

authoritative officers in organizations today, in the field of quantified analysis of some of their problems.

However, I am not fully persuaded that we have seen enough of the application of the newer mathematics in business organizations and of the use of vast computation, to go so far as to say that it is going to create a separatism between top management and the large mass. The idea has been advanced that middle management will be broken in the middle. Some of them will float up to the top and some will be compressed to the routine jobs.

I do not think we have gone far enough to say that this is an inevitable consequence of the present situation. To further amplify that point I would again refer to the fact that many of the kinds of things that will interest management will not lend themselves readily to the mathematical technique for solution. There will be a growing importance in the personnel functions and in the sales and marketing functions. And here again, if you are looking at the thing just in terms of production you might get the results you are talking about but this is not the whole operation by any manner of means.

QUESTION: Doctor, do you expect the basic organizational structures of business enterprise to change gradually in the next 10 to 15 years?

DR. BROWN: No, I do not think I do. I think you will find companies getting bigger. The rapid assimilation of information and dissemination of information is going to facilitate this. But I think we are going to continue to have, except in those activities that require large units of initial capital, just as many new businesses starting and a similar number of small businesses relative to the big businesses, and the acquisition of small businesses and mergers with big businesses. Everything is going to get bigger and bigger in terms of organizational size, but I do not see anything to suggest a fundamental change in the structure of business.

I am going to put one footnote on the answer. I think businesses will become more and more multinational in character, in the sense of a home office putting plants or putting sales outlets or putting buying offices, or whatever it is, throughout the world. We are seeing this already. This has been a postwar development, and to me it is one of the most exciting of the postwar developments in the field of