

probably would not have worked too well in 1900. This we find to be especially true when we work with the so-called delayed nations or underdeveloped nations of the world. We find great difficulty if we try to advance or teach them our more sophisticated management theory in the 1960's here in the United States instead of starting with the basic management theories or management philosophy and then gradually building up to where we are at the present time. So that we view management theory in the proper time perspective.

Second, we should view it within the complete conceptual framework of the theory in the time perspective of when it was established.

we should view it

Third, according to the value system that prevailed in the time perspective in relation to the conceptual model that explains the theory. There was a different value system in 1900 than there is in 1960. We view the management theory according to the scale of value or attitudes that are prevalent in the nation at the time that we apply the theory.

Classical management theory, namely, scientific management, emerged over 50 years ago in environmental conditions different from today in the following main areas:

(1) A technological environment that was advancing the industrial revolution in 1900 and not this scientific revolution that we have in the 1960's.

(2) An economic environment in which the United States before 1900 had about 5 percent of the world's population and 7 percent of the land area, and had produced about 15 percent of the world's wealth, not the situation today where we, the United States, have around 6 percent plus of the population of the world, we have the same 7 percent of the world's land area, but a production record of some 50 percent of the world's wealth, and we are running at approximately 42 percent of the world's