

MARY CUSHING (HOWARD) NILES

Books written by

M. C. Niles: Middle Management

The Essence of Management

Edition in English written for and published in India

Edition in Japanese written for and published in Japan

The Office Supervisor

With Henry E. Niles

Niles, Mary C. (Howard). THE ESSENCE OF MANAGEMENT. New York: Harper and Brothers, 1958.

Written primarily to interpret Western management practices for the use of those responsible for the tremendous industrial expansion in India, where political and social revolution is being waged within the framework of freedom. Because contributions from the social sciences, which were benefiting management in the United States, were not available in India, the author decided to synthesize the newer findings of the social sciences with the organization theory of modern management.

The range of topics is broad, but there is a lack of depth. For example, the treatment of motivation theory does not go beyond a simplified version of W. I. Thomas's Four Wishes (without mentioning Thomas). The findings of the social sciences are combined with many things including a selection from the Declaration of Independence and three stanzas of "America the Beautiful."

"I purposely used lengthy quotations to give the flavor of the thinking of various authors because the books and journals are not usually available in countries other than the United States. The quotations have been retained in this (U.S.) edition at the recommendation of friends. They say the book as written may be of particular value to mature persons who reach managerial positions through a technical specialty such as engineering, accounting, finance, or law." is justification enough for Mrs. Niles somewhat unorthodox spiral organization of the book.

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