

CHAPTER X: 1960-1969 - published works not available in this collection.

The works noted below are published works which could not be included in this collection due to copyright protection. Abstracts and links to the articles are provided for the reader to locate these works for themselves.

1. Koontz, H. (1961). The management theory jungle. *Academy of Management Journal*, 4(3), 174-188. <http://amj.aom.org/content/4/3/174>
Abstract: Focuses on the varying approaches to management theory by discussing major schools of management theory. Management process school; Empirical school; Human behavior school; Social system school; Decision theory school; Mathematical school.
2. Boddewyn, J. (1967). Management: The trees, the forest and the landscape. *Management International Review*, 7(2/3), 131-136. <http://www.jstor.org/stable/40245594>
Abstract: This article identifies five different perspectives (e.g., managers, process, structure, functions and environment) on management and the implications each has for identifying relevant concepts, issues to be studied as well as examples of studies conducted following the perspective.
3. Moore, D. G. (1960). Contributions to management philosophy from the behavioral sciences. In *Academy of Management Proceedings*, December, No. 1, pp. 10-16. Academy of Management. <http://proceedings.aom.org/content/1960/1/10.short>
Abstract: This article discusses what students of business should take away from behavioral sciences courses on management and organizations. In short it provides them with an understanding of human behavior in diverse settings.
4. Fetter, R. B. (1962). The mathematical approach to improved management practice. In *Academy of Management Proceedings*, December, No. 1, pp. 29-36. <http://proceedings.aom.org/content/1962/1/29.short>
Abstract: The objective of this paper is to place in perspective what has been termed here the mathematical approach to management problem solving. That there is some misunderstanding with respect to the role which mathematics can and should play relative to management practices seems clear. In assessing its role and evaluating its contribution, one must understand the nature of mathematics in its relation to management problem solving. Mathematics is after all only a way of thinking about problems, a means by which one may express and manipulate any set of perceived relationships in a problem situation. The important thing about mathematics is the tremendous increase in effectiveness which it allows in a problem-solving situation.
5. McGregor, D.M. (1960). The human side of enterprise. In H. Leavitt, L. Pondy and D. Boje, *Readings in Managerial Psychology*. Chicago: University of Chicago Press, 1989: 314-324.
Abstract: A summary of the classic work by McGregor where he outlines his Theory X (authoritarian) and Theory Y (participative) management philosophies and their assumption. The rest of the article focuses more on Theory Y based on motivation theory of satisfying needs. He discusses some principles of job design and managerial approaches that can lead to a more positive approach to motivation.

6. Urwick, L. F. (1970). Theory Z. *SAM Advanced Management Journal*, 35(1), 14-21.
Abstract: Building on the work of McGregor's Theory X and Y management, the author proposes his own view, Theory Z. According to this theory, managers must provide a common purpose for people to work towards and the link between this and desired behaviors is leadership.
7. Dale, E. (1962). The functional approach to management. In *Academy of Management Proceedings*, Vol. 1962, No. 1, pp. 7-20. <http://proceedings.aom.org/content/1962/1/7.short>
Abstract: The article looks at a functional approach to management. The author discusses the basis for the selection of facts used in managerial decision making. Managerial facts are selected primarily on one of two bases: the assumption that managers seek to maximize profits or the assumption that managers only try to satisfy and accept pragmatic solutions that just meet problem solving standards. Criteria for the development of the approach; Emergence of the human factor as a vital element in management theory. The first base is largely concerned with the economic efforts of managers, whereas the second base is concerned with profit maximization as well as other actions.
8. Likert, R. (1961). The principle of supportive relationships, In D. Pugh, Ed. *Organization Theory*. Harmondsworth, UK: Penguin Books, (1971): 279-304.
Abstract: Discusses a newer theory of management is presented based on observations of the best producing managers. People can be highly effective only if they are in highly cohesive groups that exhibit loyalty, effective interaction and high performance goals. Discusses some approaches for testing this new theory.
9. Dowling, William. (1973). Conversation ... with Rensis Likert. *Organizational Dynamics* 2(1), 33-49. [https://doi.org/10.1016/0090-2616\(73\)90009-0](https://doi.org/10.1016/0090-2616(73)90009-0)
Abstract: Likert served for 25 years as the director of the Institute of Social Research at the University of Michigan. A behavior scientist he probably influenced thinking about human organization more so than his contemporaries Drucker, Herzberg, and McGregor. The article covers a wide range of topics regarding Likert's work from his pioneering work in measurement scaling for behavioral research i.e., Likert scales to his broader behavioral theories such as system 4 management.
10. Dowling, William. (1974). Conversation ... with Warren Bennis. *Organizational Dynamics* 2(3), 51-66. [https://doi.org/10.1016/S0090-2616\(74\)80013-6](https://doi.org/10.1016/S0090-2616(74)80013-6)
Abstract: Bennis is not only a theorist about organizations and management but also a practitioner having served as a top university administrator. Much of his work sought to humanize bureaucracy, the management system of large scale organizations. In the article Bennis reflects on these and other topics and how his views have changed since he has managed in large organizations. He also discusses the real differences between managing private enterprise and public sector organizations.

11. Chandler Jr, A. D. (2009). History and management practice and thought. *Journal of management history* 15(3), 236-260.
<https://www.emeraldinsight.com/doi/full/10.1108/17511340910964117>
Abstract: This piece is a republished autobiography of Alfred D. Chandler, Jr. Chandler reflects on his life and career, in particular how he came to write *Strategy and Structure* and its impact on him as a historian. He also discusses his life at Harvard Business School, the editing of the Roosevelt letters, and the writing of *The Visible Hand*.
12. Chandler, A. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprise*. Boston, MIT Press, pp.1-17.
Abstract: In his introductory chapter, Chandler lays out the thesis and framework of his path breaking work on the growth and development of large corporations in 20th century America. His thesis is that the most complex organization structures are the result of the development of firm strategies overtime. Using historical studies of 50 firms and in depth case studies of four firms, he provides evidence for his observations.
13. Cyert, R. M., & March, J. G. (1963). *A Behavioral Theory of the Firm*. Englewood Cliffs, NJ: Prentice-Hall, pp. 114-127.
Abstract: In this chapter Cyert and March identify why classical economic theory is insufficient in dealing with real world issues involving goals, expectations and choice. They discuss the challenges of decision making under uncertainty.
14. Gordon, P. J. (1963). Transcend the current debate on administrative theory, *Journal of the Academy of Management*, 6(4), 290-302. <http://amj.aom.org/content/6/4/290.short>
Abstract: The article discusses several important aspects of administrative theory, including the traditional approach, behavioral approach, decisional approach, and ecological approach. A discussion is presented about the emphasis and hallmark characteristics of each approach. Details related to their concepts and tools are examined. The author provides an explanation for the multiple approach of administrative theory. An overview of challenges associated with building an administrative theory is presented.
15. Lambert, Bruce. (1992). George Odiorne: An obituary. (January 23). *New York Times*.
Abstract: A former production manager, who later received a Ph.D. from NYU and became a management professor and later a dean. He authored or co-authored 300 articles and 26 books on management topics. He believed that employees worked best when they had clear goals and plans to achieve them. The biggest proponent of management by objectives (MBO).
16. Blake, R. R., Mouton, J. S., Barnes, L. B., & Greiner, L. E. (1964). Breakthrough in organization development. *Harvard Business Review*, 42(6), 133-155. DT 19641101.
Abstract: This article describes how behavioral science concepts of team learning form a link between individual learning and total organization development. The link is important because it suggests some answers to a long-standing problem in industry: how to test and demonstrate the large-scale usefulness of human relations research and teaching. In the process, the article also describes a rather new approach to management development and, more broadly, to organization development.

17. Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46 (1), 53-62. DT 19680101.
Abstract: In this classic article Herzberg describes his motivation-hygiene theory. According to the theory, factors surrounding the job context such as pay, supervision, work conditions, etc. or hygiene factors can lead to dissatisfaction and if not sufficiently present, it can lead to underperforming employees. Factors that focus on job content such as achievement, work itself, growth, and responsibility or motivators is what contributes to motivated behavior, that which is above minimally acceptable behavior. He discusses the implications for management and job design of this theory.
18. March, J. G., & Simon, H. A. (1966). Cognitive limits on rationality. In *Organizations* (same authors). New York: John Wiley & Sons, pp. 136-71.
Abstract: As a counterpoint to the economic rational man, the authors propose that people in organizations have needs, wants and drives and they are limited in their capacities to learn and solve problems. They discuss the implications of these limitations on structure, communications, and problem solving. They operate in bounded rationality.
19. Demerath, Nicholas J. et al. (1974). James D. Thompson: A memorial. *Administrative Science Quarterly*, 19(1), 1-5.
Abstract: Thompson was a structural sociologist who sought the improvement of the human condition through improved functioning of organizations. His landmark book *Organizations in Action* (1967) provided a theoretical frame work for much of the work on organization theory for over a decade. This memorial covers his positions at North Carolina, Cornell, Pittsburgh, Indiana and Vanderbilt. He was the founding editor of ASQ and above all his colleagues found him to be a person of the highest integrity.
20. Roethlisberger, F. J. (1964). Contributions of the behavioral sciences to a general theory of management. In Koontz, H. (Ed.) *Toward a Unified Theory of Management*. New York: McGraw Hill, pp. 41-67.
Abstract: In this article one of the pioneers of behavioral approaches to the study of management reviews the early and subsequent efforts of the empirical study of man's behavior in organizations and its implications for management. He calls for first explaining what has been discovered before examining new theories.
21. Kast, F. E., & Rosenzweig, J. E. (1972). General systems theory: Applications for organization and management. *Academy of management journal*, 15(4), 447-465.
<http://www.jstor.org/stable/255141>.
Abstract: General systems theory has been proposed as a basis for the unification of science. The open systems model has stimulated many new conceptualizations in organization theory and management practice. However, experience in utilizing these concepts suggests many unresolved dilemmas. Contingency views represent a step toward less abstraction, more explicit patterns of relationships, and more applicable theory. Sophistication will come when we have a more complete understanding of organizations as total systems (configurations of subsystems) so that we can prescribe more appropriate organizational designs and managerial systems. Ultimately, organization theory should serve as the foundation for more effective management practice.

22. Kassem, S. (1977). Organization theory: American and European Styles: Why are we interested in European contributions? *Management International Review*, 17(3), 11-18.

<http://www.jstor.org/stable/40227332>

Abstract: One of the early articles to compare organization theory across borders. Europeans tend to take a macro view of the field a focus on the external environment much of US theory is internal to the organization. Unit of analysis is the individual in the US in Europe it is the group. Hence, Europeans emphasize sociological theories while the US favors psychology. At the time US led in the application of theories whereas the author believes that Europeans will lead in developing new theories of organization.

23. Moberg, D. J., & Koch, J. L. (1975). A critical appraisal of integrated treatments of contingency findings. *Academy of Management Journal*, 18(1), 109-124. <http://www.jstor.org/stable/255629>

Abstract: A number of questions are raised about the theoretical nature of aggregative models of situational approaches to organization and management. These include questions regarding the domain of contingency views, the laws of interaction specified by these models, and the applicability of integrated contingency viewpoints.

24. Dowling, William. (1973). Conversation ... with B.F. Skinner. *Organizational Dynamics* 1(3), 31-40. [https://doi.org/10.1016/S0090-2616\(73\)80016-6](https://doi.org/10.1016/S0090-2616(73)80016-6)

Abstract: Skinner focused on non-cognitive explanations of behavior or the conditions in the environment that collectively shape behavior. At the heart of his theory is operant conditioning or those factors that affect behavior that may then be reinforced. This formed the basis for behavior modification applications. Skinner discusses these and other behavioral perspectives on managing and motivating people at work.