

War years saw gas and food rationing and few consumer's goods. Women made up majority of labor force "Rosie the Riveter." The Clubwoman became a powerful figure on the American scene. It was a period of intense patriotism. The horror of modern war came to sudden reality with the devastation of atomic bomb. Post war decade was one of relief and unbridled consumer spending.

SOCIAL:

Literature - Norman Mailer's "The Naked & the Dead," Robert Penn Warren's "All the Kings Men"; Thomas Wolf's "You Can't Go Home Again." The colloquial poetry of William Carlos Williams.

Theater - Rodger's & Hammerstein's "Oklahoma," "Carousel," Brigadoon. Cole Porter's "Kiss Me Kate."

Film - "Anchors Aweigh" Gene Kelly. "How Green was My Valley." "Ox Bow Incident." "Red River." "The Great Dictator" Chaplin. "Mr. Blandings Builds his Dream House" Gary Grant. "Maltese Falcon" and "The Big Sleep" with Humphry Bogart." "Back to Bataan." Walt Disney's "Fantasia."

Fine Arts - Surrealism of Marce Chagall, Salvador Dali, and W. deKooning. Primitives of Grandma Moses. Rural scenes of Andrew Wyeth.

Music - Pop tunes - "White Christmas," "Some Enchanted Evening," "Mona Lisa," and "Tennessee Waltz." Symphony by Leonard Bernstein. Opera - Robert Merrill in La Traviata and Richard Tucker in La Gioconda. Big Bands of Glenn Miller and Tommy Dorsey. Bop - Charlie Parker and Dizzie Gillespie. Frank Sinatra was "the voice."

Dances - Bop, Latin American dances-samba and rhumba.

Mass Media - Print: Tabloids grow, proliferation of military papers i.e. Stars & Stripes. Radio: War time programming with Ed Morrow, Charles Collingwood, Eric Sevareid, and William Shirer. Voice of America 1942, T.V. - Toast of the town first T.V. hit 1948.

Recreation - juke boxes, slumber parties, radio, and saturday matinees.

Cause célèbre - Alger Hiss Case - accused of communist activities by Whittaker Chambers.

POLITICAL:

Domestic - President FDR (1932-45); Truman (1945-52) 1940: Neutrality; U.S. defense meas. - National Defense Research Comm.; strength Latin America military defense; Alien Registration (Smith) Act. 1941: Lend Lease Act - credit to British for war supplies. 1942-45: War Manpower Comm. - draft, WAACS & WAVES - women in non-combat duties. War Production Board - mobilize nation's resources for war effort including reg. of critical materials like oil & rubber; Price control & rationing; National War Labor Board; Atomic Bomb project Los Alamos, N.M.; relocation camps for Jap. - American 1945: Death of FDR, Truman president, National Security Act - placed military under Secretary of Defense and established CIA & National Security Council. 1948: Truman relected.

Foreign - 1940: Fall of France, Belgium & Netherlands; Battle of Britain. 1941: Rommel in North Africa; invasion of Russia by Germany. Atlantic Charter indicated broad post war Aim of U.S. & Britain. PEARL HARBOR 1941-45: War - Pacific & far East 1941-45. 1942-45 European & Mediterranean Theaters. 1944 Operation Overlord under General Dwight D. Eisenhower. Battle of the Bulge. 1943: Teheran Conference to affirm Soviet support of Allies. 1945 V-E Day, May 8th. 1945-49: War Crimes trials at Nuremburg. 1946: United Nations established met in London. Paris Peace Conference. 1947 Truman Doctrine - U.S. for policy is to "support free peoples who are resisting attempted subjugation by armed minorities or outside pressures. 1948: Marshal Plan for European recovery; Creation of Israel by U.N., Berlin Airlift; 1949: NATO established.

ECONOMIC - War boom - sudden spurt in economic activity resulted in decreasing unemployment. War industrial output controlled at national level with the Office of Emergency Management which over saw the War Production Board. The Office of Economic Stabilization controlled other aspects of economy. Post war era resulted in an inflationary upturn motivated by removal with price controls, deferred consumer demand, and financing for defense & foreign affairs. The standard of living of the public was higher, wages doubled. More goods to choose from by end of decade.

Business - Result of war was plant expansion and labor mobilization increased durable goods production. The government with private management had developed the completely new synthetic rubber industry. Other growth industries: alloys, aluminum, chemical (DuPont, Dow, Monsanto, and Union Carbide); Mass production in Construction Industry with William Levitt; and synthetics. Volume of manufacturing sales doubled. Growth of new giants like G.M., Alcoa, and Kaiser Aluminum. Post war saw a rapid conversion to consumer durables and autos by plants and the start of a housing boom in construction.

Agriculture - Total output increased. Increased mechanical productivity caused continued migration from farm employment. Farm debt reduced number of farms with electricity doubled.

Labor - Continuing Union expansion and activism. 1946 peak year of strikes more time lost than any other year in history. 1947 Taft-Hartley Act - prevented unfair labor practices by unions, presidential emergency process, and established FMCS.

TECHNOLOGICAL:

Identification of silicones led to development of synthetic polymers, new forms of lubricants, drip dry clothes, and waterproofing coatings, and textiles. Xerography duplicating developed by Chester F. Carlson. Development of fluoro carbons stimulated the use of spray can dispensers. Development of Cortizone for arthritis.

Mechanical - Computers: Harvard Mark I (1939-44), ENIAC 1st truly automatic electronic computer at University of Pennsylvania. Colored T.V. developed. Transistor invented 1948 Bell Labs. Production - development of transfer machines which combine many assembly operations into one machine. Optics - development of Polaroid Land Camera.

Energy - Rationing of gas and oil during war. Development of new forms of energy. 1940: Seaborg & Segre produced plutonium, first man-made fissionable element. 1945: first atomic bomb.

MANAGEMENT: Management Process

The war and post war years were boom years for business. The need for well qualified managers grew both in civilian and military life. The management of large military and industrial units for war created a continuing interest in the functions of the top manager which had begun in the previous decade. As Dr. Mee states, "During the forties the conceptual framework for management developed into a process of management that could be used as a general approach..." Management was associated with other business functions like finance and marketing as well as personnel and production.

Management thought was concerned with delineating the functions of the management process; planning and decision-making received particular attention.

The Management process was examined empirically by Holden, Fish and Smith (1941) who studied top management of 31 firms and found their functions to be planning, organization, staffing, and control. Urwick (1943) outline principles of administration as indicated by past management thinkers as forecasting, planning, organization and coordination, command, and control.

Decision-making became very popular with the need to facilitate the complex strategy decisions of war. Operation research (game theory) developed during this time in an effort to develop mathematical technique to improve the process. Yet the decision-making process had to be identified. The seminal price on organization decision-making is Herbert Simon's Administrative Behavior (1947). In it he outlined the decision processes: (1) the defining and identification of all alternative strategies; (2) the ascertainment of the possible consequences from each alternative; and (3) the evaluation of each alternative by comparing each one. He believed that decision-making always involves a compromise alternative because no one can make a perfectly rational decision based on imperfect information. Work on creative thinking also emerged from studies in game theory. James Webb Young (1944) expounded on Graham Wallas's creative thinking process by indicating that new ideas come from the following process (1) gathering of raw materials for the problem (2) working them over in one's mind; (3) the incubating stage; (4) the "Eureka" I have it stage; and (5) the final shaping of idea to practical usefulness.

By the end of the forties the General Management processes consisted of definite function like: (1) setting goals, (2) formulation of policy; (3) planning; (4) organizing to effectuate plans; (5) motivation of people; and (6) control to see actual performance equals planned.

Management Education obtained a unique shot in the arm during the war with the establishment of a Management War Training Program by the Federal Security Agency in conjunction with 227 colleges and universities. The program was set up to provide training to working people for the military and defense industries. Perhaps the greatest benefit for the future was that management courses couldn't be just descriptive of nature of the job, for the students were practicing managers instead fundamentals and principles of the concept of management had to be conveyed. The program also proved that managerial skills can be taught.

1941 The Academy of Management was formally organized and consisted of academicians and practitioners interested in developing and applying the philosophy of a science of management.