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Early Railway Organization

The more deeply scholars probe the evolution of management methods and structure, the earlier are antecedents of modern practice detected. The 1882 report on the Pennsylvania Railroad organization exhibits a highly refined conceptualization of big business administration and must stand as a significant milepost in the history of management. Here are to be found many of the ideas and even some of the terminology to which much more recent birth dates have hitherto been ascribed. LELAND H. JENNINGS

Oil Integration in the 1930's

This searching probe goes beneath the common generalizations about integration to reveal in detail the causes, techniques, and results, not only as they relate to costs but also to problems of competitive strategy and over-all administration. CATHERINE C. ELLSWORTH

Alexander Hamilton Church

A perception of the importance of measuring overhead costs led Church to analyze the totality of management. Among the first to formulate a comprehensive theory, he studied management in historical depth and defined it as a distinct function with identifiable components that could be manipulated in the interest of greater efficiency. JOSEPH A. LITTERER

American Blanket Trade

Dominance of the American blanket trade was obtained and held for half a century through a combination of aggressive marketing, progressive manufacturing methods, and far-sighted administration of a business beset by constant difficulties, part of which were peculiar to the time, part familiar to business in every age and circumstance. FREDERICK J. GLOVER

Business and the Resumption Act

Far from being a manifestation of the rising tide of business influence in society, the 1875 Resumption Act really demonstrated that to legislators of the day the wishes of important segments of the business community were less important than considerations of party politics. IRWIN UNGER

Studies in Enterprise, 1960

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