

1910-1919

Age of social and political unrest reflected in writings of Muckrakers demanded social reforms, waging of a war to end all wars, and labor unrest. Women assumed more responsibility during war and demanded and won suffrage. Broadway was the entertainment center of world. The central population moved consistently westward in 1910 the geographic center of population was at Bloomington, Indiana! It was felt that rational thinking could solve most problems.

SOCIAL:

Literature - Best sellers were Booth Tarkington's "Seventeen" and Zane Grey's the "W. P. Trail." Theodore Dreiser's trilogy "Titan," "Financier" and "Stoic." Sherwood Anderson's description of small town life "Winesburg, Ohio." Joyce Kilmer's "Trees and Other Poems," poetry by Ezra Pound.

Theater and Film - "Perils of Pauline" serial films were the rage. Charlie Chaplin's "Shoulder Arms." "Squaw Man" by C. B. DeMille, "Birth of a Nation" by D. W. Griffith.

Fine Arts - Formalism is sculpture.

Music - Popular tunes "Alexander's Ragtime Band" by Irving Berlin, "St. Louis Blues," "Down by the Old Mill Stream," "Swanee," and "When Irish Eyes are Smiling." Opera - Rosa Ponselle, Victor Herbert's "Natoma."

Dance - Foxtrot

Mass Media - Print - Hearst chain, Pulitzer Prize started 1918 by Trustees of Columbia University. Walter Lippman's Literary Reviews. Radio Act 1912 operator's license had to be issued by Secretary of Commerce and Labor. RCA founded in 1919.

Recreation - Use new compact cameras.

POLITICAL:

Domestic - William H. Taft (republican president) increased Trust busting 90 proceedings against monopolies. 1910: Commission on Efficiency and Economy in government operations; Publicity Act required filing of statement concerning campaign contributions for representatives; Ballinger-Pinchot Controversy over Department of Interior conservation policies. 1911: Much state social legislation relating to hour, wages, and employment of women and children (Maryland, Oregon, Illinois and Massachusetts). 1912: Woodrow Wilson (democratic president); 16th Amendment Income Tax; 17th Amendment - popular election of senators; Federal Reserve Act - creation of government controlled decentralized banking headed by Secretary of Treasury and Comptroller of Currency. 1914: Federal Trade Commission - designed to prevent unfair methods of competition in interstate commerce; Clayton Anti-Trust Act - amendment to Sherman Anti-trust Act. 1916: preparations for war - National Defense Act and Council of National Defense. 1917 - Liberty loans to allied powers, Selective Service Act - military draft; War Industries Board - to increase production and eliminate waste. 1918: War Finance Corporation created to finance war industries; National War Labor Board - to act as court of last resort for labor disputes. 1919: 18th Amendment - Prohibition.

Foreign - 1912 Lodge Corollary extending scope of Monroe Doctrine to include non-european powers and foreign companies. 1914: Wilson's "Moral Diplomacy" Policy of Free determination and clash with Mexico - U. S. Troops arrested in

Tampico - U. S. bombards Vera Cruz; Neutrality - impartial in thought and action regarding European war. 1915 sinking of Lusitana off Irish Coast by Germans. 1916: Mexico Border Campaign - Pancho Villa vs. John J. Pershing. 1917: Purchase of Virgin Islands. Declaration of war on Germany, April 6, 4.7 million men served in war; American Expeditionary Force commanded by General Pershing lead the wave of Americans. 1918: Wilson's 14 points for peace; Battle of Marne Turning Point, Armistice, November 11.

ECONOMIC:

Recession in early decade followed by war boom fed by allied orders. Armistice gave way to inflationary prices. Importance of manufacturing over agriculture as a contributor to economy increased manufacturing grew by 79%, agriculture by 31%.

Business - More businessmen reached top through company hierarchy than by starting their own firms. Holding Company popular. Food manufacturing and processing had become one of largest industries. Ranking next was textiles doing over 3 billion dollars worth of goods with 1.5 million workers. Steel and lumber were two other major ranking industries.

Marketing - C. Saunders established self service, cash basis, supermarket concept 1916 under name of Piggly Wiggly and sold franchises. Advertising continued to grow with likes of J. Walter Thompson.

Labor - Arbitration as a means to settle disputes developed in dispute bet. United Garment Workers and Hart, Shaffner, and Marx. 1st minimum wage for women and children. U. S. Department of Labor established. Federal Child Labor Law forbid products of child labor in interstate commerce.

TECHNOLOGICAL:

Materials - cord auto tire (1910) and all steel auto body. Development of alloys led to the rise of the aluminum industry. Vitamin B discovered 1915-16.

Machine - assembly line developed by Ford, 1913-14. Also adopted by the rubber industry. Thompson sub machine gun (1916). 1918: first successful helicopter. Improved communication parcel post (1913), Western Unions became privately owned national company.

Energy - 1914 Oil production had increased by 4 times since start of century. Oil was starting to replace coal in shipping. Gasoline production surpassed that of kerosene for the first time in 1915.

MANAGEMENT: Scientific Management

The term "scientific management" was coined by Louis D. Brandeis in the New York apartment of H. L. Gantt in October, 1910 during his judging of that Eastern Rate Case hearings. It comprised the application of scientific methods to management started in the previous decade. Taylor the "father of scientific management" described it this way: it is a mental revolution on the part of management and subordinates to cooperate and create a surplus which they can share. He described the duties of management: (1) to develop a science for the element of each man's work; (2) to scientifically select and train each workman; (3) to cooperate with men to insure work is carried out in accordance with the principles of science; and (4) to divide responsibility equally, managers plan and workers execute. Thus, "the methodology of scientific management was arrived at careful investigation of every problem in the industrial world in order to determine 'the one best way.'" Methodologies like the Gantt chart and time and motion studies were developed to carry out some of the principles of scientific management.

At the same time there was a separate but smaller thrust in management movement conceived chiefly with efficiency. Harrington Emerson was its chief proponent. He used the term efficiency rather than management and his 12 principles of efficiency represented more theories of organization and in a sense began to identify the functions of management which were more fully identified by the french engineer Henri Fayol as planning, organizing, command, coordination, and control.

It was soon found that the application of efficiency measures was not enough. The factory system destroyed social relationships, took discretion away from the worker, and in many cases oversimplified the job. In short, there was a problem of motivation. Gantt has recognized the need to design jobs with people in mind. The concern for the human side of organizations also became apparent at this time particularly in the writings of two psychologists, Hugo Munsterberg and Lillian Gilbreth. Munsterberg suggested that combining the best possible man with the best possible work would yield the best possible effect. Gilbreth emphasized that successful management must emphasize the man. These early concerns were to give rise to the latter human relations era.

The proliferation of management knowledge gave rise to the development of professional and academic societies in which managers could discuss, enhance, and promote the new concepts.

- 1912 Society to promote the Science of Management (Taylor Society)
- 1913 The National Association of Corporate Training
- 1916 The National Industry Conference Board
- 1917 The Society of Industrial Engineers
- 1918 National Association of Foremen
- Industrial Relations Association of America
- 1919 National Office Management Association
- National Association of Cost Accountants

Management Conferences:

- 1911 1st Management Conference at Amos Tuck
School of Business, Dartmouth College
- 1911 Congress of Technology
- 1916 Congress of Human Engineering

Academic Occurences:

- 1913 1st Textbook on Management, Principles of Industrial Organizations, by
Dexter S. Kimball
- 1915 1st Dissertation on Management by Horce B. Drury at Columbia University
- 1916 American Association of Collegiate Schools of Business