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管理大师手册

（英文影印版）

THE IEBM HANDBOOK OF MANAGEMENT THINKING

马尔科姆·沃纳　主编

EDITED BY MALCOLM WARNER

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序　言

人类即将进入21世纪，随着信息技术的高速发展和全球经济一体化的进程，知识经济已初露端倪。管理知识，作为运用各种可利用资源实现组织目标的经验的结晶，在经济发展中起着越来越重要的作用。目前，管理学科和管理实务发展的重要特点是国际化与本地化同步进行，新理论与新规则层出不穷。面对快速变化的世界，从事工商管理的企业家、管理人员、研究管理的学者、关注经济活动的政府官员及公众都迫切需要方便、快捷地掌握管理的基本理论、一般规律和运行机制，对常用的术语有一个统一的理解，以达到交流的目的。《工商管理大百科全书》就是应时代发展的要求而编纂的大型工具书，全书500多条目由世界各地的500多位知名学者在多年研究的基础上分别撰写，再经专家的编辑与努力于1996年出版了这套全书的英文版。全书共分13个领域，它们是：管理一般、管理教育、国际工商管理、企业战略、组织行为、人力资源管理、会计、财务与金融、市场营销、运筹学、制造管理与运作管理、信息管理与工商经济。在工商管理领域，这部百科全书的内容覆盖范围之广，查阅检索之方便，以及参与撰写的作者的国际性与权威性都是空前的。《管理大师手册》就是从这套百科全书中精选相关内容单独成册，集中介绍那些为现代商业和管理理论及实践作出突出贡献的人物。

在中国，社会主义市场经济体制的确立，为中国的管理与管理科学开辟了广泛的发展空间。朱镕基总理指出“管理科学，兴国之道”。这既为我国管理学科的发展明确了目标与要求，也是对从事管理工作与管理科学的同志的巨大鼓励和鞭策，体现了党和国家对管理及管理科学的高度重视。为了进一步促进我国经济的发展，管理工作者应该掌握市场经济的一般规律，熟悉其运行规则，紧密结合我国实际，使我国的管理学科水平及管理水平赶超世界水平。这就要求我们应该大胆引进和借鉴世界各国先进的管理理论和方法，坚持以我为主、博采众长、融合提炼、自成一家的原则，使我国的管理水平及管理学科水平上一个新台阶。

我们出版这本书的英文影印版，旨在向我国从事管理理论和管理实务工作的广大管理人员、专家学者、教师及学生推出一本方便实用的工具书，并且期望这本原汁原味的国外管理科学工具书能提高读者的专业外语水平，有利于国际交流。

清华大学经济管理学院第一副院长　赵纯均

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List of Contributors

Professor Etsuo Abe
Professor of Business History
School of Business Administration
Meiji University
Tokyo
Japan

Professor Roy J. Adams
Emeritus Professor of Industrial Relations
DeGroote School of Business
McMaster University
Hamilton
Canada

Dr Peter H. Antoniou
Pomegranate International
California
USA

Dr Roger E. Backhouse
Professor of the history and philosophy of economics
Department of Economics
University of Birmingham
England

Professor Greg J. Bamber
Director, Graduate School of Management
Griffith University
Brisbane
Australia

Professor Philippe Baumard
Department of Management
University of Versailles
Paris
France

Dr Martin Beirne
Senior Lecturer and Director of Undergraduate Management Programmes
Department of Management Studies
Universityof Glasgow Business School
Scotland

Professor Philippe Bernoux
Directeur de Recherches
Groupe Lyonnais de Sociologie Industrielle
Centre National de la Recherche Scientifique
Université Lumiére Lyon II
France

Dr Pierre Berthon
Distinguished Senior Research Fellow
Cardiff Business School
University of Wales, Cardiff
Wales

Professor Jack Birner
Department of Economics
Faculty of Economics and Business Administration
University of Maastricht
The Netherlands

Professor Christopher Boone
Professor of Organizational Behavior and Organization Theory
Faculty of Economics and Business Administration
University of Maastricht
The Netherlands

Dr Richard E. Boyatzis
Professor and Chair
Department of Organizational Behavior
Associate Dean for Executive Education Programs
Weatherhead School of Management
Case Western Reserve University
Cleveland, OH
USA

Dr E.F.L. Brech
Visiting Research Fellow
The Open University Business School
The Open University
Milton Keynes
England

Professor William Brown
Montague Burton Professor of Industrial Relations
Faculty of Economics and Politics
University of Cambridge
England

Professor Richard Butler
Professor of Organizational Analysis, The Management Centre and Chair of Graduate School of Social Sciences and Humanities
University of Bradford
England

Kees Camfferman
Faculteit der Economische Wetenschappen
Vrije Universiteit
Amsterdam
The Netherlands

Dr Adrian Campbell
School of Public Policy
University of Birmingham
England

Kellie Caught
Australian Centre in Strategic Management
Queensland University of Technology
Brisbane
Australia

Professor Joseph L. C. Cheng
Department of Business Administration
College of Commerce
University of Illinois at Urbana-Champaign
USA

Professor Victoria Chick
Department of Economics
University College London
England

Professor Peter Clark
Commerce Department
University of Birmingham
England

Professor Stewart R Clegg
School of Management
Faculty of Business
University of Technology, Sydney (UTS)
Australia

Dr Robert F. Conti
Associate Professor
Management Department
Bryant College
USA

Professor James Curran
Emeritus Professor of Small Business Studies
Small Business Research Centre
Kingston University
Kingston upon Thames
England

Professor Barbara Czarniawska
Gothenburg Research Institute
School of Economics and Commercial Law
Gothenburg University
Sweden

Professor Sandra J. N. Dawson
KPMG Professor of Management Studies and Director, Judge Institute of Management Studies
University of Cambridge
England

Dr Mark Dibben
Department of Management Studies
University of Aberdeen
Scotland

Professor Paul Edwards
Industrial Relations Research Unit
Warwick Business School
University of Warwick
England

Professor J.E.T. Eldridge
Department of Sociology
University of Glasgow
Scotland

Professor Raul Espejo
Centre for Systems Research
School of Management
University of Lincolnshire and Humberside
Lincoln
England

Professor Robert L. Flood
Director, Centre for Systems Studies
University of Hull
England

Dr Frank Furedi
Reader in Sociology
Darwin College
University of Kent at Canterbury
England

Dr Richard Gillespie
Museum of Victoria
Melbourne
Australia

Dr Ian Glover
Lecturer of Management and Organization
Department of Management
University of Stirling
Scotland

Dr Pauline Granam
Research Fellow
Department of Engineering
University of Bradford
England

Professor Prabhu S. Guptara
Group Director and Chairman, Advance: Management Training Ltd
Farnham
England
Organisational Learning and Transformation
Union Bank of Switzerland
Wolfsberg Executive Development Centre
Ermatingen
Switzerland

Professor Jerald Hage
Director, Centre for Innovation
Department of Sociology
University of Maryland at College Park
USA

Dr Charles Hampden-Turner
Judge Institute of Management Studies
University of Cambridge
England

Dr Frank Heller
Director, Centre for Decision Making Studies
The Tavistock Institute
London
England

Dr Geoffrey M. Hodgson
University Lecturer in Economics
Judge Institute of Management
University of Cambridge
England

Elaine C. Hollensbe
School of Business
University of Kansas
Lawrence
USA

Dr Dian-Marie Hosking
Aston Business School
Aston University
Birmingham
England

Dr Yao-Su Hu
Vice President (Academic)
Hong Kong Shue Yan College
Hong Kong
and Honorary Fellow
Science Policy Research Unit
University of Sussex
Brighton
England

Professor Mike C. Jackson
Lincoln School of Management
University of Lincolnshire and Humberside
England

Robin John
Head of Division of Strategy and Marketing
South Bank University Business School
London
England

Dr Matthew R. Jones
Judge Institute of Management Studies
University of Cambridge
England

Professor Pat Joynt
PowerGen Professor of Management Development
Henley Management College
Henley-on-Thames
England
and Norwegian School of Management
Sandvika
Norway

Dr Ian Kessler
Fellow
Templeton College
and School of Management Studies
University of Oxford
England

Dr Maurice Kirby
Department of Economics
The Management School
Lancaster University
England

Professor Bruce Kogut
The Wharton School
University of Pennsylvannia
USA

Dr R.M. Lala
Director, Sir Dorabji Tata Trust
Bombay
India

Dr David C. Lane
Operational Research Department
London School of Economics and Political Science
England

Professor Russell D. Lansbury
Faculty of Economics
Sydney University
New South Wales
Australia

Dr Frederic S. Lee
Department of Economics
De Montfort University
Leicester
England

Professor Anne Loft
Copenhagen Business School
Denmark

Professor Ray Loveridge
Director of Research
Aston Business School
Aston University
Birmingham
England
and Editor of Human Relations
Tavistock Institute
London
England

Professor Craig Lundberg
School of Hotel Administration
Cornell University
Ithaca
New York
USA

Dr Kevin McCormick
School of Social Sciences
University of Sussex
Brighton
England

Professor Kenneth D. Mackenzie
Edmund P. Learned Distinguished Professor
School of Business
The University of Kansas
Lawrence
USA

Dr Geoff Mallory
The Open University Business School
The Open University
Milton Keynes
England

Professor Roger Mansfield
Director
Cardiff Business School
University of Wales, Cardiff
Wales

Professor Roderick Martin
Department of Management Studies
University of Glasgow Business School
Scotland

Professor Noah M. Meltz
Professor of Economics and Industrial Relations
and Principal, Woodsworth College
University of Toronto
Canada

Professor Shunsaku Nishikawa
Faculty of Business and Commerce
Keio University
Tokyo
Japan

L.I Okazaki-Ward
Senior Research Fellow
Cranfield School of Management
Cranfield University
Bedford
England

Dr Nick Oliver
Judge Institute of Management Studies
University of Cambridge
England

Dr Robert Pitkethly
School of Management
University of Oxford
England

Professor Leyland Pitt
Cardiff Business School
University of Wales, Cardiff
Wales

Professor Michael Poole
Professor of Human Resource Management
Cardiff Business School
University of Wales, Cardiff
Wales

Professor Derek S. Pugh
Visiting Research Professor of International Management
The Open University Business School
The Open University
Milton Keynes
England

Alfonso Reyes
Departamento de Ingenieria Industrial
Universidad de Los Andes
Colombia

Professor Jacques Richard
Université-Dauphine
France

Professor Martin Ricketts
Professor of Economic Organization
University of Buckingham
England

Professor George Ritzer
Department of Sociology
University of Maryland at College Park
USA

Sheila Rothwell
Before her death, Director of Centre for Employment Policy Studies
Henley Management College
Henley-on-Thames, England

Dr Chris Rowley
Senior Lecturer
Department of Human Resource Management and Organizational Behaviour
City University Business School
England

Thekla Rura-Polley
Postdoctoral Research Fellow
School of Management
Faculty of Business
University of Technology, Sydney (UTS)
Australia

Donald Rutherford
Lecturer in Economics
Department of Economics
University of Edinburgh
Scotland

Professor Chris Smith
School of Management
Royal Holloway
University of London
Egham, Surrey
England

Dr Gillian Stamp
Director, Brunel Institute of Organisation & Social Studies (BIOSS)
Brunel University
Uxbridge
England

Dr Rosemary Stewart
Emeritus Fellow and Director
Oxford Health Care Management Institute
Templeton College
University of Oxford
England

Professor John Storey
The Open University Business School
The Open University
Milton Keynes
England

Carolyn Strong
Lecturer in Marketing
Cardiff Business School
University of Wales, Cardiff
Wales

Dr Monir Tayeb
Department of Business Organization
Heriot-Watt University
Edinburgh
Scotland

Professor Jean-Claude Thoenig
Department of Organizational Behavior
INSEAD
Fontainebleau
France

Dr Louise Thornthwaite
School of Industrial Relations
Griffith University
Brisbane
Australia

Dr Richard C.S. Trahair
Faculty of Social Sciences
La Trobe University
Bundoora
Victoria
Australia

Professor Peter Walton
HEC Management Studies
University of Geneva
Switzerland

Professor John P. Wanous
Department of Management and Human Resources
Fisher College of Business
The Ohio State University
Columbus
USA

Professor Malcolm Warner
Fellow
Wolfson College and
Judge Institute of Management Studies
University of Cambridge
England

Professor John King Whitaker
Georgia Bankard Professor of Economics
University of Virginia
Charlottesville
USA

Dr Richard Whittington
Reader in Strategy
Said Business School
University of Oxford
England

Professor Barry Wilkinson
Business School
University of Bath
England

Professor Arjen van Witteloostuijn
Professor of Competitive Analysis and Market Behavior
Faculty of Economics and Business Administration
University of Maastricht
The Netherlands

Morgen Witzel
London Business School
and Durham University Business School
England

Professor John Cunningham Wood
Dean
College of Business
University of Notre Dame Australia
Fremantle
Western Australia

Professor Emeritus Basil S. Yamey
Department of Economics
London School of Economics and Political Science
England

Professor Mohamed Zairi
SABIC Professor of Best Practice Management
The European Centre for Total Quality Management
University of Bradford
England

Professor Stephen A. Zeff
Jesse H. Jones Graduate School of Administration
Rice University
Houston
Texas
USA

Professor Milan Zeleny
Graduate School of Business Administration
Fordham University at Lincoln Center
New York
USA

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Introduction

This volume brings together the major contributions to management thinking in the twentieth century with some of the earlier ones that fed into this mainstream. Together, they represent a body of both theory and practice that has influentially shaped modern business and management. The collection expands upon an initial foundation, namely the *International Encyclopedia of Business and Management* (1996) which attempted to create a worldwide reference work in its field both in terms of subjects and authorships. Published in six volumes (and followed by concise and pocket editions) the IEBM attempted to create a benchmark for not only topic and country entries but also biographical ones, and covered the following subject areas:

- Accounting and finance
- Business economics
- Comparative management
- Industrial relations/HRM
- International business
- Manufacturing management/operations
- Marketing
- OR and Systems/MIS
- Organization behaviour
- Strategy

Defining management

Asking the key question 'what is management?' is a legitimate concern at this point. We need to not only look at its essence but also its scope. Whether it is a cohesive field of study, what are its constituent parts and where its boundaries lie are also important queries. There are no easy answers. If we have learnt anything in recent times, it is that there is 'no one way'. Once upon a time, there was something called 'scientific management'. Writers like Taylor thought that they could concoct a 'science' of management; others like Fayol and Barnard evoked 'principles' of management and so on. The audience for such notions arose for a sound set of reasons: the need for managers to 'make sense' of what they were doing and the environment in which it was taking place. If they could do so, they could have a better chance of shaping and controlling the process.

Putting it simply, management is what managers are seen to do. So, observation was prior to theorizing. Practice invoked theory; theory in turn illuminated practice. As a consequence, there are many management thinkers who were mainly or at some point in their lives practitioners, like Taylor, the Gilbreths, Bedaux or Fayol, but also wrote extensively, at least in the pre-1945 period. After this date, academics and especially business school academics begin to predominate, but not exclusively. Some of those we have included from the nineteenth and twentieth centuries have been industrialists like Bata, Ford, Ibuka, Sloan, Tata and so on, who have not only created their own ways of running companies whether in North America or elsewhere, but have also written about this in more or less schematic ways.

We have tried here to present management thinking as a cumulative set of both theories and practice, accumulating over time, and built up by key, individual thinkers on the subject. The presentation is thus biographical. Many of these individuals, singly or with colleagues, 'stand on the shoulders of giants', that is to say they have amplified the work of their precursors, some directly and others indirectly. In some cases, a specific contribution is almost unthinkable without the work of earlier ones. The work of the so-called 'management gurus' represents a social process by which management ideas are invented and often but not always applied by the originators. Whilst not all would endorse the 'guru' concept, it has some use in explaining how management ideas occur and spread. There was also an interaction between the individuals and the environments they find themselves in. Many were creatures of their times: others *made* history.

How such theories emerge as critical depends on how far they legitimize what managers think is 'managerially correct' and will fit their needs. New ideas must supercede what has gone before and replace the existing conventional wisdom. Managers of course seek a 'holy grail', normally to produce an end to the 'us' and 'them' divide in business, many of the supposed 'solutions' aiming to create industrial harmony. But as no one theory can solve all problems, the search is always on for the next path to salvation.

As Huczynski (1997: 234) points out:

> From the turn of the century onwards management gurus have played a central role in the manufacture, transmission and application of management knowledge. To explain their influence, one has to understand both the nature of managerial work and the needs it creates among occupants of managerial positions. Those ideas which meet their needs are likely to be the most popular. Moreover, the nature of management itself also predisposes the profession to look to management gurus for guidance since, at one and the same time, these gurus develop, represent and also act as conduits for the application of their ideas into organizations.

Whether or not one accepts the so-called 'guru concept', there are clearly bodies of knowledge in the management field and many of these are distinctive. Hucyzinski (1997: 234) cites six of these:

- bureaucratic (Max Weber)
- scientific management (Frederick Taylor)
- classical management (Henri Fayol)
- human relations (Elton Mayo)
- neo-human relations (Douglas McGregor)
- guru theory (Tom Peters/Rosabeth Moss Kanter)

Popularity creates reputations; success breeds success in the field. The resultant synthesis is essentially a pragmatic one: their contribution rests on acquired reputations in either the primary domain of management or in those directly influencing it. How broadly management is defined is moot however; some see it as more widely defined than others. We take here a rather 'catholic' view of what it encompasses. This step may explain the rather diverse set of contributions we have included. We have for instance gone beyond the usual list of 'writers on organization' (see Pugh, Hickson and Hinings 1964 and subsequent editions). Our roster is much longer; we have cast our net much more widely but we have kept in mind that their writings have to be theoretical, at least in the sense that they are trying to derive generalizations applicable to a wide spectrum of managerial and organizational contexts, whether they were theorists, researchers or practitioners: 'theory and practice are inseparable' (1964: 8).

Establishing boundaries

Such thinking thus extends beyond the borders of management as more narrowly defined. We have of course included the 'classics' in the field, such as Taylor, Fayol, Barnard and so on. The reasons for including such thinkers is self-evident. Many of these are normally categorized as key 'management theorists' and we would not dispute their place.

Indeed, Huczynski (1997: 234) is right to emphasize that management ideas are associated with individuals or groups of individuals; further, that such names become identified with the concept. Taylor, for example, *was* 'scientific management'.

At any one point in time, one school of thought may rule the roost. Some speak of 'paradigms' (Kuhn 1970); others use the lesser term of 'metaphor' (Morgan 1997). The latter believes that 'all theories of management are based on explicit images or metaphors that lead us to see, understand, and manage organizations in distinctive yet partial ways' (1997: 4). If weaker, ideas may exist at the margins. Factions may form and vie to predominate.

Normally, the list of such management writers extends from the end of the nineteenth century up to the present day. Yet economic activity goes back much further than that and such activity was 'managed' for a very long time (see Warner 1984; Warner and Witzel 1997). There were early transnational banks like the Medicis or trading corporations like the East India Company. What they actually did was not however conceptualized as such in modern terms. There existed in effect *management before 'management' as a subject.* But there were no well-known 'names' or 'gurus' in management at that stage.

The term 'management' as we know it in the English language dates from Shakespeare's days. The term has Latin, Italian and French roots. It comes from the Latin 'manus' meaning 'hand' but also 'power' or 'jurisdiction'. The Italian term 'maneggiare' appeared in the late Middle Ages in connection with property management and business; the French 'manegerie' also came into use. The English word 'manage' first appeared in 1561, 'manager' in 1588, and 'management' in 1589, relating mostly to land usage. According to the Shorter Oxford English Dictionary (1993: 1197) it was first used in its modern context in 1670. It meant to 'handle' business affairs, as opposed to its earlier meaning of 'handling' a sword or a horse.

However, what we call 'modern management' is essentially a twentieth century phenomenon. 'Management studies' is even more novel as a subject but this depends on national definitions of the subject and what is included. The US developed 'business administration' as a university-level subject in the late nineteenth century but the Germans had taught 'business economics' overlapping with this curriculum not long after and the Japanese almost in parallel had initiated high-level 'commerce' courses (see Locke 1996). What in fact is seen as 'management' may vary cross-culturally and may be wider or narrower, depending on the academic, professional or country context. In many US business schools, for example, there is a concentration on 'hard' quantatitive subjects; in others, 'soft' qualitative ones may prevail. Even MBA courses may have different emphases and in some countries they may not exist at all. Aspirant managers in these countries like Germany or Japan study engineering or technical subjects, often in a business and industrial context.

Criteria for inclusion

What then were the criteria for inclusion and exclusion of key figures in management thinking? Inevitably, many of the examples included are Anglo-American by origin; none the less, we have attempted to avoid the ethnocentric. However, it must be recognized that the majority of 'guru' figures were North American and most of these were actually born in the US. For example, Taylor, Barnard, Sloan, Follett and many others were native-born Americans. Most had conventional middle-class backgrounds and were university educated. Hardly any of them had gone to the newly emerging US business schools, like Wharton, Harvard and the like.

Although a few emigrated from Western or Eastern Europe in their earlier years, it is surprising that these were rather few in number. Some management thinkers who are in this category are Argyris, Drucker, Fiedler and Lewin. They also were university educated but not in business-related subjects. Some were social scientists proper.

British management writers (see Child 1969) are thinner on the ground vis a vis their North American counterparts. Some like Urwick, Vickers and so on achieved great success and high status as practitioners; later academic teacher figures like Burns, Pugh and the Aston Group as well as Woodward made their marks. More popular writers like Parkinson gained a wider readership. In economics, British contributions in both micro and macro domains were prominent, such as Marshall and Coase vis a vis the theory of the firm and many others in the macro environment of business activity. Boulding, who also contributed to systems thinking, was British born. Schumacher was born in Germany but made his name when living in Britain.