

TOWARDS YEAR 2000

American society will continue to be a secular culture but will emphasize a balance between the quality and quantity of life. Material benefits of affluence will be in demand, but equal economic opportunity, a safe environment, and a chance for inner peace will be in as much demand as safe products and services. Corporate social responsibility will be a major goal of business organizations as Robert E. Wood of Sears stated, "Business must account for its stewardship not only on the balance sheet, but also in matter of social responsibilities." In addition, business's managerial and organizational efficiency will be called upon to work closely with the public sector to solve societies problems.

SOCIAL:

Values: the future will be characterized by already changing ideologies as noted by George Cabot Lodge. The new values will see transitions from:

1. individualism to communitarianism.
2. property rights to right to quality of life.
3. competition to community need - more cooperation between businesses.
4. a concept of a limited state to more active role of government as planner.
5. scientific specialization to holism or interdependence between elements of society for survival.

These values will shape people's attitude toward work, society's organization, and management practices.

Employment and Education

1. greater opportunities for women and minorities although the emphasis will be on quality of applicant not fulfilling a quota.
2. more post secondary vocational institutions for technical careers will balance lopsided trend to four year academic colleges.
3. those who go to college will be more apt to return for graduate professional degrees.
4. Spread of continuing life education concept to both academic degree holders and the vocationally trained.

Arts Literature and Music

1. will continue to flourish particularly with increased backing of business, and more efficient management of the arts will enable society to sustain it.

Mass Media

1. Continuing sophistication of electronic media. Print media will be segregated to specific consumer groups.
2. Increase in public participation over content and control of media like PBS and ACT (which monitor children's T.V.) in order to develop the more responsible aspects of media and to distinguish "hope" from reality.

Recreation

1. Continued trend toward increased leisure time.
2. Leisure activities will include sports and activities to maintain health and the development of avocation to consume one's time mentally as well as physically.
3. Continued interest in one's origins in order to maintain one's identity in an ever changing world.

POLITICAL

Domestic

1. The political scene will be predominated by the continuing centralization of government in all aspects of society particularly:
 - a. as planner of quality of life goals, and
 - b. as arbitrator of conflicting goals of society.
2. This centralization must be counterbalanced with increased public participation in government:
 - a. private sector will implement many of quality of life goals.
 - b. electronic techniques will be able to assess public opinion instaneously and enable more issues to be decided by national referenda
 - c. citizen's groups will develop lobby power in all levels of government to ensure its responsiveness to their wishes.
3. Greater efforts to insure ethical standards of politicians will be demanded in the post watergate era either through stricter self-regulation or a "watchdog" committee.
4. Increased legislation to ensure quality of life by:
 - a. environmental regulations.
 - b. consumer watchdog agency.

- c. greater research finding into nutrition and health and closer regulation of food processors regarding food additives.
- d. passage of ERA or something similar to once and for all guarantee equality of all citizens.
- e. careful analysis and regulation of right to privacy in an instant information computer age.

Foreign

1. A more permanent detente or understanding among major world powers to ensure peace. This will involve careful reaction by both U. S. and USSR to settle insurgent uprisings that might affect regional peace.
2. Greater effort must be made to aid the third world powers improve their standard of living lest they attempt to extract it through economic warfare through restriction or high pricing of their precious resources a' la OPEC or coffee cartel which could insight world economic and political disorder.

In short, Kahn sees the persistence of the bourgeois democratic societies.

ECONOMIC:

General

1. The chief theme in the coming years is Jay Forrester's concept of "limits to growth"
 - a. a constant growth rate in GNP.
2. Economic policies will have to be designed to:
 - a. cope with constant rather than exponential growth.
 - b. slow the rate of persistent inflation.
3. Monetary system will be based more on confidence in world wide than national stability.
4. "Small is beautiful" may be an appropriate theme for some local economies as well as those of developing nations for the world as well as a nation can only sustain a limited amount of large economic units.

Business

1. Service industries will continue to predominate particularly those devoted to information technology:
 - a. growth in R and D firms and "think tanks" producer of information.

- b. continued growth of computer designers and producers.
 - c. continued growth of time sharing and other information processing organizations.
2. Continued growth of large corporations in many fields although at a reduced rate than the sixties - entrepreneurial activity will remain as one of the chief sources of innovation.
3. Continued development of multinationals as joint ventures with foreign nationals rather than mere American subsidiaries abroad.
4. Corporate social responsibility activities in urban affairs, environmental protection, and consumerism will be institutionalized in specialized staff departments:
 - a. environmental forecasting techniques will be developed to keep the organization abreast of changing demands.
 - b. better means of evaluating these activities will be developed by improving corporate social auditing methods.

Agriculture

1. The growth of agricultural business will continue to provide more efficient use of land resources.

Labor

1. Increased demand for technical skills will be offset by greater need for generalists to assume management roles.
2. Continued growth of white collar unions and associations as people continue to demand a greater voice in their terms of employment.

TECHNOLOGY:

1. The theme for the future will be "more is less" - obtain increased output from more efficient use of resources and energy.
2. Continued accumulation of scientific and technical knowledge.
3. The character of technology will change more than the level as Daniel Bell notes the emphasis will be more on "intellectual" rather than machine technology - involving simulation and modeling to develop and process information.
4. Some of the technological advancements of the future proposed by Herman Kahn are:
 - a. increased sophistication and accessibility of information technology.
 - b. the development of high strength or high temperature materials and super performance fabrics.

- c. new airborne vehicles and specialized container ships.
- d. biomedical engineering to prolong life, for genetic control of plants and animals, and extraction of minerals.
- e. development of space stations as science labs.
- f. improved methods of weather forecasting and control.
- g. artificial moons for better night lighting.

Energy

- 1. Increased rise and development of nuclear power.
- 2. Continued development and production for commercial use of solar and geothermal energy and recycled energy - heat, etc. that are by products of other processes.
- 3. Improved battery cells for energy storage.

Development of national and international commissions to determine the ethical use of technology to ensure that we remain its masters and beneficiaries.

In summary, we will have to learn to cope with Tofler's "future shock" continuing and rapid change. The chief sources of change will be universities and R and D organizations rather than industry as in the past because most change will be in the area of information technology. All in all, however, as Daniel Bell states, "the U. S. in the year 2000 will be more like the U. S. (presently) than different."

MANAGEMENT: The Public Oriented Managers

Practice of Management

- 1. The Environment
 - a. Increased Business/Society relationship due to
 - increased government regulation
 - increased media exposure; T. V.'s 60 minutes
 - b. Greater uncertainty
 - cost of metric conversion
 - resource scarcity
 - persistent inflation
- 2. The Organization
 - a. Structure will be more temporary and more horizontal - built around information technology
 - development and use of flexible structure like MATRIX

- New staff departments to:

1. interface with environment
2. produce and process information

b. Job Design

- based more on intellect than muscle
- less discretion due to automation, greater need for MBO and O.D. programs to meet peoples needs
- more differentiated and complicated
- organic work groups and socio-technical systems

3. The Personnel

- a. better educated - technical skills
- b. other directed
- c. demand more "involvement" in jobs

4. The Manager

- a. "Public Oriented." As John F. Mee notes, these "managers will be challenged with a major responsibility for merging human values with the fruits from technological advances to conserve human and material resources in the production and distribution of goods and services for desired life styles and human progress."
- b. Management Style will be more collegial and consultative relying on the "acceptance theory of authority" by subordinates which will stem from as Mee notes, "...agreed upon objectives and the nature of the work assignment...."
- c. Management Control
 1. more centralized due to criticalness of decisions brought on by automation.
 2. improved performance measures may burst creativity.
 3. develop methods to deal with resistance to change.
- d. Management Levels - fewer
 1. fewer middle managers due to automation; they will be more like technicians.
 - Jobs will require greater conformity, have difficulty finding fulfillment on job

2. Top Management

- Job will be more abstract and research oriented.
- Positions will be divided among those responsible for environmental scanning and those responsible for internal corporate strategy.

3. Staff Managers will increase

- more creative people will be hired due to increased rate of obsolescence of ideas
- these will include O. R., social responsibility and communications specialists as well as futurists.

Management Thought - Schism or Unification

1. Theory building will have to shift the focus from a purely organizational one to one balanced between the manager and the organization lest an irreparable schism occur that will prevent the development of a unified theory.
2. A continued search for a unifying concept will be the key to the unification of a theory of management
 - Systems and contingency approaches are not the answer, for they are based on the old concepts of national-economic organizations in an environment of exponential growth.
 - A radical model similar to the one proposed by William G. Scott would be more appropriate for public oriented managers in organic organizations in an environment of change and scarcity. The value structure of the model moves along three continua depending on circumstances

| | |
|--------------|-----------|
| 1) growth | stability |
| 2) abundance | scarcity |
| 3) consensus | conflict |
3. The recognition that management theory will continue to be more interdisciplinary in nature without hurting the identity of the field but strengthening its broad application.
4. Continued use of empirical research but methodology will become more balanced to include qualitative techniques such as grounded theory as well as quantitative.
5. A healthy respect for good conceptual theory must be revived for this is more likely where innovative ideas will come from.
6. The field of Management Thought will become more complicated as we begin to discover the contributions of eastern Europeans, the Soviets, and Asians to the field. In short, the history of the Development of Management Thought will have to be rewritten by centuries end to incorporate these significant contributions.

Management Education

1. Institutions

- a. The approach to university education will broaden, Schools of Business will become Schools of Management as UCLA, Northwestern, and Boston University among others have done.
- b. Continued growth of continuing education for graduates by universities.
- c. Continued popularity of graduate professional degrees like MBA and M.M.
- d. Development of post MBA certificate programs for managers so many years after graduation.
- e. The DBA and DPA degrees may be renamed to DPM (Doctor of Professional Management)
- f. Continued growth of corporate in-house executive development programs and the development of non-university affiliated organization specializing in both conducting programs and publishing materials for executives.
- g. More international institutes will be developed worldwide for faculty, executives, and students can share ideas cross culturally.

2. Curricula

- a. Both the curricula and faculty of business schools will be more interdisciplinary in nature.
- b. Emphasis of undergraduate and MBA programs will be on developing technicians for middle management positions.
- c. Emphasis of XMBA and post graduate programs will be on developing generalists for top management positions.
- d. Courses will include more emphasis on:
 1. ethics at all educational levels
 2. Business/society relationships
 3. Information technology
 4. Humanities - for a broader perspective
- e. Skill development in bargaining, negotiation with subordinate, and conflict resolution will be part of the core program.

- f. More contact with the business world as part of program and in developing curricula.
- g. More specialized management programs for:
 - specific professions like Health Care, the Arts, Tourism and Leisure
 - new emerging organizational skills like environmental relationships and information technology.

Lastly, as an effort to unify the field of management and regulate the tremendous responsibility of the public oriented manager, management must become a true profession replete with higher educational requirements, a code of ethics, and a means for self regulation.