

Committee today which I could not go to because I am here. We will elect a president today. I imagine it will be in the papers tomorrow. He is a man that all of you will recognize, for he had a distinguished career in Government and in business. Somebody called this, rather irreverently, the other day, The Paunch Corps.

I would say that all of us are going to become, in terms of management's interests, far more internationally oriented than we have ever been.

QUESTION: Maybe it is the influence of the school here, but I see a trend toward professional managers in lieu of the normal way of bringing people up from the ranks. Will you comment on that?

DR. BROWN: I like to think that we have something clearly in mind when we use the term "professional manager," and yet I am not sure that we do. If we could go all out on the quantification of business problems, we could begin to develop a body of precise information, practice and procedures that you could define exactly, I think, as a profession; and to the extent that management science becomes a reality, I think we can talk about professional management. Or we can talk about professional management in the sense of the manager thinking about the place of his organization in the society that gives it sanction and serving his fellow men in a professional sense by providing an increasingly meaningful service to the community.

Management is an art and will continue to be an art, in the sense of trying to get things done through others, and the motivations, reflexes, incentives, and reactions of each of us are so ramified that it must always be an art, I think. In this sense I do not think management is ever going to become so precise that, in the graduate schools of business or in programs like this one, we will find it possible to have a body of material and say, "This is management theory." But in terms of service to the public or in terms of a management science, I think we might begin to talk about it as a profession.

I would caution, however, we always run some risk of being a little bit pompous in thinking of management as a profession for which you could get a certificate.