
   The Diagram That Sustains the Conventional View of Adam Smith  62
   The Problem That Inspired Smith’s System of Thought  71
   What if Management History Took the Whole Smith as Founder?  78

3 To What End? The Nature of Management’s Classical Approach  81
   The Name of the Game Is Efficiency: The Conventional View of Taylor’s Place in the History of Management  84
   A Counter-History of the Origin of Management Studies  89
Contents

Why Conventional Management History Doesn’t Regard
Conservation 110

Alternative Foundations and Different Theoretical Aims for
Management Studies 114

4 The Birth of Organization Science: Or What We Could
Learn from Max Weber 118

How Management Studies Distorts Weber’s Insights 122

How Different Periods Promote Particular Truths about
Weber 126

How the Weber We Think We Know Is Shaped by a Developing
Network 130

What We Could Learn from a Deeper Understanding of Max
Weber 142

5 The Institution of the Business School 148

The Conventional History of the Harvard Case Method: Clarity
of Purpose, Refinement, Evolution 153

A Counter-History of the Harvard Case Method: Breadth of
Perspective, Contestation, Revolution 157

How Post-WWII Developments Glossed over the Innovations
of the 1930s 167

Reconstructing the History of Management Pedagogy to Inspire
Future Innovation 170

Re-stating the Case 176

6 The Discovery of the Human Worker 181

Looking Again at the Formation of the Hawthorne Stories 186

Deconstructing Habitual Narratives and Developing Contextual
Accounts 189

Two Contextual Cases 195

Reanalysing Hawthorne 210

Hawthorne: A Step Forward in Management Studies, or the Start
of a Slippery Slope? 224
# Table of Contents

7 Textbook Distortions: How Management Textbooks Process History and Limit Future Thinking 227
The Development of a Theory Moulder 230
Formation 1: Change as Three Steps 237
Formation 2: Building Maslow’s Pyramid 253
Formation 3: McGregor’s Binary Theory – Theory X or Theory Y? 260
Recovering New Frontiers for Management Theory 262

8 The Invention of Corporate Culture 269
Marketing Culture: To Grow a Business, You Need Something to Sell 273
Academic Elements That Support Prevailing Views of Corporate Culture 275
Consequences of an Ahistorical Approach to Corporate Culture 281
The Creation of Corporate Histories: A Counter-History of Cadbury’s Culture 284
Seeing beyond the Limits of Corporate Culture 304

9 Remaking Management History: New Foundations for the Future 309
Recapping A New History of Management 313
Presenting an Alternative History for the Future of Management 320

Conclusion 331

References 334
Index 377