

on the industrial revolution, the second chapter is on organization that briefly designs line and staff, the third chapter gives a definition of system and what system is, and then there are 27 to 33 chapters describing every procedure in detail, down to the number of copies and the number of steps that were ever designed from a plan.

Of course, this was horrible, because, in the schools of business and engineering, we were forced to train on an obsolete product. By the time we had the boys memorize all those operating procedures the world outside had improved and we were constantly having the boys memorize procedures that were no longer applicable. So this didn't suffice or stay very long.

The second thing that came out of the organization and system concept was the control theory. The control theory emerged from this organization and system stage of management. Inasmuch as work routines or procedures were established to carry out the activities of the organization, the main efforts of managers were considered to be those of executive control to maintain the work standards. So at that time the manager did executive control, and there were many books entitled Executive Control. They were in control of the routines or procedures.

Systems theory also had its root in this stage of management.

A third segment of management theory had seeds in organization and system. This was the human relations movement which began during this management theory era and has since transcended into the behavioral science theory stage. Consequently, the value system has been modified to emphasize the ethics of human considerations alone with the work ethics and all dominant materialistic ethics. The commodity concept of labor has become less popular since then.

Now we come to the third stage, which we are all in right now. This is the