

1950-59

Often called the era of postponement the decade was characterized by a return to naivete a desire to forget troubles and enjoy simple even silly things. Consumer goods sold, particularly T.V., at a rapid rate. Suburbia became every American's dream. The beat generation resisted the seeming superficiality of the American scene. However, not all was rosy, the Cold War and threat of total destruction by atomic weapons became real--bomb shelters. The decade closed with a growing awareness of the need for affluent America to cure some of its social ills.

SOCIAL:

Literature--"The Catcher in the Rye" by J. D. Salinger, "On the Road" by Jack Kerouac, Vladimir Nabokov's "Lolita."

Plays and Theater--"Cat on a Hot Tin Roof" by Tennessee Williams, "The Diary of Anne Frank" by Goodrich and Hackett, "Long day's Journey into Night" by Eugene O'Neill. "The King and I" by Rogers and Hammerstein "My Fair Lady" Lerner and Lowe, "The Music Man" M. Willson, and "Westside Story" Leonard Bernstein and S. Sandheim.

Film--"A Street Car Named Desire" Elizabeth Taylor and Brando; "American in Paris" Gene Kelly. "High Noon" with Gary Cooper and Grace Kelly. "Some Like it Hot" Marilyn Monroe, Jack Lemon, and Tony Curtis, "African Queen" H. Bogart and K. Hepburn.

Fine Arts--Architecture emphasized form: Van der Rohe's Seagrams Bldg. N.Y., Louis Kahn's Yale Art Gallerty, Saarinen auditorium at MIT. Abstract impressionism Jackson Pollock, and Hans Hoffmann.

Music--"I Could Have Danced All Night," "Mack the Knife", "Hound Dog." Opera stars Marian Anderson and Beverly Sills. Rock 'n Roll--combination of black rhythm and white sentiment. Fats Domino, Ray Charles, Elvis Presley, Bo Diddley, Bill Haley, Little Richard, and Chuck Berry. Other stars Harry Belafonte 1st to sell over 1 million LP's, Liberace, and Mitch Miller.

Dance--Rock 'n Roll, cha-cha and calypso.

Mass Media--Print: Comic books became the rage. Marvel comics, National, Harvey, and Audrie comic groups. Sports Illustrated and American Heritage 1954. Radio: Disc Jockey's and give away shows popular along with drama, comedy, and serials. T.V.--Boom era--variety shows--Ed Sullivan; Comedy--I Love Lucy; Drama--Studio One; Westerns--Gunsmoke, Lone Ranger; Policy--Dragnet; Quiz--64,000 Ques, Twenty-one. First color cast of commercial T.V. "Amahl and the Night Visitors" 1953. Quiz program scandals.

Recreation--Hula Hoops, swimming pools, more active sports, paint by number kits, and of course T.V.

POLITICAL: Republican era. Truman (1948-52) Eisenhower (1952-60).

Domestic 1950--KeFauver Investigation of interstate crime. Corruption in IRS. 1951: 22nd Amendment 2 terms maximum term for president. 1952: Truman seized steel mills to avoid a strike; Korean G.I. Bill of Rights. Eisenhower elected president. 1953: Sen. Joe McCarthy investigations of role of communism in Amer. govt. and society--later disgraced HEW established 1954: Republican Farm program of flexible supports based on parity. Plessy v. Ferguson--school desegregation. Major tax reforms included dividend and retirement income credit and deduction for charity and medical expenses. 1955: 2nd Hoover Comm. to get govt. out of business. Dr. Martin L. King, Jr. civil disobedience for civil rights. 1956: Highway act to estb. 41,000 mile interstate system. IRC reelected. 1957: Civil Rights Act--gave pres. power to use troops to enforce civil rights used in Little Rock to desegregate schools. 1958: Regulatory Agency scandals violence FCC, FTC, and SEC. NASA estbl. for space race in Russia.

Foreign--Cold War: 1950-52 NATO defense planning. 1951: Japanese Peace Treaty--withdrawal of all occupation troops. 1950-53 Korean War--UN Troops under General Douglas MacArthur support South Korea. 1951: Truman removes MacArthur over strategy disagreement. 1953: Armistice 38th parallel estbl. John Foster Dulles: "Brinkmanship" Diplomacy--threat of military intervention to support nations' efforts of self-determination. 1954: strategic arms race based on ability to inflict "instant massive retaliation." St. Lawrence Seaway developed by U.S. and Canada. 1955: end of West German occupation. 1956: Suez Crisis--Egypt nationalized canal in conflict w. Israel. Hungarian revolt--put down by USSR. 1957: Eisenhower Doctrine--enabled pres. to extend econ. and military aid to any mid-east nation. 1958: 12 nation treaty to preserve Antarctica as a scientific lab.

ECONOMIC:

Post-war prosperity, creeping inflation, expansion of business characterized the period interrupted by two recessions 1953-54 resulting from inventory liquidation and decline in govt. expenditures for defense and 1957-58 resulting from overexpansion of plant capacity and drop in exports. Growth of U.S. investment abroad through development of multinationals mostly in industrialized nation. Overall increase in Amer. standard of living.

Business--American Corp. still dominant form of organization. Greater regional diversification of industry. Increased consumption of energy--electricity for the multiplicity of household appliances and oil to run cars, heat bldgs. and generate electricity. Boom in airline industry with giants like Pan Am and TWA. and mfg. like Lockheed, Boeing, Hughes, and Douglas built conventional planes as well as rockets for defense. Television industry boom both in mfg. with RCA and network programming with NBC and CBS. Growth of R & D efforts by firm and of pure R & D firms like Rand Corp. "1st Think Tank" Electronics industry boomed and new growth of IBM in computer field.

Marketing--general trend to suburban shopping centers and larger self service retail stores--dept. stores, supermarkets, and chain stores.

Agriculture--Did not share fully in post war prosperity. Prices remain lower than 1948 peak no. of farms dropped by about 1/2. Too many farmers and too much production.

Labor--Union racketeering became evident. 1955: merger of AFL-CIO under George Meany 1959: Landrum-Griffin Act--protected union membership from racketeering in union--union bill of rights.

TECHNOLOGICAL: Space Age

Materials--1955: Salk Vaccine for polio

Mechanical--1951: UNIVAC--1st stored program computer, power steering. 1954: 1st Solar Battery--Bell Telephone; 1st atomic powered sub Nautilus. 1955: 1st Nuclear Reactor. 1957: 1st Satellite launched--Sputnik by USSR 1958: Explorer I 1st U.S. Satellite; 1st commercial jet transport Development of the hover craft in shipping. 1959: Xerography, 1st Automatic copy (Xerox machine)

Energy--1951: first prod. of electricity from nuclear reactor, Arco, Ida. Peaceful use of atom first Nuclear Power Plant in Shippingport, PA, 1957. 1957-58: International Geo. physical year and intensive study of earth, oceans, and atmosphere.

MANAGEMENT: Developing Theory of Management

The post war boom years saw business once again enjoying the fruits of success. However, the professional manager learned from business abuses from the past and began to think more of ethical standards of conduct and corporate social responsibility. Businessmen developed creeds and policies to cover this aspect like James F. Lincoln's "intelligent selfishness"--the goal of business is to make a better product at a lower price and profit is a by-product. Management philosophies or creeds were developed to define the Co's. purpose, to clarify the character of the Co., to create an ethical climate, and to set a guide to managers.

The fifties saw the growth of large firms which required diversified management and the skills of professional manager. Many of the large firms like Ford, Westinghouse, and 3M were reorganized along Sloan's concept of centralized policy making and decentralized operations.

Management thought obtain contributions from many different streams of theory. The hope was to develop a unified management theory from the various schools of thought: management process, behavioral, management science, and decision sciences.

The proponents of management process sought to develop fundamentals to differentiate management from the other functions. Ralph C. Davis in The Fundamentals of Top Management (1951) presented a basic statement of business objectives, policies, and a general management approach to business problems--the structure of relationship between functions, physical resources and personnel. A logical administrative process was outlined by Wm. H. Newman in Administrative

Action (1951); this was planning, organizing, assembling resources, directing and controlling. Koontz and O'Donnell in their Principles of Management (1955) identified those functions peculiar to management as being planning, organizing, staffing, directing and controlling. This provided the conceptual framework for which principles could later be developed. Several concepts for the improvement of the practice of management were offered by Peter Drucker (1954) economic performance is a management function, the purpose of a business is to create customers, MBO motivates managers, establishment of profit centers, problem solving emphasis should be on defining the problem. Thus, the management process became a separate identifiable body of knowledge with applications to other business functions.

The behavioral sciences emphasizes the use of sociology, psychology and anthropology to the study of bureau behavior in organizations in order to explain and predict future behavior. One of the leading students of this theory is Chris Argyris who has studied the inherent conflict between the individual and a formal bureaucracy which creates dependency and immaturity in individuals. An effective leader should take action to reduce conflicts and frustration. These were proposed in Effective Leadership (1953) and Personality and Organization (1957) in which he outlines 10 propositions for a theory of organization behavior. In Money and Motivation (1955) Wm. F. Whyte presented an analysis of incentives in industry, he concludes that motivation depends on other things besides money. Walker and Guest were one of the early initiators of empirical studies of the effect of work simplifications on the motivation of the worker, The Foreman on the Assembly Line (1956). The sociological approach was offered in Leadership in Administration (1957) by Philip Selznick who focused on the role of the top manager which required an understanding of the collective values and loyalties of the organization not just efficiency, principles. He distinguished between leadership--creative decisions and administration--routine decisions.

Management science utilizes the tools of mathematics, statistics, and computer science to improve the functions of management notably decision-making, planning, and control. For example was the development of cybernetics controlled by Norbert Wiener at MIT. This concept was based on biological systems involving sensor to detect what is happening, communication links to carry information from sensor to control unit, a logic unit to analyze what changes if any need be made and motor devices to carry out change. Stafford Beer wrote of its applications and management science tools were discussed in books like Introduction to Operations Research (1957) by Churchman, Akoff, and Armoft.

The decision science school views the organization as a decision making unit its chief proponents are Herbert Simon, James G. March and Richard M. Cyert. They feel that by studying the major decision made by the organization one can then try to build empirical models accounting for the organizational processes which generate such decisions. The quasi-revolution of conflict, uncertainty avoidance, problemistic search, and learning are the main building block for a general theory of organizational decision-making.

Thus the fifties propelled management thought to another stage from the concept of management process to a broader philosophy which includes business ethics and the integration of the behavioral, management and decision sciences toward a unified theory of management.

Management Education

The growth of large firms required many well-trained managers, therefore, university schools of business flourished. In addition, many firms installed management development programs for their executives to appraise them of the latest management concepts. These programs were frequently developed by university faculty. This spread abroad as well as American business faculty served on the staffs of foreign management institutes. By the fifties most of the important contributions to management thought came from academia.