

## 1960-69

The soaring sixties saw the demand of the younger generation to end the hypocrisy of poverty in midst of affluence, racism in the land of the free, and an imperialist war in Viet Nam. It was definitely an era of turmoil of civil disobedience and youthful disobedience. Demonstrations, riots, campus unrest, assassination of John and Bobby Kennedy and Martin Luther King. A change in values demanded to emphasize the quality not the quantity of life--hippie movement. In search for identity and truth youth turned to drugs and found disappointment. The end of the decade saw improvement in civil rights, in the war on poverty, in short the value system was changing but much had to be done--the war was not over and the questions posed in the sixties provided much work for the next decade.

### SOCIAL:

Literature--"Catch-22" Joseph Heller; "Rabbit Run" by John Updike; "In Cold Blood" Truman Capote; "The Spy Who Came in From the Cold" Wm. LeCarre; "Portnoy's Complaint" by Philip Roth, W. H. Auden's "Collected Shorter Poems."

Play and Theater--"How to Succeed in Business Without Really Trying" Burrows and Loesser, "The Subject was Roses" by Frank Gilroy, "A Delicate Balance" by Edward Albee, "The Great White Hope" by H. Sackler; "The Fantastiks" (1960), "Fiddler on the Roof" (1964), "Man of La Mancha" (1965), "Cabaret" (1966).

Film--"Guess Who's Coming to Dinner"; "Mary Poppins" and "Sound of Music" both with Julie Andrews; "Bonnie and Clyde"; "Dr. Strangelove" Peter Sellers; "A Thousand Clowns" Jason Robards; "Mash." "The Longest Day."

Fine Arts--a proliferation of different styles. Pop Art: Andy Warhol, Jasper Johns, and Claes Oldenburg. OP art used perceptual processes to recombine colors. Minimal Art--less is more. Painting and sculpture works began to overlap. Architecture used new materials espec. concrete. Saarinen's TWA at JFK airport. Style over function I. M. Pei and Owings and Merrill.

Music--Pop tunes: "We Shall Overcome" (Seeger). "Blowin' in the Wind" (Dylan), "Sunrise Sunset," "The Impossible Dream," "Aquarius," and "Mrs. Robinson" (Paul Simon). Opera--Joan Sutherland and Leontyne Price. Folk Music--Hootenanny's--Pete Seeger, Kingston Trio, Joan Baez, and Peter, Paul, & Mary Pop Rock--Beatles, Rolling Stones. Hard Rock--Jefferson Airplane, The Doors Blues Rock--Janis Joplin, Blood, Sweat and Tears; Acid Rock--Grateful Dead, Jimi Hendricks. Calif Sound--Beach Boys. Other--Mamas and Papas and Simon and Garfunkle.

Dance--Twist, the Monkey, mashed potato, and the frug.

Antiwar Demonstrations--Teach-ins, parades. Kent State Univ. National Guardsmen shot students similar scene at Jackson State Univ.

Mass Media--Print: rising cost of labor and materials plus competition of other media led to demise of many papers, i.e. N.Y. Herald Tribune. Growth of

underground papers. Berkeley Barb, Village Voice and L.A. Free Press and underground ZAP comics. Radio: Music shows aimed at specific audiences, pop, classic, and country. Call-in shows and all news stations develop. T.V.--Telefilm Westerns, comedy series, medical shows, spy and science fiction shows dominant. Increase in sports coverage--pro football, college sports, sports anthologies, (instant replay). Late night talk shows--Johnny Carson and Dick Cavett, Educational T.V. and Public Broadcasting 1962.

Recreation--sit-ins, rock concerts Woodstock, pro football, T.V.

#### POLITICAL:

Democratic era. John F. Kennedy (1960-63) Lyndon B. Johnson (1963-68). Return of repub. Richard M. Nixon (1968-72).

1960: SIT-in provement in south for civil rights; civil right act--court enforcement of negro voting rights. 1st presidential T.V. debates bet. Nixon and Kennedy. 1961:"...Ask what you can do for your country" New Frontier launched; Moon commitment. 1963: federal loans for constr. and improvement of public and private college and university facilities. Assisnation of Kennedy by Lee Harvey Oswald; L.B.J. pres. 1964: "War on Poverty" Economic Opportunity Act--to attack illiteracy, unemployment, and poor public services. 24th Amend. banned poll tax as prerequisite for voting in federal election. Civil Rights Law banned discrimination on basis of race, sex, color, creed, or national origin for education, housing, and jobs. Urban Mass Transport. Act. and Wilderness preservation Act. Johnson reelected. 1965: Medicare for aged estbl.; Voting Rights Act--prohibited voter tests; HUD estbl.; National Foundation of the Arts and Humanities, Water Quality Act; Air Quality Act, Higher Education Act provide federal scholarships to college students. 1965-66: Racial Demonstrations by CORE, SNCC "Black Power," NAACP--urban riots in Los Angeles, Detroit, Chicago, Newark, Baltimore. 1966: National Traffic and Motor Vehicle Safety Act--strict auto stds., Dept. of Transportation Act. Clean Water Restoration Act, Model Cities Act--to encourage redevelop. of decaying cities. 1967: 25th Amend. provided procedures for presidential succession; Public Broadcasting Corp. provide noncommercial and educational T.V. 1968: Open Housing Law, Truth in Lending Act. Nixon elected. 1969: Moon Landing July 20, 1969. Press attacks by Nixon and Agnew. National Environmental Policy Act--protection of the environment a national commitment.

Foreign--1960 new U.S.-Japan Security Act--mutual defense assistance. U-2 Incident--Gary Powers shot down over USSR in a U.S. espionage plane. UN called for an end to colonialism. Cargo Crisis--revolution after independence. 1961: Peace Corps estbl. to implement human resources and econ. develop. programs in third world nations. Alliance for progress bet. U.S. and Southern Amer. Bay of Pigs Invasions--CIA attempts to initiate anti Castro uprising in Cuba crushed. Berlin Wall estbl. LAOS independenct. 1962: Cuban Missile Crisis--quarantine placed on Cuba to stop USSR import of weapons. 1963: Hot line estbl. between Moscow and Wash. D.C. Ltd. Nuclear Test ban treaty. View Nam War--1961--military advisory aid 1964: Gulf of Tokin Resolution increased air strikes and military involvement by U.S. 1965-67: Escalation 1965-68: Domestic Dissent against war. Sen. Foreign Rel. Comm. hearings by J. Wm. Fulbright on U.S. policy. 1968: Tet offensive resisted by U.S. forces. 1961: My Lai massacre of civilians by U.S. troops, bombing of Cambodia. War brought to an end 1973. 1965: Dominican Republic intervention--"Johnson

Doctrine" U.S. intervene cuban "the object is the establ. of a communist dictatorship. 1967: Outer space treaty--peaceful space exploration--60 countries. 60 day war bet. Israel and Arabs. 1968: Seizure of Pueblo by North Korea. 1969: Nuclear nonproliferation treaty. Return of Okinawa to Japanese.

#### ECONOMIC:

Early recession of 1960 due to fall in demand for steel was followed by prosperity 1961-68. High employment with moderate price increases, increased corp. profits. 1969-73 Inflation started by high rate of govt. spending, wage increases in major industries. GNP rose 48% in period of unprecedented prosperity. Age of affluence--due to greater distribution of wealth and sharp increases in productivity. By late decade this was coming to a halt losing ground to cut international competition.

Business--continued econ. concentration in large corp. In 1963 49 corporations had sales in excess of 1 billion. Tremendous growth of multinational U.S. firms expanding abroad. Antitrust measures--1961 against 29 major electrical equipment firms for price fixing--1964 against U.S. steel and Bethlehem. Expansion through mergers and acquisition increase by 160% in decade. Growth of conglomerates like Textron, IT&T and Litton. Banks grew larger to service large commercial customers, Bank of America, Citicorp and Chase Manhattan. Rapid growth of electronics industries particularly computer hardware. Growth of leasing industry--Hertz and Avis. Financial--growth of institutional investors (Banks chiefly) as stockholders and Mutual Funds. Leisure brings increase in tourist related industries hotels/motels, restaurant, professional sports.

Marketing--growth of advertising to multibillion dollar industry principally because of T.V. but also magazines segmented to different consumer types. Increased use of self-service outlets drive-in restaurants, banking, etc. Large discount chains for one stop shopping like Korvettes. Unprecedented growth of franchising of restaurants, hotels, motels, etc.

Labor--Unions concerned about unemployment and automation stressed security in bargaining. Growth of white collar unions and assns. in public and private sectors. Kennedy's E.O. 10988 & Nixon's E.O. 11491 protect Fed. Gov. employees' right to organize. 1st public employee strike--N.Y. Teachers 1968.

#### TECHNOLOGICAL:

Material--laser gases used in surgery, metal cutting, and five measurement. Textile development of poleyester knits. Development and marketing of birth control oral contraceptive "The Pill" 1967 first heart transplant. DNA--the stuff of life fully identified.

Mechanical--Space exploration--space probes, weather satellites, and bio satellites. Maned space flight--Gemini and Apollo programs. Man landing July 20, 1969. Development of minute chips with printed circuits revolutionized computer and electronics industry. Transportation--supersonic trains developed, supersonic jet transport SST.

Energy--beginnings of shortages--natural gas resources down 20%. Restriction of coal usage due to pollution and effects of strip mining. Oil spills retarded off shore oil exploration.

#### MANAGEMENT: Management Theory Jungle

The affluent period of the sixties was also one of the youth questioning the values of society. Business values as well were examined and the pressures for corporate social responsibility grew: from government in area of equal employment with Civil Rights Act of 1964 and growing concern with the environment with the water and air quality acts, and consumerist movement with its leader Ralph Nader who succeeded in having G.M. pull the Corvair out of production because of its lack of safety. Corporate social responsibilities during the sixties consisted more than developing business creeds; instead, active changes in personnel practices and marketing practices in particular had to be made or risk loss of customers.

Management thought underwent its most Tumultuous periods; in essence, the movement was fragmented among a variety of schools of thought with no aim towards unity. Two factors precipitated this: (1) was the growing application of mathematic and social sciences to management and (2) the Gordon-Howell and Carnegie Foundation reports on business education. The reports challenged the claim of business schools as "professional" due to the lack of a code of ethics and of a systematic body of knowledge. Harold Koontz described this fragmentation as the "Management Theory Jungle" and he identified six chief schools of thought: management process, empirical, human behavior, social system, decision theory and mathematical. He suggests that the following steps be taken to disentangle the jungle (1) the need to define the body of knowledge; (2) integration of management and other disciplines; (3) clarification of semantics between "schools," and (4) a willingness to distill and test principles. Many of these schools of thought became fragmented during the period particularly the behavioral science approach. By the end of the decade there emerged what appears to be two distinct branches. The organization theorists have a predominantly sociological approach. They have a macro view of the organization and through research attempt to discover what determines the organization and how the structure can be designed to obtain desired human behaviors. The organization behaviorist, on the other hand, uses a psychological approach and take a micro view by examining individual traits and behaviors and in an effort to predict organizational characteristics and design. Both approaches began to apply scientific methods of testing their propositions through empirical research across many organizations or individuals. Up until this time most management theory was conceptual in nature based primarily on the theorist's own experience, and the empirical research consisted primarily of the studies or "thick" descriptions of single firms.

Examples of some of the research in organization theory of the time include the Aston Studies in England which examined 52 organizations and applying statistical analysis to the data developed the following four underlying dimensions of structure: structuring of work flow, centralization of authority, live control of work flow, and relative size of supportive components. Lawrence and Lorsch (1967) examined the influence of the environment on organization structure and found that a bureaucratic structure was best in a certain environment while an organic less structured structure was best under conditions of uncertainty.

Examples of theory in organization behavior include McGregor's notion of leadership, that managerial style is reflective of one's assumptions about man. Hence, a theory X or autocratic leader assumes man is lazy and motivated solely by money; whereas, a theory Y or democratic leader assumes that men want to work and will become self motivated if given the proper conditions. Research also on leadership and motivation by Rensis Likert yielded the concept of "system 4" management as the ideal; one which is participative and democratic. Earlier he introduced the concept of the "linking pin" individuals who are members of two groups can act as liaisons between those groups and serve to integrate the organization. The "proper conditions" for motivation alluded to by McGregor was further clarified in research by Frederick Herzberg of 200 accountants where he found that factors relating to the job content--the job itself, responsibilities and duties could raise the level of motivation better than the job content--pay, supervision, working conditions, etc. He, therefore, suggested the implementation of job enlargement and job enrichment.

The management and decision sciences continued to flourish particularly with the rapid development of the computer which enabled them to develop more sophisticated tools like simulation models. Simulation is a process of building testing, and operating models of real-world phenomena through the use of mathematical relationships and/or sophisticated dynamic physical features that exist between critical factors. Thus, management scientists are now able to develop methods to aid in complex decisions dealing with whole systems like departments, entire organizations, municipalities and regional economies.

Paul J. Gordon has noted that these differing schools, represent different and useful perspectives to management. The way to unification is, therefore, not to decide which is best but to decide on some unifying concept which can combine the differing views and relate them for effective administration. By the end of the decade it was believed that the new system approach might achieve this.

The systems approach, borrowed from the life sciences, viewed the organization as: (1) open and adaptive to the environment of which it is a part; and (2) comprised of 5 overlapping subsystems: the goal, technical, structural, psycho-social, and managerial. In short it includes all of the differing perspectives and the decade ended on a note of promise regarding a unified management theory.

#### Management Education

The rapid pace of business growth demanded new and skilled administrators. Schools of business flourished particularly the graduate MBA programs which seemed to be the first step on the way to the true professionalization of management. The growth of the public sector at all levels of government developed a need for trained managers familiar with the government as well as management principles so MPA or public administration programs were developed either by schools of business or political science. Nonetheless, these programs have a heavy dose of traditional business fundamentals with a public sector flavor. University business school faculty were used increasingly by both the private and public sectors for research, consulting, and executive development.

Management development programs continued to grow and had two distinct goals. Besides teaching the traditional task oriented programs like finance, personnel, etc. many programs were aimed at developing the managers interpersonal competence through T-groups and in-basket training techniques in recognition that in order for managers to get work done through others, they must know how to deal with them effectively.

Perhaps the most ambitious program developed in the sixties was Organizational Development which seeks to introduce planned systematic changes into an organization utilizing behavioral science techniques like interviews and questionnaires. It consists of three steps diagnosis, interventions, and maintenance.

Some Concepts of the Sixties--taught in Business Schools and Executive Programs.

MBO--management by objectives--each individual sets his/her own objectives with their superior to enhance motivation and goal attainment.

Job Enlargement and enrichment--efforts to make simplified jobs more varied and interesting as a means to improve motivation.

Matrix--a type of organization structure which combines both product (project) and functional organization to deal with non-routine work.

Organization Development--discussed above.

The decade saw a shift in focus from the manager to the organization and from normative theories to developing descriptive theories.