

Jacques Henri Horowitz

TOP  
MANAGEMENT  
CONTROL IN  
EUROPE



# Top Management Control in Europe

JACQUES HENRI HOROVITZ

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## TOP MANAGEMENT CONTROL IN EUROPE

**To my wife Annette**

# Acknowledgements

In 1969 the French Foundation for Business Education (FNEGE) was created; its first aim was to send about 400 future business educators on various training programmes in the United States. I was part of the group and I was eager to return to share my knowledge of modern management skills. My return, however, was a cultural shock in more than one way. Those US-trained scholars were looked upon defiantly by the old guard, but the biggest shock came from the lack of local data on which to use these freshly-acquired concepts and skills. Was it all right to talk about a model devised in the US after maybe fifteen years of observations of actual behaviour? American teaching material was handy, but did it convey the skills desired and needed by industry? These types of questions puzzled me and I decided to embark on an empirical study of actual management practices in Europe in view of the relative void existing in European material, and this study is a modest contribution to bridge the gap between management principles and actual practices.

Interviewing over 180 executives in 52 medium-size local European companies was both a challenge and a pleasure. These companies are not often visited by academics and in many cases I was looked upon with curiosity. I want to thank all the executives for their time, welcome and cooperation as well as the Confederation of British Industries and l'Union des Industries Metallurgiques et Minières for their assistance.

Comparative research is probably one of the most expensive types of research. This study would not have been possible without a generous grant from the FNEGE and a Samuel Bronfman fellowship for which I am both honoured and grateful.

Besides the costs, comparative research is also one of the most time-consuming and physically demanding ones. During the study I have spent more time on a plane, a train, a car or on the phone than at home. The fact that my father is Russian, my mother Polish and my wife Vietnamese must have given me a certain openness to international research. But, above all, in all these trips and efforts, I would have been easily overcome by a Slavic tendency for despair had it not been for a counterbalancing Asiatic philosophy of fatality. This is why this work is dedicated to my wife Annette.

I am very grateful to Professor William H. Newman of Columbia University who all along provided the precious guidance, comments and advice without which my tendency to grasp all European reality at once would have resulted in chaos.

If I had any doubt about the sense of organisation and exactness which I found in the eighteen German companies visited, Peter Kessler who helped me arrange interviews and translate in Germany must constitute the nineteenth case.

To all my deepest appreciation and thanks.

*Paris, December 1978*

JACQUES H. HOROVITZ

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