

### Prague International Management Congress July 21 to 24, 1924

FORTY American delegates representing the American Engineering Council, the American Institute of Electrical Engineers, the American Management Association, The American Society of Mechanical Engineers, the National Association of Cost Accountants, the National Association of Office Managers, the Society of Industrial Engineers, and the Taylor Society will be in attendance at the Prague International Management Congress, July 21 to 24. In addition European members and American members of these various Societies now in Europe have indicated their intention of attending.

The Congress is open to all interested in management problems. Registration by letter to the Committee on American Participation, Room 611, 29 West 39th Street, or by Europeans, to the Committee in Prague (address "Eimico," Prague), will assure the provision of adequate accommodations for all who attend.

The committee in Prague reports that local arrangements are perfected. President Masaryk has accepted the patronage of the Congress and the Ministries of Public Works, National Defense, Public Education, Finances and Agriculture will be officially represented. The Yugoslav Government will be represented by their Minister at Prague.

The Congress has aroused intense interest in Russia, Poland, Jugoslavia and Rumania. The Academy of Work at Zagreb and the Association of Jugoslav Engineers and Architects at Belgrade are in charge of participation in Jugoslavia, as is the General Association of Rumanian Engineers for Rumania. Twenty-three delegates are expected from the Association of Polish Engineers, and Russia also will be represented.

The final program includes the following papers by Americans:

#### Scientific Management—Nature, Achievements and Tendencies

Fred J. Miller, Consultant in Management, New York, now with Public Service Commission of Pennsylvania.

#### Individual Relations in Industry

Henry C. Link, Lord & Taylor, New York.

#### Labor Relations in American Industry

E. S. Cowdrick, New York.

#### The Development of an Industrial Budgetary Control

Howard Coonley, Walworth Manufacturing Co., Boston, Mass.

#### Production Control

George D. Babcock, Holt Manufacturing Co., Peoria, Ill.

#### Sales Management—Principles and Methods of Planning and Controlling Operations

C. K. Woodridge, Dictaphone Sales Corporation, New York.

#### Management in the Coal Industry—Present Problems and Proposed Improvements

Sanford E. Thompson, The Thompson & Lichtner Co., Boston, Mass.

#### Some Problems of American Railway Management

Roy V. Wright, Managing Editor, Railway Age, New York.

#### City and State Management

A. R. Hatton, Office of the City Council, Cleveland, O.

#### The Problem of Efficient National Administration

W. F. Willoughby, Institute of Government Research, Washington, D. C.

#### Vocational Education

Channing Rice Dooley, Standard Oil Co., New York.

#### Advanced and Specialized Education for Commerce and Business Administration

George W. Coleman, Babson Institute, Babson Park, Mass.

#### Education for the Profession of Engineering

W. E. Wickenden, Society for the Promotion of Engineering Education, New York.

#### Industrial Research in the United States

Maurice Holland, National Research Council, New York.

#### Reorganization of the Department of Commerce

H. Lawrence Groves, Commercial Attache in Prague.

#### Economic Limitations to the Application of Machinery in Agriculture

H. R. Tolley, Bureau of Agricultural Economics, Department of Agriculture, Washington, D. C.

#### Coal Storage

L. W. Wallace, American Engineering Council, Washington, D. C.

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## Who Can Hire Management?<sup>1</sup>

What is "Managing"—Who Manages—  
Who Can Best Choose Managers?

By HENRY S. DENNISON

President, Dennison Manufacturing Co., Framingham, Mass.

### SUMMARY

#### A. What is to be managed?

Three principal groups of human beings—

Investors

Customers

Workers

—in closed-circuit, dynamic relation to each other.

#### B. What do we mean by "managing"?

A compound process, analyzable into

Understanding

Devising

Persuading

#### C. Who are managers?

Some part of each member of the working force.

#### D. How can they be chosen?

#### E. Who can choose them?

Best—those who are to be their managers.

#### F. Who can choose the choosers?

IT IS easy to talk about management in terms so general that anyone can agree and anyone can disagree simply by shading different features of any inclusive definition or by choosing different fields of application. It takes a bit of managing, for example, to start a concern to be managed or to run a department of the government, or to work out a tax law, to fish a new trout brook, or to write a speech about management. To study out the managerial element of any of these tasks, or of others even more simple, has a value not to be sneezed at. But that we here may travel together as closely as possible—parting company if necessary rather on disagreements than on misunderstandings—I shall not only keep in mind a normal industrial company as

<sup>1</sup>A paper presented at a meeting of the Taylor Society, Cambridge, Mass., April 24, 1924.

the field of this discussion, but shall be fussy to describe somewhat peckishly just what are the essential features of a normal industrial concern as a management proposition. I shall, moreover, attempt to be equally precise—certainly much more precise than I have ever been before—in trying to say just what managing itself consists of.

#### A. What is to be Managed?

You will allow me, I am sure, to center attention on the people connected with the concern rather than its goods or its mechanical or chemical engineering problems, since these have had their days in the spotlight. From my point of view the concern will consist of groups of people in dynamic relation to each other. They will use equipments, methods, goods and services as means to their end. The point of view of J. A. Hobson in his recent book, "The Industrial System," is what I here propose to adopt: "At every point in the elaborate structure of industry each business cell is a complex psychical structure in which the intelligent will of the employer or manager applies stimulus and direction to the wills of workmen, and owners of capital, planning their cooperative activity so as to meet the anticipated demands of groups of consumers, which demands themselves are acts of will responding to the pressure of conscious wants." Notice from this definition the hint that business is not a straight line process. Structurally it has no beginning and end; it is only for convenience in popular description and, moreover, at considerable risk that we say we begin by buying raw material and end by turning out finished goods. Any one concern has, of course, an historical beginning. Some have a good many beginnings, being reborn rather more often than the Bible calls for. But the task the concern is established to perform has no beginning,—all middle,—no end.

The errors in thinking of the activities of an established concern as occurring in a straight line are seri-