

**THE MANAGEMENT RUSH:
A HISTORY OF MANAGEMENT IN
AUSTRALIA**

By

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**A thesis submitted in fulfilment of the requirements
for the degree of
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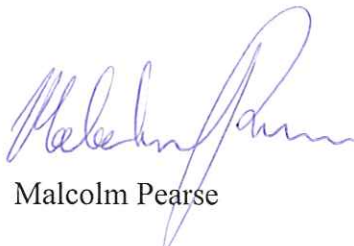
**Macquarie University
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June 2010**

CERTIFICATION

This thesis is submitted in fulfilment of the requirements of the degree of Doctor of Philosophy, in the Graduate School of Management, Macquarie University. This represents the original work and contribution of the author, except as acknowledged by general and specific references.

I hereby certify that this has not been submitted for a higher degree to any other university or institution.

Signed:

A handwritten signature in blue ink, appearing to read 'Malcolm Pearce', with a large, stylized flourish extending from the end.

Malcolm Pearce

29 June 2010

“In time to come, historians will probably single out the increasing power of the professional manager - whether in big business, the civil service, the government corporation or trade unionism - as one of the significant events in Australian history in the 20th century.”

- **Professor Geoffrey Blainey**
***The Politics of Big Business* p 6**

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This is a work of broad scope, in many ways an outline of the history of management in Australia. It is my hope that others will undertake further research to detail the many chapters that I have merely outlined.

Like many before it, this work relies on many scholars who pioneered its path but I, not they, am responsible for any errors, omissions or imbalances it contains.

Malcolm Pearse
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29 June, 2010

ABBREVIATIONS

This paper has adopted a convention of specifying the abbreviation in parentheses adjacent to the long description when it is first specified eg New South Wales (NSW).

ABS	Australian Bureau of Statistics
ACI	Australian Consolidated Industries
ACIRRT	Australian Centre for Industrial Relations Research and Training
AGLC	Australian Gas Light Company
AGM	Australian Glass Manufacturers
AGSM	Australian Graduate School of Management
AHRI	Australian Human Resources Institute
AIM	Australian Institute of Management
AIPA	Australian Institute of Public Administration
AML&F	Australian Mortgage Land and Finance Co. Ltd.
ANZAC	Australian and New Zealand Army Corps
APM	Australian Paper Manufacturers
ASX	Australian Stock Exchange
ATM	Automatic teller machine
AWU	Amalgamated Workers' Union
BHP	Broken Hill Proprietary
CCH	CCH Australia
CDA	Company Directors Association
CSR	Colonial Sugar Refining
EFA	Enterprise Flexibility Agreement
EFTPOS	Electronic Funds Transfer at Point of Sale
GM-H	General Motors-Holden

ICI	Imperial Chemical Industries
ICIANZ	Imperial Chemical Industries of Australia and New Zealand
ICOS	International Conference of Scientific Management
IDA	Institute of Directors in Australia
IT	Information technology
IWA	Individual Workplace Agreement
JWT	J. Walter Thompson
MBS	Melbourne Business School
MGSM	Macquarie Graduate School of Management
MTM	Methods-Time-Measurement
NLA	National Library of Australia
NSW	New South Wales
OED	Oxford English Dictionary
PA	Personnel Administration Pty. Ltd.
PC	Personal computer
PAMT	Process Analysis Method of Training
PBR	Payment by Results
SMH	Sydney Morning Herald
TWI	Training within Industry
UK	United Kingdom
US	United States
USA	United States of America

ABSTRACT

Management plays a prominent role in contemporary Australia. Yet historical accounts of managers and management practice in Australia have tended to portray their development as a progression of American technologies during the twentieth century.

This dissertation constructs a history of management in Australia from 1788 to 2010. It articulates how the role of the manager and management practice developed through institutions such as companies, businesses, branch structures, industrial relations, management consulting, training, education and discourse, referring to local, British and American influences.

The dissertation pursues three theses:

The slow rise of the salaried manager preceded widespread acceptance of management as a discipline;

A *management rush* occurred during the 1980s; and

Management subsequently dominated business, politics and the public domain.

The rise of the salaried manager was principally tied to the rise of the public company but was also propelled by the manager's presence in Australia's strategically important industries and small businesses. The directing manager grew prominent as business organisations became larger, more bureaucratic and complex, and the power of the rich owners waned. By 1970 career managers occupied the chair and other seats in the boardroom as a result of managerial skills, rather than share ownership.

During the 1980s the number of managers increased markedly. The management education industry flourished as the number of MBA providers and enrolments increased. The management consulting industry grew dramatically because of economic changes such as de-regulation and advances in information technology. Management consultants played a significant role in re-structuring businesses and promoting management discourse. The number of new management periodicals quickly increased and several Australian management journals and monographs were published. The *management rush* transformed business and disseminated management discourse throughout the workplace.

Management dominated business, government and the political agenda from 1990 to 2010. Economic management became the principal element in government policies, even the central issue for political campaigns. The number of managers continued to rise and the workforce was awash with managers bearing manifold titles and functions. Business schools enjoyed continued growth and the management education industry expanded and was re-shaped by mergers and re-structures. Management consultancies continued to prosper and remained instrumental in promoting management discourse and were joined by management education which similarly enjoyed strong international networks. Management discourse spread beyond business to pervade public discourse.

The dissertation concludes by addressing the role of British, American and local influences, explaining why Australia's management revolution occurred during the 1980s and promoting a new view of management history in Australia.

Keywords: Australia, management, history, companies, business

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