

Spring 2003

Volume 7, Issue 2

HISTORICALLY SPEAKING

**Preliminary
Schedule
Management
History PDW 2003**

**Franz Lohrke, PDW
Chair**

Friday, Aug 1 2003

**1:00PM - 2:30PM at
Convention Center (CC)
205**

**Teaching and the Case
Method Symposium
(cosponsored with MED
and PNP)**

Facilitator: Provitera,
Michael J. Saint Peter's
College
docprov@msn.com

This is a faculty development workshop, which introduces case teaching methods through leadership discussion. The purpose is for faculty or aspiring faculty to develop a useful tool for classroom lectures. Therefore, it is open to experienced and new faculty, administrators, doctoral candidates, and anyone interested in incorporating the case method into their teaching curriculum. The cases chosen are directly

from "Teaching and the Case Method" book by Dr. Louis B. Barnes, Professor Emeritus, from Harvard.

Open. No restriction on participation.

Saturday, Aug 2 2003

**8:00AM - 10:30AM at CC
211**

**Innovative Methods of
Teaching Management
History**

Coordinator: Teahen, Julia
Baker College
julia@baker.edu

Presenter: Greenwood,
Regina A. Kettering U.
rgreenwo@kettering.edu

Presenter: Bolton, Alfred
A. Averett College
abolton@averett.edu

Presenter: Wren, Daniel A.
U. of Oklahoma, Norman
dwren@ou.edu

Presenter: Booth, Charles
Edward U. of the West of
England
charles.booth@uwe.ac.uk

Presenter: Teahen, Julia
Baker College
julia@baker.edu

Presenter: Teahen, Roy
Baker College
roy@baker.edu

Presenter: Stoner, James
A.F. Fordham U.
stoner@fordham.edu

This panel discussion is designed to share new ideas and methods of teaching management history concepts. Topics to be covered include: online teaching and materials, case studies, presenting biographies, sample assignments and exercises, textbook suggestions, Internet resources and other available resources.

Open. No restriction on participation.

**10:30AM – 12:00PM at
CC 211**

**Learning the Lessons of
History: The Importance
of Management History
in the PhD Curriculum
(cosponsored with OB)**

Presenter: Miner, John B
N/A bminer046@msn.com

Presenter: Van Fleet,
David D. Arizona State U.
david_van_fleet@asuwest-online.west.asu.edu

Presenter: Savage, Grant
T. U of Alabama
gsavage@cba.ua.edu

This workshop examines the importance of Management History as a course in PhD curriculum, why it is often not taught within this curriculum, and possible ways of

incorporating it into a PhD seminar.

12:30PM – 2:00PM at CC 211

An Introduction to Data Mining as a Research Tool (cosponsored with PNP)

Coordinator: Greenwood, Regina A. Kettering U.
rgreenwo@kettering.edu

Distinguished Speaker:
Hair, Jr., Joseph F.
Louisiana State U.
jhair2@lsu.edu

In this session, distinguished speaker Joseph Hair, Jr, author of *Essentials of Business Research* and *Multivariate Data Analysis*, will present a workshop on data mining as a research tool. Dr. Hair's innovative approaches to the topic combined with his extensive experience in the field and engaging presentation skills will make this a valuable session for all researchers.

Open. No restriction on participation.

2:00PM – 3:30PM at CC 211

Critical Issues in Publishing

Presenter: Johnson, Dewey
E. California State U.,
Fresno
deweyje@csufresno.edu

Presenter: Petersen, Peter
B. Johns Hopkins U.

petep@jhu.edu
Presenter: Reed, Diana
Drake U.
diana.reed@drake.edu

Participants will discuss key issues related to publishing in different outlets (e.g., journals and books). The session will also examine publishing from an administrator's perspective.

Open. No restriction on participation.

3:30PM – 5:30PM at CC 303

25th Anniversary of the West Series in Business Policy: Historical and Contemporary Impacts

Welcome: Lohrke, Franz
T. U. of Alabama
flohrke@cba.ua.edu

Presenter: Galbraith, Jay
R. U. of Southern
California
jay@galbraith.com

Presenter: Kazanjian,
Robert K. Emory U.
robert_kazanjian@bus.emory.edu

Presenter: MacMillan, Ian
C. U. of Pennsylvania
macmillan@wharton.upenn.edu

Presenter: Hofer, Charles
W. U. of Georgia
chofer@terry.uga.edu

Discussant: Joyce, William
Amos Tuck School of
Business at Dartmouth
College

William.F.Joyce@Dartmouth.EDU

Discussant: Ketchen,
David Florida State U.
dketchen@cob.fsu.edu

This session will examine the historical development and continuing impacts of books in the West Series in Business Policy originally published in 1978. These books are seminal works in Business Policy and Entrepreneurship.

Sunday, Aug 3 2003

8:00AM - 9:00AM at CC 304

100th Anniversary of Taylor's "Shop Management": Forgotten Lessons of Scientific Management (cosponsored with OM & PNP)

Welcome: Lohrke, Franz
T. U. of Alabama
flohrke@cba.ua.edu

Presenter: Kaplan, Ira T.
Hofstra U.
ira.kaplan@hofstra.edu

Discussant: D'Intino,
Robert S. Pennsylvania
State U., Harrisburg
rsd6@psu.edu

What are the lessons of scientific management? Perhaps the best known lesson is the idea that there is one best way to perform a task – a concept that has since been revised to accommodate individual differences and to allow for the more than one best way. The forgotten lesson addressed in this workshop, however, is the application of the scientific method to management. This lesson will be pursued by the critical discussion of five cases.

9:00AM - 12:00PM at CC 303

Behavioral Theory of the Firm: Past, Present, and Future (cosponsored with ODC, OMT, & PNP)

Organizer: Augier, Mie
Stanford U.
augier@stanford.edu

Welcome: Lohrke, Franz
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Presenter: Augier, Mie
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Presenter: Prietula,
Michael J. Emory U.
prietula@bus.emory.edu
Presenter: Schulz, Martin
U. of British Columbia
Martin.Schulz@commerce.ubc.ca
Presenter: Foss, Nicolai
Copenhagen Business

School njf.ivs@cbs.dk
Presenter: Levinthal,
Daniel U. of Pennsylvania
levinthal@wharton.upenn.edu
Presenter: Rerup, Claus U.
of Pennsylvania
crerup@hotmail.com
Presenter: Sarasvathy,
Saras D. U. of Maryland
saras@rhsmith.umd.edu

Discussant: March, James
G Stanford U.
march@leland.stanford.edu

The year 2003 marks the 40th anniversary of the publication of Richard Cyert and James G. March's 'A Behavioral Theory of the Firm' (and the 45th anniversary of James G. March & Herbert Simon's 'Organizations'). This seminal contribution(s) and the literature following the behavioral tradition has greatly advanced our knowledge of economic behavior and decision making in organizations and has significantly improved our understanding of how cognitive and computational constraints influence the actual behavior of individuals in organizations. This session will address such issues, putting them in the context of contemporary management research.

Papers/discussions will include: Mie Augier and Mike Prietula: 'A Behavioral Theory of the Firm': Past, Present and Future; Martin Schultz: Organizational Rules and Organizational Learning; Nicolai Foss: Whatever Happened to the Behavioral Theory of the Firm? Daniel Levinthal and Claus Rerup: Dynamic Aspirations and Organizational Learning; Mie Augier & Saras Sarasvarthy: Management as a Science of the Artificial

Seattle Program Shaping UP

Michele Govekar,
Program Chair

It looks like we'll have an exciting, stimulating regular program in Seattle. Thanks to the approximately 80 submitters, and to the almost 60 reviewers!

In response to changes in Academy allocation procedures and in keeping with the conference theme of democracy, I took the opportunity to involve all

submitters in shaping the program. I wrote to each submitter, explained the new rules regarding regular, interactive, and visual paper sessions and requested them to register their preferences. Great thanks to all who responded; your willingness to 'volunteer' to experiment allowed me greater latitude in scheduling, and accept more worthy papers than would otherwise be the case.

This is another great example of the community of scholars that submit to the MH Division. With cooperation from all we can maximize the benefits that an Academy Annual Meeting can provide.

Our Division paper sessions, and meetings will be in the Hyatt, for your information.

I look forward to seeing you all in Seattle.

A New Review

Dan Wren

E.F.L. Brech, *The Evolution of Modern Management* (5 volumes), Bristol, England:

Thoemmes Press, 2002. 295 British pounds. ISBN 1 85506 929 6.

Edward Francis Leopold Brech may not be well-known in some circles, but he has been writing management texts for over one-half of a century and has experience in consulting and business practice. In the 1940s he co-authored *The Making of Scientific Management* with Lyndall F. Urwick, a three-volume classic that was reissued in 2002 by Thoemmes Press. He also published an early principles of management text that gained widespread acceptance, and has written other texts in organization and management.

His career was primarily in management consulting with Urwick Orr, and for many years he worked closely with the founder and noted management authority, Lyndall Urwick. After retirement, Brech was a manager in the construction industry before entering the Open University of Great Britain as a doctoral student in 1992. He received his doctorate at the age of 85 years, undoubtedly one for the Guinness Book of Records. Brech never held an academic post until he

was named Visiting Research Fellow at the Open University School of Management. His career has been varied, and other information is available in the Biographical Dictionary of Management, edited by Morgen Witzel, and published in 2001 by the Thoemmes Press.

The Evolution of Modern Management reflects Brech's extensive experience and close familiarity with the development of management in Britain. These five volumes are divided into topical areas, with overlapping chronological periods. This organization is somewhat cumbersome, but extensive appendices, notes, and indexes help the reader.

Volume one, *The Concept and Gestation of Britain's Central Management Institute, 1902-1976*, describes the struggles to provide an institutional framework for the study of management in Britain. We learn of the efforts of Oliver Sheldon, John Lee, Edward T. Elbourne, Lyndall Urwick, B.S. Rowntree, and others who tried to put education for management on a firm footing. Brech feels these

efforts were largely unsuccessful: i[these] were demonstrated by the historical record to have failed in achieving their objective (Vol. 1: p.632). The resistance to education for management was the widely held belief that management was an in-born competence, consisting of personal qualities, and/or where a person could be "groomed" by experience and mentoring to become a manager.

iProductivity in Perspective, 1914-1974 is the theme of volume two and the failings of British industry to be internationally competitive as demonstrated by the Mosely Commission Reports of 1902-04. The engineers in Britain, as well as the U.S., led the efficiency movement, and the early journals reflected workshop management. Frederick Taylor attended and addressed the Institution of Mechanical Engineers in Birmingham in 1910, but scientific management ideas were very controversial and subject to resistance by organized labor. British consulting firms were a spin-off from the ideas of Taylor, Frank Gilbreth, Henry L. Gantt, and Harrington Emerson.

Urwick's firm grew out of his admiration for Taylor and other U.S. writers. Brech's materials on the British Productivity Council provide the only published presentation on Britain's national effort to become more competitive.

It was the British, however, who brought the writings of the Frenchman, Henri Fayol, to the English language: First, the 1930 translation by J.A. Coubrough, and then the 1949 version by Constance Storrs. Despite Fayol's advocacy of developing management theory and its teaching in higher education, the British belief that management was an in-born skill persisted.

Volume three focuses on office management, accounting, and information systems. Various professional groups formed to promote each of these avenues, and the growth of railroads in Britain created the need for auditing and financial reporting. This volume covers the period 1891-1974, omitting the spectacular developments in information technology in more recent years. iA Century of Management-related Literature, 1832-1939, is the title of

volume four. Brech does an excellent job of citing the work of a number of British authors, most of whom are relative unknowns outside of Britain. These works are annotated for the British authors, and for American authors whose books were available in Britain. By stopping this literature survey in 1939, a host of notable contributors are not included, although it is uncertain how many more volumes would be needed to complete that task.

iEducation, Training and Development for and in Management in Britain, 1852-1979, is the concluding volume in Brech's studies. It is a comprehensive presentation of the numerous efforts to develop education for management and overcome the belief that managerial skills were in-born. Although the University of Birmingham inaugurated a Faculty of Commerce in 1902, followed by the University of Manchester in 1904, neither, according to Brech, gained widespread interest nor support from students or the business community. He observes that British universities were not interested in education for management until well

into the twentieth century, in fact somewhat after the mid-point (Vol. 5:p.476). The Evolution of Modern Management is a voluminous work, distilling Brechís extensive experience in Britain. In focusing on Britain, some errors occur which might have been avoided with a broader perspective such as, crediting the development of Management by Objectives (MBO) to the firm of Urwick Orr & Partners. Urwick was close to Peter Drucker, and Drucker had coined that phrase based on his work at General Electric with Harold Smiddy. Rather than being developed and inaugurated by Urwick Orr, Brech should have mentioned Drucker. The Faculty of Commerce at the University of Birmingham is claimed as the first in the world in 1902. Brech does not acknowledge the early American universities such as the Wharton School at the University of Pennsylvania (1881), the Amos Tuck School at Dartmouth (1900), nor the 1898 beginnings of the University of California (Berkeley) and the University of Chicago.

While these are improper attributions, Brech leaves a

number of questions unanswered. Britain and Scotland have produced a long line of excellent economists—Adam Smith, John Stuart Mill, David Ricardo, and Alfred Marshall, to name a few. In the 1890s, Alfred Marshall was writing on industrial administration. Yet no mention is made of any influence of economists on management education. As far as the British record goes, the main contributions came from engineers, and only later from social scientists such as Eliot Jaques and Wilfred Brown in the Glacier Metal Company studies, Eric Trist and his Tavistock colleagues, and even later, the Aston groupís studies of organizations by Derek Pugh, John Child, David Hickson, and others.

All histories must end somewhere, and 1979 as Brechís choice leaves readers to explore developments since then, such as the Association of Management Teachers, and the rich literature on organization theory and strategy that has been developed by British scholars. Brechís faults are few, reflecting mainly his focus on Britain and the time period he covered.

Within that framework, there is nothing comparable in the literature as comprehensive and insightful as Brechís accomplishments. He has brought a deeper understanding of the development of management in Britain, the factors that stymied its growth, and the cast of players who made super efforts to change traditional notions about management.

The Evolution of Modern Management enriches our understanding of the British experience, allowing us to make comparisons with developments elsewhere. I feel Brechís work should be seen as a reference point when we seek to understand the history of management.

MEMBER NEWS

Information on member activities since the last newsletter.

Intellectual Legacy of Management Theory Series

Sasaki Tsuneo, Aomori Public College of Japan, and Daniel A. Wren, the University of Oklahoma, are co-editing a series of reprints of management classics for Pickering & Chatto of London. The series will contain both books and collections of articles of rare and out-of-print materials, making these available to modern readers. Part 1 of Series 2, "Taylor and His Comrades," has been published and contains: reprints of Frederick W. Taylor's *Shop Management* and his *The Principles of Scientific Management*; a collection of Taylor's articles, including some previously unpublished manuscripts; Leon P. Alford's biography of Henry Laurence Gantt; two books by Louis Brandeis, *Scientific Management and the Railroads*, and *Business—A Profession*; Lillian Gilbreth's *Psychology of Management*; Edna Yost's *Frank and Lillian Gilbreth: Partners for Life*; and Morris Cooke's *Our Cities Awake: Notes on Municipal Activities and Administration*.

Part 2 of the Taylor Series, *Research into Taylorism and the Taylor System*, is

also available, and contains: Dexter Kimball's *Principles of Industrial Organization*; C.B. Thompson's *The Theory and Practice of Scientific Management*; Horace B. Drury's *Scientific Management: A History and Criticism*; Paul Devinat's *Scientific Management in Europe*; two books of Leon P. Alford, *Laws of Management Applied to Manufacturing*, and *Laws of Manufacturing Management*; Jean McKelvey's *AFL Attitudes toward Production*; and the dissertation of Milton J. Nadworny, *Scientific Management and the Unions, 1900-1932, A Historical Analysis*. This series also contains an Index for both Parts 1 and 2.

Expected in the Spring, 2003, is Series 1, *Early Management Thought*. This series contains Machiavelli's *The Prince*, as well as Anthony Jay's *Management and Machiavelli: An Inquiry into the Politics of Corporate Life*; Robert Owen's *A New View of Society, or Essays on the Formation of Human Character*; G.D.H. Cole's *Life of Robert Owen*; Charles Babbage's

Passages from the Life of a Philosopher; Andrew Ure's *The Philosophy of Manufactures*; Jean-Baptiste Say's *Treatise on Political Economy*; Max Weber's *The Protestant Ethic and the Spirit of Capitalism*; James Waring See's *Extracts from Chordal's Letters*; and eight articles on systematic management from the literature of the late nineteenth century.

Further information about The Intellectual Legacy of Management Theory series is available from Pickering & Chatto, 21 Bloomsbury Way, London WC1A 2TH, at their web site at www.pickeringchatto.com, or by contacting Dan Wren at dwren@ou.edu.

Division member publications of interest

Wren, D. A., Bedeian, A. G., and Breeze, J. D. *The Foundations of Henri Fayol's Administrative Theory. Management Decision*, 2002, 40, 906-918.

Breeze, J. D., and Bedeian, A. G. *The Administrative Writings of Henri Fayol: A Bibliographic Investigation*, 2nd ed. Public Administration

Series: Bibliography #P-2529. Monticello, IL: Vance Bibliographies, 1988. Pp.20. Reprinted in J. C. Wood and M. C. Wood (Eds.), *Henri Fayol: Critical Evaluations in Business and Management*, Vol. 2. London: Routledge, 2001. Pp. 131-143.

Joan Tonn's biography of Mary P. Follett will be published by Yale University Press on April 25. The complete title is: Mary P. Follett: Creating Democracy, Transforming Management. It is already posted on Amazon.

Miner, John B. (2002). Organizational Behavior: Foundation, Theories, and Analyses. New York: Oxford University Press.

In particular the following chapters are relevant for MHD members:

Chapter 2
Multidisciplinary Origins of Organizational Behavior:
Elton Mayo, Chester Barnard, and Kurt Lewin

Chapter 3
Multidisciplinary Origins of Organizational Behavior:
Mary Parker Follett, Max Weber, Henri Fayol, and Frederick Taylor

Chapter 4 Establishing the Ground against Which Organizational Behavior Became Figure

Chapter 5 Uncertainty and the Genesis of Theory

Also, some applications of these historical analyses occur in:

Chapter 28 Institutional Culture of Organizational Behavior and a Vision

Bill Cooke has just published

(2003) A New Continuity with Colonial Administration: Participation in Development Management, *Third World Quarterly* 24, 1, 47-61, 2003

This links contemporary international development management applications of action research to its invention by John Collier, New Deal Commissioner of the Bureau of (US) Indian Affairs, and his advocacy of a form of colonial administration called indirect rule.

Bill has also had the following paper (the title says it all) accepted:

The Denial of Slavery in Management Studies, Journal of Management Studies, forthcoming 2004.

He is also co-coordinating two sets of conference activities which might be of interest to division members:

The "Management and the Cold War" stream at the next Critical Management Studies conference in Lancaster, England, 7 – 9 July 2003 (see <http://www.cms3.org>)

"Foundations of Globalization" conference which will take a historical look at the role of US philanthropic foundations in knowledge transfer, and has a strong managerial emphasis (link: <http://les.man.ac.uk/government/foundationsofglobalization.htm>.)

EDITORIALLY SPEAKING

The complete PDW program for Seattle starts on page one. It looks like Franz has put together a great program. There is something here for nearly everyone. I encourage all of our members to take

advantage of this opportunity.

I sent out a request for members to share what they have been doing and the response was terrific. Our members have been busy. The level of intellectual activity is one of the things that keeps this division vibrant. Be sure to share your news in the next newsletter.

Submissions from members of the Division are what make this newsletter interesting and relevant. Please submit your news and/or short articles, preferably by email. The deadline for the next issue is July 1, 2003. The Summer Newsletter will include the final program for Seattle.



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