<u>1960</u>

ERNEST DALE

Ernest Dale was educated in England and the U.S. receiving a B.A. (1939) and an M.A. (1943) at Cambridge University and an M.A. (1946) and a PhD. (1950) from Yale University. He has taught at Yale, Columbia, Cornell, NYU, and the University of Virginia. He is currently adjunct Professor of Management at the Wharton School and as President of Ernest Dale Associates;he is a consultant on organization, general management and marketing problems to a large number of corporations in the U.S., Europe and Asia. The author of more than 15 books including <u>The Great Organizers</u> (1960), <u>Management: Theory and Practice</u> (1965), and <u>Organization</u> (1967).

<u>The Great Organizers</u>. McGraw-Hill, 1960.

No organization theory will apply to all situations so Dale offers a comparative examination of organization theory by looking at examples of people who have achieved the best results. He examines:

1. Pierre S. DuPont's systematic organization and management which saved the firm from disaster and was instrumental in its growth.

2. Alfred P. Sloan, Jr. principle of centralized policy making and decentralized operations saved G.M. from bankruptcy under its outdated founder W.C. Durant and launched it to greatness.

3. Ernest Tener Weir - founder of National Steel Corporation developed a life time plan for the business which enabled it to grow from a small company to the fifth largest steel company without reorganization.

4. The reorganization of Westinghouse under A.W. Robertson 1935-1939. Here like DuPont and G.M. was a reorganization from entrepreneurial rule to systematic organization. The firm was recentralized a number of separate entities.

In the final chapter Dale examines the contribution of partial proprietors to company success.

<u>Management: Theory and Practice</u>. 1965.

In this book Dale supports the management process approach and defines the functions of management as:

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling
6. Innovating
7. Representing - needs of subordinates to upper levels; needs of organization to the community.