

### **CHAPTER III: Seeds of Thought – relevant 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. Calhoon, R. P. (1969). Niccolo Machiavelli and the twentieth century administrator. *The Academy of Management Journal* 12(2), 205-12. <https://doi.org/10.2307/254816>

Abstract: This article analyzes the relevance of Niccolo Machiavelli's precepts to modern business. It considers the reasons for Machiavelli's concepts being effective, widely used, and as applicable to today's management as they were 500 years ago In Renaissance Italy.

2. Trent, R. H. (1972). Management history: Is there madness in its method?.

In *Academy of Management Proceedings*, vol. 1972, no. 1, pp. 140-144.

<http://proceedings.aom.org/content/1972/1/140.short>

Abstract: It was the diversity of methodological models employed by writers in the area of management history over the past forty years -- a small selection will be discussed herein which prompted the title of this paper. The four terms which appear most frequently in the literature that require definition are: (1) general history, (2) economic history, (3) business history, and (4) management history. Needless to say, these terms are not mutually exclusive; however, general history considered from the broad view may be said to be the examination of past social, political, economic, cultural, and religious relationships in their connection with each other. Economic history, it has been suggested, is the study of a particular class of historical events. These are events which arise out of economic choice, where men find themselves faced with the need to make their resources match the ends which they set for themselves. Management history is thus certainly not just a subset of business history. It extends beyond the boundaries of business. However, there is a good deal of conceptual overlap since the objectives of management are clearly discernable in the business organization, which are in turn closely related to economic objectives.

3. Bridges, H.(1958). The robber baron concept in American history.

*Business History Review* 32 (1), 1-13. <https://doi.org/10.2307/3111897>

Abstract: The most vehement and persistent controversy in business history has been that waged by the critics and defenders of the "robber baron" concept of the American businessman. Far from being a pedantic exercise, this controversy has at various times exerted a decisive influence on business itself. The origins, spread, and obsolescence of the concept are traced here, together with the merits and failings of currently predominant historical attitudes.

4. Reid, W. H. (1986). The development of Henry Metcalfe's card system of shop returns at Frankford Arsenal, 1880-1881. *Journal of Management* 12(3), 415-423.

<https://doi.org/10.1177/014920638601200309>

**Abstract:** This article describes the development of Captain Henry Metcalfe's card system of cost accounting and production control at Frankford Arsenal in the 1880s. Metcalfe's concern over being unable to account for costs within the workshops at Frankford Arsenal led to influential consultations with private manufacturers and to a series of correspondence with his superiors, in which he described a card system which would apply the principle of "independence of function," long accepted in machine design, to both the arsenal's workers and books. These unpublished manuscript materials are discussed and Metcalfe shown to be a figure of wider historical interest.

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1. Review of the works of Charles Babbage by Peter Sarkunas, 9pp.

**Abstract:** Provides a brief bio of Babbage and his times as well as a summary of his book *On the Economy of Machinery and Manufacturers* (1835) its purpose is to point out the effects and advantages which arise from the use of tools and machines to supersede the skill and power of the human arm. He wrote on the economics of the process as well as the division of both physical and mental labor as well as broader issues associated with new factories.

2. Review of Carl von Clausewitz (1780-1831) *Nine combat principles* by Nick Ovalle, 2pp.

**Abstract:** A brief biography of the former Prussian army general and a brief outline of *Principles of War* (1832) that included coordination or unity of command as well as plans and operations that are easily understood.

3. Review of Andrew Ure's "*The Philosophy of Manufactures*" (1835) by Peter Sarkunas, 3pp.

**Abstract:** the book is more or less a series of definitions of terms such as factory, etc. Unlike Babbage, Ure boasted of the replacement of men by machinery and of the use of women in children in factories. In the second section he does an analysis of the British textile industry. Book two is the glorification of the conditions of manufacturing plants. Finally, he discusses the domination of the British because of the quantity and quality of the goods they produce in factories.

4. "The Management Movement" by John Mee, In *The Encyclopedia of Management*, Reinhold, 1963, 13pp.

**Abstract:** In this paper, Mee provides an overview of the development of management thought and practice in the twentieth century. His thesis is that much of the development of management was the result of changes in the economy and broader environment. Many management concepts were firmly established by the 1920s including: organization structure principles, methods of coordination and order giving as well as concepts of planning and control.