

Often called the roaring twenties it was an age of confidence in America - the belief in the self-made man prevailed amidst post war boom. It was a time of youth rebellion: girl's smoked, wore shorter skirts, and bobbed their hair; the college man had his racoon coat ukele and slicked hair a' la Valentino. It was the age of boosterism with Rotary, Elks's, Moose, Lions and other assorted beasts. Racketeering reached its peak in this era of prohibition. Charles Lindberg or Lindy was a hero for flying the Atlantic and Byrd flew over the Northpole. America was land of opportunity if one was willing to work for it. For the first time in U. S. history, 51.4% of population lived in urban or rural areas. The decade roared to a crash in 1929.

#### SOCIAL:

Literature - Start of Book of the Month Clubs. Best sellers - Sinclair Lewis's "Main Street" and "Elmer Gantry;" F. Scott Fitzgerald's "Gatsby". Ernest Hemingway's "A Farewell to Arms" other influential works Thomas Wolfe's "Look Homeward Angel," Ring Lardner's sports. T. S. Eliots "Wasteland" Stephen Vincent Benet's "John Browns Body" an epic poem of the civil war. H. L. Mencken's critiques of the American scene.

Theater and Film - "Showboat," Jerome Kern. Comedians included Fatty Arbuckle, Laurel and Hardy, Brister Keaton, and Chaplin. "Ben Hur." 1st talkie, "The Jazz Singer" starring Al Jolson.

Fine Arts - Giant mobiles of Alexander Calder. Paintings of local scenes by Georgia Okeefe.

Music - Pop tunes "I'll Get by as Long as I Have You," "Girl of My Dreams," "Dinah," "Yes We Have No Bananas," "Tea for Two," "Ol Man River," and "Stardust." Jazz - Gershwin's "Rhapsody in Blue." 1st broadcast of Grand Ole Opry (1926) Symphonic by Aaron Copeland.

Causes Célebre - Scopes "Monkey Trial." Darwin's ~~na~~ vs. lit. translation of Bible (Darrow vs. W. J. Bryan); "Billy" Mitchell Trial - critic of U. S. Aviation policy; Saco and Vanzetti a murder trial with polit. overtones - found guilty and electrocuted.

Dance - Charleston, Black Bottom, and Shimmy.

Mass Media - Print: Tabloids - New York Daily news. Periodicals - 1922 Reader's Digest (condensed articles from other periodicals; 1923, Time a weekly news magazine, 1924 H. L. Mencken's American Mercury, 1925 The New Yorker. Radio: Growth of broadcasting by businesses, colleges, newspapers, churches, and cities. Covered sports, music, news, and drama. 1921 first news, first syndicated radio show Amos 'N Andy. Development of networks NBC 1926; CBS, 1927.

Recreation - speakeasies, 1st Miss America Contest 1921. Slang terms like hooch, blind date, bull session, carry the torch, flapper and necking. College football very popular.

#### POLITICAL:

Domestic - Republican Era - Warren G. Harding (1920-23) return to "Normalcy;" Calvin Coolidge (1923-28); Herbert Hoover (1928-32) "Voluntarism." 1920: 19th Amendment providing woman suffrage; Federal Power Commission established; "Red Scare" - fear of bolshevism led to mass arrest by A. M. Palmer of Department of Justice. 1922: Cable Act - granted married women U. S. citizenship independent of husband's status. 1923: Klu Klux Klan Exposes articles in Baltimore Sun and New York World. 1924: Scandals of Harding Era Teapot Dome - Admission of oil reserves in Wyoming. 1927-28 Famous trials (see social) 1929: Panic.

Foreign - 1920: senate ends war with Germany and Austria-Hungary. League of Nations shunned by U. S. 1921-22 to aid reconstruction U. S. reduced war loans and interest rates to Allies. 1924: Foreign Service Act reorganized diplomatic service. Dawes Plan for German reparations. 1927: War Outlawed - Kellogg - Briand Act - signed by 14 nations. Trouble in Mexico and Nicaragua.

#### ECONOMIC:

The twenties are often known as the era of prosperity which began shortly after a brief recession. 1920-21: Business recession - deflation - due to tight credit, glutted domestic market, high inventories and drop in exports.

1922-29: rising tide of prosperity sustained by conspicuous expansion of consumer durable goods, industries, construction, and real estate. 1929: Stock-market Crash due to unprecedented securities spec.

Business - rapid expansion of auto industry, gasoline production increased four times. Expansion of chemical electrical equipment and radio industries. Rate of growth uneven with recession in older basic industries like coal, textiles, and lumber. Construction expanded with new urban and non-farm rural dwellings. Public utilities flourished the biggest being Insull Utilities its failure in depression was biggest in U. S. history. Petroleum output increased five times by the end of the decade. Public utilities also enjoyed vigorous growth. Holding companies reached peak only 86/573, companies traded on NYSE were not holding companies. Marketing practices were enhanced with increased use of advertising (emphasizing use of psychology), extensive use of installment credit, and rapid development of chain stores. Continued boom in retail and mailorder with like of Montgomery Ward. By the end of the decade, the U. S. with 6% of world's population was producing 70% of its oil, 50% of its copper, 46% of its iron, 42% of its coal, 54% of its cotton and 63% of its corn.

Agriculture - Decline of its importance to American economy by end of decade only 24.8% of population lived on farms. Decline in number of farms, increase in average size of farms, decrease in monetary value of land and buildings, build up of surpluses, increase of productivity of machinery and decline in foreign markets were characteristics of period.

Labor - Strong opposition by federal courts and employees weakened unions. Rise of companies towns and unions. Railway Labor Act, 1926 - protected railroad workers right to organize and bargain and set up a mediation board.

#### TECHNOLOGICAL:

Materials - Ethyl gasoline. Development of dyes, synthetic fibers, and plastics. First hybrid corn. (1921). Vitamin D discovered, 1922. Penicillin discovered by Fleming in Britain, 1929.

Machine - Communication greatly improved, radio perfected for home use; 1st transatlantic telephone established between New York and London. Technicolor, 1922. First T. V. Trans. New York to Washington, D. C., 1927. Transportation: railroad, started receiving competition from buses and trucks; hypoid gear permitted, development of steamlined auto bodies. Highway mileage doubled during decade. Beginnings of commercial air mail and passenger service. Development of balloon type auto tire.

Agriculture - mill to extract soybean oil.

Medicine - iron lung for polio invented, 1928

Energy - Increased use of electricity and petroleum. Efficiency of producing electricity increased 20% while output doubled.

## MANAGEMENT: Education in Administration and Management

The twenties was an era of unparalleled economic growth and business was successful and regarded as a cult replete with its high priests of boosterism, the Elks, Kiwanis, etc. In Coolidge's words "America's business is business." This was the era of the financial manager and speculator. Contributions to management thought came from a wider area associations, academic, as well as practicing managers. The government was beginning to regulate certain aspects in the economy which were not reaping the benefits of prosperity particularly agriculture and by encouraging research to improve economic performance had significant importance to management specifically the report entitled Waste in Industry which suggested waste could be reduced by improved management practices.

The increasing rise of impersonal hired managers developed a need to represent the ownership point of view. A distinction was made between Administration as the function of establishing goals and policies and management which executed these policies through leadership, planning and control. This distinction was first made by Oliver Sheldon in his Philosophy of Management, 1923. The Fundamentals of Organization by Webster Robinson, an academician, was one of the first works which attempted to describe the organization and the function of organizing. The concept of administration and organization was best exhibited in practice by Alfred P. Sloan's implementation of federal decentralization at G. M. This involved structuring the organization with departments for centralized planning and control and decentralized administration and operations within each different product division.

Other events shaping management thought of the time when the writings of Mary Parker Follett who introduced the theory of the situation indicating that there is no one best way to manage, for it depends on the situation. The key to good management was coordination.

The Hawthorne experiments conducted at a Western Electric plant by Elton Mayo, William Dickson, and Fritz Roethlisberger did much to stimulate the start of the human relations movement and substantiate the chains of the importance of human factors in management noted by industrial psychologists of the previous decade. The results of the experiment were only to be confirmed in the next decade, but essentially, they found that psychosocial factors affect job satisfaction which in turn affects the individual's productivity.

### Management Education

Perhaps more than any other decade the twenties confirmed that management was an identifiable body of knowledge that could and should be taught as first <sup>noted</sup> by Fayol. Towards this end, a variety of different forms of education were developed.

Management education received its spark from management conferences of the period. In 1924, the Taylor Society had a special meeting for college and university professors. This stimulated a series of college textbooks, and for the first time, academicians outnumbered practitioners in turning out management literature. This trend was never to be reversed. It caused problems of communication, for both groups used different terminology. Some of the most popular textbooks were authored by Ralph E. Davis and William B. Cornell.