

income per annum. No other nation among the some 117 nations in the world has a production record such as ours.

(3) A political environment which advocated democracy with private enterprise, with complete freedom of managerial choice for progress or failure. Our political environment provides the best climate for production in the world.

(4) A social environment where in 1900 the educational level of the work force was fifth grade or less, compared with today where 60 percent of our work force is either a high-school graduate or has some college training. Before 1900 about 80 percent of the population lived in rural areas compared with 80 percent in the urban areas today. So there was a different environment of management theory 50 years ago than the environment we have today.

So a point is being made, right now, that management theory is subject to change and that it does change in response to changing economic, social, technological, and political conditions in the environment. And any management theory should be viewed, critized, or commended in relation to the conditions in which it emerges and is used effectively.

Another point is being made that management theory as we know it began with the philosophy and mechanism of scientific management, now referred to as classical management theory. This theory provides the starting point and a reference point for subsequent theories in that it contains, first, a body of management knowledge, second a set of management skills or proficiencies, and always the value system that aided managerial decisions and influenced managerial behavior.

The value system that many of us grew up on for management in the United States came as a result of our being programed in our grade schools, our high schools, around the home, and in any university teaching in our belief in the more