

HISTORICALLY SPEAKING

**SEATTLE, 2002,
CALL FOR PAPERS*****Management History******Specific domain:***

Pragmatic investigations into the historical evolution of managerial thought and action. Major Topics: The chronological tracing of the development of contemporary managerial concepts, techniques, behaviors, and practices with the intent of demonstrating (in) effectiveness within a given context, setting, or organization; reviews of how the discipline might learn from and avoid making the mistakes of the past; examples of how current research efforts are aimed at “rediscovering” existing knowledge and suggestions for the redirection of contemporary investigations; re-evaluations of historical manuscripts based on present knowledge; explorations into the history, traditions and evolution of businesses and industries; comparative works which demonstrate how diverse individuals and groups influenced managerial

thought and practice; application of history to unify extant concepts and bodies of literature that are highly fragmented; and investigation into how management history might be better taught and management history research better conducted, applied and utilized to enhance understanding of the field.

**Management History:
Special instructions**

The division welcomes all empirical and conceptual submissions of historical import, including areas of research that integrate the domain of other Academy divisions with history.

Division awards:

Recognition awards for historical significance will be given to the most meritorious papers. All Academy members submitting papers to the division are eligible for these competitive awards. To recognize outstanding historical research undertaken by newcomers to the field of management, an award will be presented for the best paper authored by a

graduate student (the paper may be coauthored, but all authors must be students at the time of submission). Papers authored by students should be identified as such at the time of submission to be eligible for the award.

Submission instructions:

Please send your submission as a single attachment to an email to mh2003@onu.edu. Submissions must be contained in a single Microsoft Word file (Word2000 or lower) that includes all figures, tables, and references. Please use your AoM-assigned submission number (#####) as the filename in the following format:

mhpap##### for a paper,
or mhsym##### for a
symposium.

Do not include a title page or any author-identifying information in your file; place title page information in the body of the email; please do include the AoM-assigned submission number in the header of the paper. (See the AoM's "[Electronic Submission to the Division](#)")

[Program Chairs](#)” for instructions for the way to remove identifying information from a Word file.) Please check your file for viruses and test your file, preferably by sending it to yourself and then opening it and printing it to make certain that it prints the way you want it to print.

All acknowledgement of receipt of MH submissions will be done via email; please do not send self-addressed envelopes.

MANAGEMENT HISTORY DIVISION MEMBERS:

Does your university have a doctoral program? Encourage your students to submit a paper to the Management History Division. We will recognize the program (and the responsible division members) with the most submissions to the 2003 program.

**FROM THE 2002
PROGRAM CHAIR**
Shawn M. Carraher, 2002
Program Chair

Greetings from Ukraine.
Thank you very much for

making our AOM MHD program such an outstanding success. We had around 80 total submissions taking us in the top half of the number of submissions for a division and we broke all previous division records about submissions – and this in a year when total AOM program submissions were down. Thank you to those who submitted papers and symposia, thank you for those who reviewed, and thank you for those who chaired and/or served as discussants in sessions. We also had an outstanding social in honor of Richard Hodgetts for which we can thank Baker College and their journal *The Journal of Leadership Studies*. Our program was of such quality that we are joining forces with the *Journal of Applied Management & Entrepreneurship* in order to create a special issue on Management History – please look for the call for papers elsewhere in this issue. Hopefully this year's submissions will surpass those that I received with Michele setting a goal of 100 submissions – which can only be received if you continue to submit your works to the Management History Division as I know that I plan to do. Thank

you very much for your support of the division.

Professional Development Workshop (PDW)

Chair: Franz T. Lohrke,
Department of
Management and
Marketing, Culverhouse
College of Commerce and
Business Administration,
University of Alabama,
Box 870225, Tuscaloosa,
AL 35487-0225, 1-205-
348-8934, Fax: 1-205-348-
6695,
Flohrke@cba.ua.edu.

As you know, the Management History Division's mission is to investigate the historical evolution of managerial thought and action, so we welcome innovative workshop, symposia, and other session ideas for the 2003 Management History PDW that correspond to this mission. In addition, the 2003 Academy meeting theme is “Democracy in a Knowledge Economy.” As noted in the Academy Program Development Guide, “democracy” can be defined several ways including: political democracy, egalitarianism, transparency of powerful organizations, access to people in power, freedom

of speech and open exchange of ideas, property rights protection, and so forth. When possible, you are also encouraged to incorporate one or more of these ideas into your proposals.

Along with our on-going PDW sessions emphasizing research and teaching, I would to build on our sessions honoring key people and add sessions recognizing seminal works. Thus, we are planning sessions honoring Bill Newman's and Igor Ansoff's unique contributions to the management discipline. In addition, to recognize anniversaries of several influential works, we plan to have sessions highlighting the historical and contemporary impacts of Taylor's (1903) "Shop Management" paper, Cyert and March's (1963) Behavioral theory of the firm, and The West Series in Business Policy and Planning (1978), which included such key works as Hofer and Schendel's Strategy formulation.

PDWs allow for a great deal of creativity and flexibility in terms of formats, and sessions with cross-divisional interest are strongly encouraged. Proposal should be limited

to five pages and include: title, contact information for the submitter, session content and goals, as well as names and affiliations of session participants/facilitators.

The deadline for submitting PDW proposals is November 11th, 2002. I look forward to your ideas and participation.

JAME, CALL FOR PAPERS

Call for Papers for Journal of Applied Management & Entrepreneurship Special Issue on Management History (papers due March 15, 2003)

Theme: how history can contribute to a better understanding of today's practices and concepts of management and entrepreneurship.

Co-editors: Daniel A. Wren, University of Oklahoma, and Shawn M. Carraher, Texas A&M University--Commerce.

Ideas for topics to be considered:
--the role of history in the development of any of the topics provided in the JAME domain statement.

--case studies of successful (and/or unsuccessful) management practices and/or business ventures.

--lessons of history that have relevance today. The implications for the practice of management and/or entrepreneurship should be developed in papers submitted.

--noteworthy contributors and their contributions to the practice of management, management concepts, or entrepreneurship.

Other points to consider in preparing submissions:

--follow the JAME editor's guidelines with respect to domains to be considered, and for procedures for manuscript submissions.

--all submissions will be reviewed by at least two members of the JAME Editorial Board, or by others selected for their expertise and we prefer electronic submissions. These should be sent to Shawn. If this is not possible please send 4 print copies.

Daniel A. Wren
Dwren@ou.edu

University of Oklahoma
Bass Business Library
Norman, OK 73019

Shawn M. Carraher
shawn_Carraher@tamu-
commerce.edu
Texas A & M University –
Commerce
Depart. Of Mkt & Mgmt &
Int. Fam. Bus. Center
Commerce, TX 75429

ECON. & BUSINESS HISTORICAL SOCIETY

Call for Papers:

The Economic and
Business Historical
Society announces a call
for papers for its annual
conference, to be held in
Memphis, Tn. 24-26 April
2003. Proposals for
sessions are also welcome.
Deadline **15 January 2003**
. Contact: Dr. John Paul
Rossi, PSU-Erie, Behrend
College, H&SS, Station
Road, Erie, PA. 16563-
1501; <jpr2@psu.edu>; or
submit an on line proposal
at <http://www.ebhsoc.org>.

THE EVOLUTION OF MODERN MANAGEMENT, A 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: “[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.

“Productivity 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. “A 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.

“Education, 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 Brech’s 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 group’s studies of organizations by Derek Pugh, John Child, David Hickson, and others.

All histories must end somewhere, and 1979 as Brech’s 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. Brech’s 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 Brech’s 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 Brech’s work should be seen as a reference point when we seek to understand the history of management.

AoM Council News

Paul Govekar

In addition to other duties, I am the MHD representative on the AoM Council.

The Academy of Management Council, an advisory committee to the Board of Governors, is polling the membership on four topics. I would like all members of the MHD to give me the feedback that you think reflects the MHD perspective on the following four issues:

(1) How does the Academy of Management compare to the other professional groups you belong. Are there benefits that other organizations provide that the Academy should be providing?

(2) Does the MHD have any "best practices" as a division?

Everyone belongs to more than one division. Is there something that MHD does better than other divisions that we should be sharing in terms of knowledge management?

(3) There is concern at the board level that new members to the Academy feel lost at the meetings, especially those from non-North American universities, or schools with small networks. What can the Academy do for these people? Would a mentoring system across schools be appropriate? Would anyone be interested in being a

mentor if such an organization existed?

(4) Does the Academy have too many divisions, or too few? In the last polling of the membership at large, this was evenly split, 40% to 40% (the other 20% had no strong opinion either way). Should there be a membership minimum for a division to continue? Should there be a cap on the total number of members of a division? Should any of the existing divisions merge or divide?

If you could give me feedback (govekarp@wcoil.com) by November 1st, I would appreciate it!

EDITORIALLY SPEAKING

This newsletter has the call for papers for the Academy Meeting in Seattle in 2003. It also contains other calls for papers that may be of interest to our members. We try to gather as many of these as we can find. Hopefully, they are of interest.

After the last page of the newsletter this month is a picture page of scenes

from the Denver meeting. I hope you enjoy reliving, or living vicariously our Denver meeting.

Submissions from members of the Division are what makes this newsletter interesting and relevant. Please submit your news and/or short articles, preferably by email. The deadline for the next issue is March 10, 2003.



MANAGEMENT HISTORY DIVISION

Division Chair

Charles Booth
University Of The West Of
England Bristol
Business School
Coldharbour Lane
Bristol, BS16 1QY
UNITED KINGDOM
Charles.Booth@uwe.ac.uk

Division Chair-Elect

Shawn M. Carraher
Texas A & M Univ.
Commerce

Department of Marketing
and Management
Commerce, TX 74529-
3011

Shawn_carraher@tamu-commerce.edu

Division Program Chair

Michele A. Govekar
Ohio Northern University,
College of Bus. Admin.
Ada, OH 45810

m-govekar@onu.edu

**Division Program Chair-
Elect (PDW Chair)**

Franz Lohrke

Division Program Chair-
Elect
Professional Development
Workshop Chair
University of Alabama
2443 Huntington Glen
Drive
Birmingham, Alabama
35226-1998

flohrke@cba.ua.edu

**Division Immediate Past
Chair**

Jorge M. Herrera
CulturSense International,
Inc.
5155 Medoras Ave.
St. Augustine, FL 32080

Jorgemherr@aol.com

**Division Newsletter
Editor**

Paul L. Govekar
p & m associates
631 N. High Street
Kenton, OH 43326

govekarp@wcoil.com

**PICTURES FROM
OUR DENVER
MEETING**



The Mint



**Andy Van de Ven,
Past Academy
President**



**Milton Blood,
AACSB**



**Shawn Carraher,
Program Chair,
Denver**



**Michele Govekar,
PDW Chair, Denver**



Paul Hersey



Dan Wren



Charley Blackwell



Jane Gibson



Art Bedian, Dan Wren, Michele Govekar



**Charles Booth,
Division Chair-Elect,
Denver**



Mr. Peabody?



**John F. Mee
Management History
Contribution Award
presented to Robert
S. D'Intino**



**Dan Wren & Shawn
Carraher**



**Paul Hersey
Leadership Award
presented to Richard
Marens**



**Michele Govekar,
Shawn Carraher, &
Jorge Herrera**



Party Time



**THE FOLLOWING
PICTURES ARE
FROM THE
MEMORIAL
SESSION FOR
RICHARD
HODGETTS**



Rosalie Tung



Fred Luthans



Richard Mowday

**Richard Hodgett's
book on display**



Dan Wren





Al Bolton



**Donald Kuratko &
Mrs. Hodgetts**



**Dan Wren & Steven
Hodgetts**