

SAM
ADVANCED
MANAGEMENT
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Volume 53

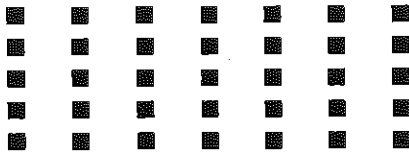
Number 2

Spring 1988

SAM Diamond Anniversary



- The Color of the Diamond
 - SAGE—A Short History
 - History Unleashed
 - A Forgotten Legacy
 - Is There a Better Way?
- and More



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From the Editor-in-Chief

Greetings. This issue is dedicated to our SAM's 75th anniversary—75 years of a great history that we are proud to brag about. We will celebrate this occasion at the SAM 1988 International Management Conference to be held on April 14–16, 1988, with the actual 75th birthday party being held on April 16 at the Omni Hotel in Richmond at 4:30 p.m.

In response to a request from Bud Fletcher, President of SAM, our dear friend William Latham, undertook the difficult project of writing a brief historical statement to trace the society's key happenings from its inception in 1912 to 1987. He did an outstanding job of reviewing a huge collection of documents and other sources to write a concise and excellent update of SAM history from the Golden to the Diamond anniversaries.

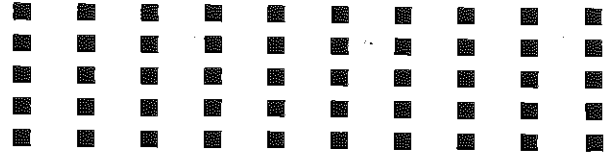
This issue of the *Journal* is devoted to our Society's history in recognition of its importance to our readers and members. Putting the history in the *Journal* is an intentional act of committing it to our permanent record. This publication will be used to fulfill the many requests that we receive for SAM's historical background.

We have reprinted in this issue two articles that were published previously in the *Journal*. The article by John Mee, past vice president and historian, highlights the early part of our history. The second reprinted article by associate editor Thomas L. Wheelen, entitled "A Forgotten Legacy," provides an excellent reminder to all of us that Frederick Taylor, the founder of the society, has established the foundation of professional management, a cornerstone for many of our great business and engineering schools.

This issue is especially dedicated to Frederick Taylor and his associates who founded SAM, and to the many thousands of volunteers who carried the charge of improving the management profession and kept SAM going. As a continuous management development organization, SAM has done an outstanding job over the years. Many of today's managers have been SAM campus chapter members in their college days.

We would like to list and recognize the name of every individual who contributed to SAM over the years. However, we all know that this is an impossible task. To those omitted in the historical citations, we apologize and admit that the error is one of unintentional omission and not of commission. Furthermore, because of space limitations, we listed only a sample of the contributions of those mentioned.

I hope, that this history will inspire all of us to continue to serve SAM and the management profession and continue to build on a great history and heritage.



No better theme could have been selected to coincide with the 75th celebration than the one we have this year. "Managing for Total Quality" provides the only viable alternative for the U.S. and other industrialized nations to survive and prosper in years to come.

As Chairperson of the SAM 1988 International Management Conference, I would like to thank members of the Conference Planning Committee for their dedication and hard work in putting the conference together, with special thanks going to Tim Scott of the Engineering School at University of Virginia for his excellent work in putting the program together. I also would like to thank Brent Wilson for the dynamic marketing of the program, Darrel Brown and Connie Bush for the campus program, and Darrel Brown, Guy DeGenaro, Howard Mead, and Russell A. Johnston for the review and selection of the innovative papers.

We are especially grateful for the many speakers who volunteered to make the essence of the program. The quality of the conference is credited to them. Virginia Commonwealth University, University of Virginia and University of Richmond are thanked for giving support in many ways to the success of the program.

I wish to thank Joe and Connie Bush for their indispensable help with the conference preparations. Many other individuals to thank include Ken Matze, Dave Filippi, Cynthia Martin, Bruce Hively, Everett Anderson, Debbie Simmons, George Anas, and Tanya Richards.

The success of the conference is also enhanced by the contributions of our special friends in different organizations. Philip Morris, U.S.A., deserves our special thanks for sponsoring the April 15th Social/Reception. We also appreciate the contributions made by Philip Morris, Virginia Commonwealth University, University of Richmond, Lancaster Electric Company, Colonial Iron Works, and others to the printing of the program book.

Finally, we hope that you will join us in celebrating SAM's 75th Anniversary in Richmond, Virginia.

Moustafa H. Abdelsamad
Editor-in-Chief of SAM AMJ

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History is made by events and people.
William H. Latham

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John F. Mee

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William H. Latham

A Forgotten Legacy

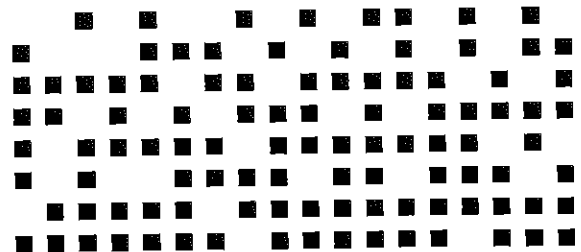
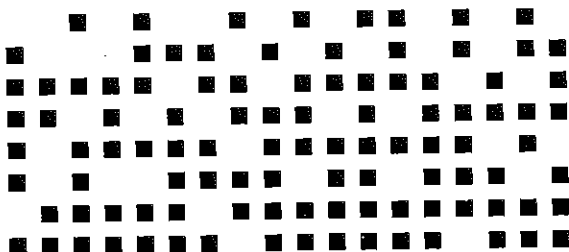
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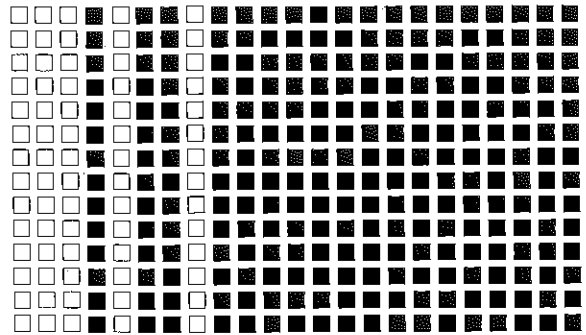
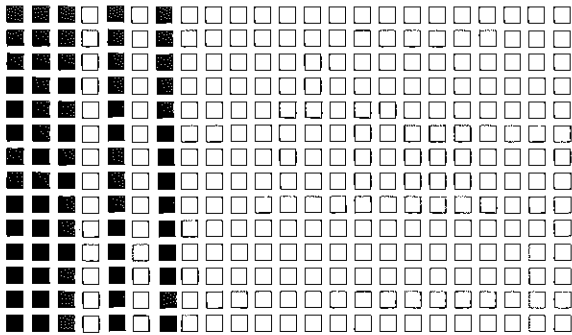
In the past decade the concept of professional management has been prominent. One may feel this is a new innovation, but is it really?
Thomas L. Wheelen

Is There A Better Way?

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This article which is reprinted by permission from the Rotarian, December 1984, focuses on the contributions of Frederick W. Taylor, founder of SAM.
Robert P. Hagen





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Society for Advancement of Management 1912-1987

A History and Celebration

"The Gold to the Diamond Anniversaries"

President's Message

Happy 75th Anniversary, SAM! It gives me great pleasure, on this SAM's Diamond Jubilee, to extend to all SAM members an invitation to join in recognizing the achievements, contributions and strides in managerial programs made by the Society over the past 75 years.

SAM is proud of the people who make up the membership of the chapters. The efforts of these dedicated people have provided the necessary leadership to make possible the success of the programs initiated by the Society. I salute all of you who have served so diligently throughout the years.

Special recognition must be awarded to the staff responsible for the *SAM Advanced Management Journal*. This quarterly publication of informative, interesting and helpful articles is among the best of the managerial category. The authors of the articles and staff members who process the publishing of the *Journal* are to be commended.

While recognizing the illustrious record of the past, we must realize the monumental task before us to continue to present innovative programs to the management forces of the business world. The challenge of adapting to the ever-changing business environment continues to present quandaries. SAM's resourcefulness pooling the abilities and experience of the membership transforms it into the finest of management societies. The future of SAM must also include a renewed support of a strong SAM college chapter program.

I am proud and happy to be serving as President of SAM during this 75th year. My goal is to serve SAM to the best of my ability, working closely with the International Board Members to continue to uphold the standards set in the past.



S.G. "Bud" Fletcher
International President

Foreword

William H. Latham — *Vice President-Historian*

History is made by events and people. It may be rightly said that people cause events to happen, but frequently events are what are remembered.

This history chronicles some of the events in the 75 years preceding this Diamond celebration. Because memories dim with time, documents disappear, and often little is written about important events, places, and people, the history undoubtedly has omissions.

Among the omissions are untold numbers of Society members at both the Chapter and National levels who have made significant personal contributions to SAM. In particular, we should recognize the Chapters with their outstanding records of achievement and service to

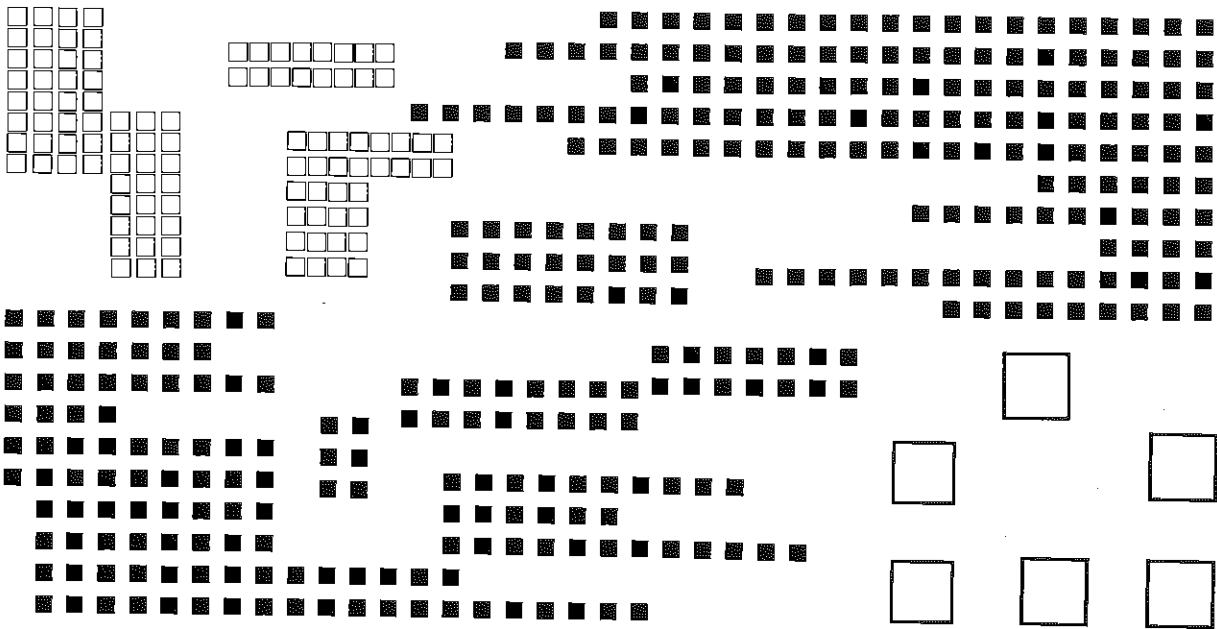
their members; each one could be a separate account. Thousands of student Chapter members brought enthusiasm, curiosity, and leadership to the Campus Chapters at the universities and colleges.

Unfortunately, it is not possible to thank each person, but the gratitude of all who were touched by their efforts will remain. The Society has reached its 75th birthday because of the contributions and services of all who accepted the challenge to advance the cause of management through SAM.

Special thanks to Joseph and Connie Bush and Brenda Bortzfeld for their assistance in the preparation of this history.

SAM — A Short History*

John F. Mee, Ph.D., *SAM Vice President-Historian*



The Society for Advancement of Management (SAM) is the oldest among professional management societies. On November 11, 1910 colleagues of Frederick W. Taylor met at the New York Athletic Club. They were: Frank B. Gilbreth, Morris L. Cooke, Robert Kent, Conrad Lauer (for Charles Day) and Wilfred Lewis.

These executive pioneers decided to form a society to discuss and promote principles of "scientific management," introduced in the late 19th century by Taylor, a brilliant steel engineer. During 1911-12 about thirty people met regularly at Keene's Chop House to talk about managerial subjects.

Taylor, Gilbreth and Cooke participated actively in the first Conference on Scientific Management, along with Henry K. Hathaway, James M. Dodge, Sanford E. Thompson, Carl Barth and Mrs. Frank B. (Lillian) Gilbreth. It was held October 12-14, 1911 at Amos Tuck School, Dartmouth College.

Public interest in scientific management grew when Interstate Commerce Commission hearings in 1911-12 revealed statistical arguments by Eastern railroad managers in support of a desired rate increase. The ICC denied their request, although a Minnesota Federal judge upheld it unchallenged. Also, the Supreme Court validated certain cost charges claimed by the railroads.

First Society Formed

On November 7, 1912, at the Hotel Astor, the pioneers formed the Society to Promote the Science of Management. Dodge was elected president and Kent secretary. In December 1914 a small Bulletin for members began to be published.

At the December 1915 meeting, Fred Taylor, who had just died, was named "honorary member in perpetuity" of the Taylor Society — renamed in his memory. Immediately afterwards, this membership class was abolished so that no one else could ever receive the honor.

The Taylor Society has about 100 members by World War I, when it temporarily suspended activities. After the war, the Society resumed serious efforts to promote the science of management. The constitutional goals of the Taylor Society were, through research, discussion, publication and other appropriate means

1. To secure enlightened application of the principles of organized effort to benefit industry and society generally — labor, employer-managers and consumers, specifically.

*Reprinted from *Advanced Management Journal*, September 1963, pp. 6-7.



Frederick W. Taylor



Lillian M. Gilbreth

2. To bring about elimination of unnecessary effort and backbreaking toil in performance of the world's work.
3. To promote scientific study and teaching of principles of organized effort and their adjustment to changing conditions.
4. To encourage wider recognition of the value to all members of society of applying these principles.
5. To inspire laborers and employer-managers to adhere steadily to the highest ethical standards in a full social context.

Formation of SIE

In 1917 another group that would share in the emergence of SAM was organized in Chicago: the Society of Industrial Engineers. The National Defense Council allegedly encouraged its formation to assist the Government during war-time. The Society worked directly with the Aircraft Board and Ordnance Bureau of the Army. SIE thus fulfilled its founding purpose to furnish a vehicle for bringing together in closer relationship persons who are actively engaged in promoting efficiency in business

and for making the training and ability of such persons available in the emergency arising out of the present war.

After World War I SIE's policies were:

1. To furnish a medium for bringing out original contributions to the science of management.
2. To provide an organization through which persons who are applying scientific methods to the solution of the problems of production and distribution may exchange views and coordinate their efforts.
3. To cooperate with other societies.
4. To codify and standardize professional standards of the industrial engineer.
5. To promote efficient, energy-conserving management.
6. To enhance the efficiency and prosperity of American industry.

In 1921 Herbert Hoover was made the first patron member of SIE. The first student chapter was formed that year at Pennsylvania State University. Others followed at Massachusetts Institute of Technology, New York University and Ohio State University.

Societies Combine into SAM

In 1936 the Taylor Society and the Society of Industrial Engineers united to produce the Society for Advancement of Management. Shortly thereafter, a group called the Industrial Methods Society joined SAM. The purpose of these mergers was to achieve more efficient operations of broader scope by combining memberships and financial resources to advance the profession of management.

Objectives and activities of the Taylor Society and SIE integrated with this union. SIE had presented the first Emerson Trophy in 1930 and the first Gilbreth Medal in 1931. Over the years, SAM developed annual national conferences and panels, teaching programs, job counseling for war veterans, chapter contests for achievement awards, booklets and films for sale or rent to meet the increased needs of its growing membership. The scientific explosion begun by World War II helped expand SAM's operations.

SAM Activities Today

SAM's local and University Chapters help train today's and tomorrow's managers on all levels in improved management practices. National awards are given each year to outstanding con-

tributors in functional management areas. Professional manager citations are also bestowed. Annually, SAM awards the Taylor Key, the Gilbreth Medal and the Emerson Trophy. Research reports and professional monographs on managerial subjects are available to members, along with SAM's official periodical, *Advanced Management Journal*.

In 1963 the Foundation for Management Education was established to assist the rapidly growing University Division of SAM. The FME is divided into particular departments to accommodate formerly autonomous splinter groups that had developed within SAM from specialized management interests.

SAM Goals Today

SAM's purposes in a changing world were restated by its president for 1963-64, Hezz Stringfield, Jr., and approved by the membership as part of his program:

1. To promote improved management practices and to communicate them for profitable application wherever needed by managers.
2. To provide members with a pool of the latest knowledge of management techniques always at their disposal.
3. To offer members opportunity for growth in management knowledge by association with other managers and participation in the Society's activities.
4. To encourage recognition of management as a profession by teaching courses and upholding standards of performance.
5. To extend local assistance to business managers through organized area chapters, supplemented by guidance from the International Offices.
6. To strengthen management education in universities by establishing and maintaining SAM student chapters, aided by FME.

SAM President Stringfield also stressed the Society's continuing challenge to maintain its usefulness in the next 50 years:

Whatever progress is made, whatever goals are achieved or problems solved must be the result of the dedicated actions of those true managers who see the problems and challenges, who decide what must be done, and who take effective action to implement their decisions and motivate others to support and assist them.

Golden Anniversary Dinner

PROGRAM

NEW YORK HILTON HOTEL SEPTEMBER 14, 1963

WELCOME	Fred E. Harrell <i>SAM Chairman of the Board</i>
INTRODUCTION AND OPENING REMARKS	George S. Moore <i>Dinner Chairman President, First National City Bank</i>
PRESENTATIONS TO GUESTS OF HONOR	Byron K. Elliott <i>Dinner Co-Chairman President, John Hancock Mutual Life Insurance Company</i>

GUESTS OF HONOR
DR. LILLIAN M. GILBRETH
ALFRED P. SLOAN, JR.
GENERAL DOUGLAS MACARTHUR

INTRODUCTION OF GUEST SPEAKER	Eugene Bengt <i>SAM Vice President for International Affairs</i>
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GUEST SPEAKER
COLONEL LYNDALL F. URWICK
Subject: "Management's Second Half Century"

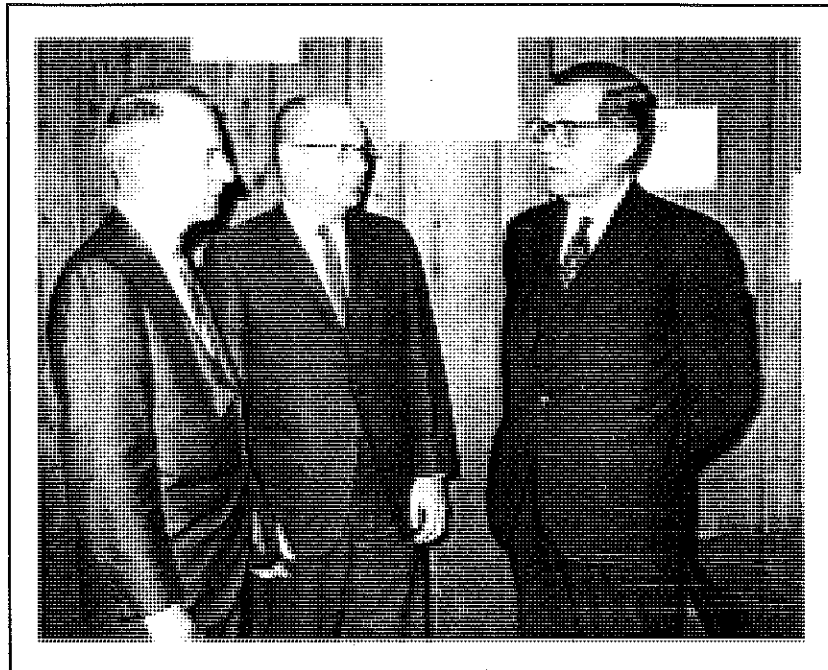
PRESENTATION: CHAPTER AWARD	William Divine <i>SAM Executive Vice President</i>
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PRESENTATIONS TO SAM PAST PRESIDENTS	Hezz Stringfield, Jr. <i>SAM President</i>
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THE HONORABLE HERBERT HOOVER

Just before we went to press, we received word that Mr. Hoover would not be able to share in the celebration. All of us fervently pray that he will continue steadily to improve and remain with us for a long time.

Former President Hoover has received his share of honors from the Society. He is the only individual ever to receive SAM's two highest awards, the Taylor Key and the Gilbreth Medal.



The Annual Conference was in Chicago with Erwin Canham, Editor of the Christian Science Monitor, as the keynote speaker. The Taylor Key was presented by President Donald Miller to Peter F. Drucker. The conference theme was "Achieving Excellence in Management." Dr. Harold Koontz, Graduate School of Management, University of California, delivered the Keynote Address. Other speakers include Dale McConkey, Group Vice President, United Fruit Company, and Bob O. Evans, President, Federal Division of IBM Corporation.

A charter was granted to the Mexico City Chapter and presented at a meeting of top executives from government and business by Gilbert Peyton, SAM Vice President, who spearheaded the organizational activities. Executive

Director William Latham addressed the Charter Meeting on "The Profession of Management — From the Shovel to the Computer."

Chapter Awards — Chapter Performance Evaluation Plan

1. Milwaukee
2. Phoenix
3. Pittsburgh
4. Worcester
5. Lancaster

Johnstone Award — To Elmer John
\$200.00 to the Twin Cities Chapter
Manpower Chapter Growth Award —
\$200.00 each

- A. over 100 members — Washington
- B. 50 to 99 members — Boston
- C. — to 49 members — San Diego



1968

Headquarters Office moved from West 50th Street to 1472 Broadway, New York City.

SAM developed and tabulated the results of a survey participated in by more than 200 universities and colleges on the subject, "How Students See Business as a Career and How They View the Role of Business and Government." The report was published in extensive detail in booklet format and received wide

coverage in all publishing media and in the business and academic communities. A significant fact that emerged indicated that 79% of the students responding chose a business career as their first or second choice. More than 2,400 students completed the questionnaire.

George H. Rathmell, Vice President Research, was the recipient of the Johnstone Award (\$200.00 to the San Francisco Chapter)

lected to serve on the National Board of SAM.

The Pittsburgh Chapter had Dr. Northcote Parkinson as a speaker and over 800 attended the meeting.

The Board of Directors celebrated the 55th Anniversary with a dinner at Keen's English Chop House in New York City. This is where Frederick Taylor and other pioneers of Scientific Management met for monthly lunches in 1911 and 1912 and formed the "Society to promote the Principles of Scientific Management."

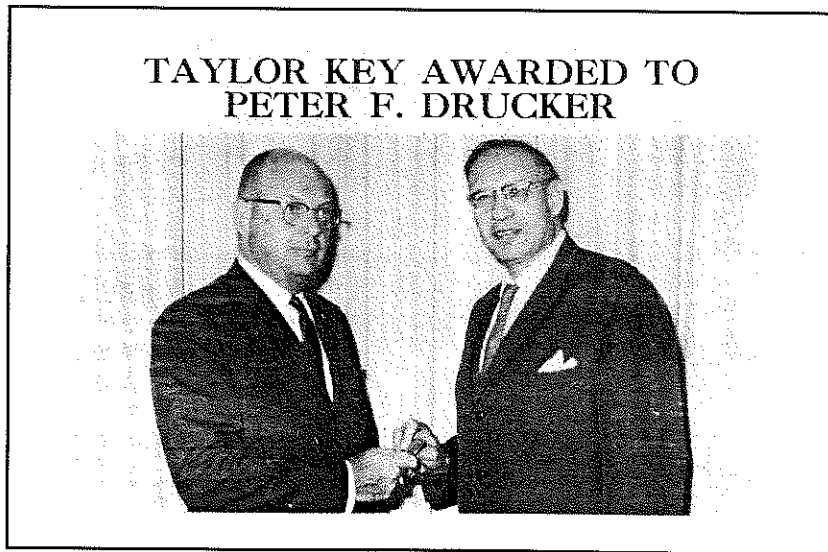
The Annual Meeting and Awards Banquet was held in Boston. The Board of Directors met on Sunday, with 'workshops' for Chapter Operations and Management on Monday morning and afternoon. At the awards banquet on

Monday evening, Dr. Lillian Gilbreth presented the Gilbreth Medal to Daniel M. Braun of the U.S. Department of Agriculture. President Donald Miller presented the Human Relations Award to Dr. Keith Davis of Arizona State University. The Taylor Key recipient, Robert S. McNamara, Secretary of Defense, was unable to attend because of a crisis in the Vietnam War and received the citation and key in a personal presentation by officers of SAM at his office in the Pentagon in Washington on June 21, 1966.

Chapter Awards — Manpower Chapter Growth Award — \$200.00 each
Class A — Worcester
Class C — Phoenix



1967



A regional conference was held at Mountain Shadows in Phoenix and Gov. Jack Williams and Dr. Dan Noble, Vice President of Motorola, addressed the attendees.

CIM-SAM held its annual symposium at Oshkosh with Dr. Earl Planty of the University of Illinois as the speaker. The Division selected Herman Williams to present a session at the Annual Conference of SAM on the subject "Is There a Future for the Independent Owner-Managed Business."

John Marsh, Director of the British Institute of Management, met with President Donald Miller and Executive Director William Latham

at SAM headquarters in New York to develop working relationships between the two organizations. SAM chapters were chartered in Hawaii and Puerto Rico.

A Research and Development Division was established with Dr. John Kelly, Jr. of Westinghouse Electric Corporation as chairman of the Committee to develop the scope of the activities.

SAM was invited by the American Standards Association to have representatives serve on two sectional committees of A.S.A. and appointments were made.

landmark conference for the Society for Advancement of Management and the International Management Community which opened doors for free discussion and an exchange of management information.

The Second SAM International Film Festival was held at the Belmont Plaza Hotel, New York City. It combined the showing of outstanding management films with all-day workshops on the use of films and other visual aids in management development. Forty-five films were shown in the competition. Grand prize award went to Eastern Air Lines for the film "Sunrise at Eastern."

At the Annual Awards Banquet, held at the time of the Film Festival, the Taylor Key was presented by Chairman of the Board William Divine to Phil Carroll — author, consultant, and professional engineer. The Gilbreth Medal

was presented by SAM President Oliver Sizelove to Professor Robert Teviot Livingston, Columbia University and founder of the renowned Engineering Management Workshops. The Materials Handling Award was presented to W. A. Meddick by SAM Executive Vice President Donald Miller.

Elmer Winter, President of Manpower, Inc., established the annual Manpower Chapter Growth Awards and made the first presentation in Washington to Class A — Northern New Jersey; Class B — Knoxville, East Bay, and Long Island; Class C — Sacramento. Chapter Awards — Performance Evaluation Plan

- | | |
|-----------|-----------------------|
| 1st Place | — Washington |
| 2nd Place | — Milwaukee |
| 3rd Place | — Greensboro |
| 4th Place | — Northern New Jersey |

1966



SAM's Third International Management Film Award Competition was held in Los Angeles. First place award was made to Merrill Lynch, Pierce, Fenner and Smith.

The SAM Chapter in Beirut, Lebanon received its charter. H. Lewis of the Lebanese Management Association was the Chapter President.

Case and Company announced the "Research Grand Award" of \$2,000.00 for the

SAM member who through his research had made a significant and valuable contribution to the Art and Science of Management.

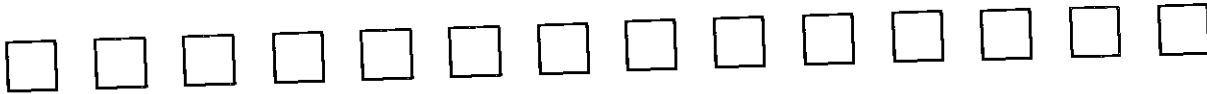
CIM-SAM (Council of Independent Managers) Division chartered its first chapter in Milwaukee in 1959. John Imhof led the organizational effort for SAM. Two other chapters, Twin Cities and Madison, were also chartered in subsequent years. Only entrepreneurs qualify for membership. Everett Hokanson was se-

1964

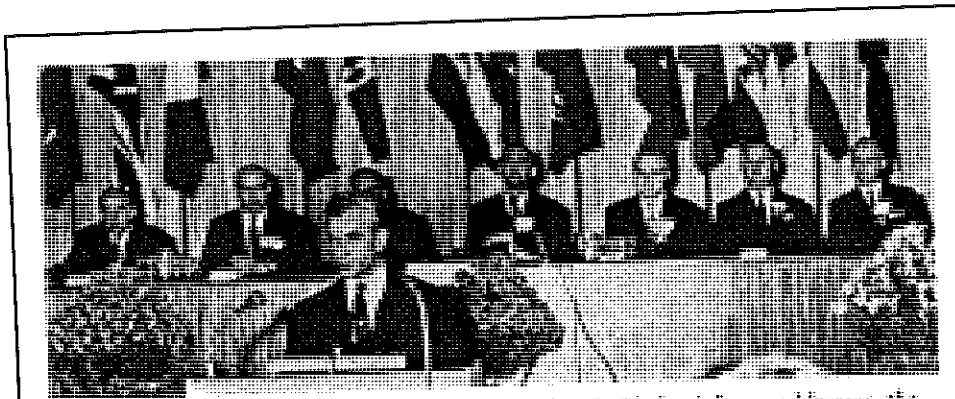
The Society held its first International Management Film Festival to recognize the importance of the Motion Picture as a dynamic 'education tool.' Three major categories were identified — Category A — Community Service Field; Category B — Management Techniques and Teaching; Category C — Management of a Specific Area of a Company or Organization.

The Annual Conference was held in New York City. The Program was identified as "The Bridge between Science and Management" to recognize the rapidly changing role of scientific administration and/or scientists in administration which was making great demands on the entire field of management. Sub-

jects included (a) Computer Technology and Middle Management, (b) Marketing Science, (c) Industrial Applications of Atomic Energy, (d) Management of Quality Control, (e) Preparing Scientists for Management, (f) Effective Use of Scientific Manpower. A dinner honoring Alfred Nobel concluded the conference at which ambassadors and diplomatic representatives of The Nobel Laureate were recognized. The Swedish Ambassador, His Excellency, Hubert De Besche, gave the banquet address. The Human Relations Award recipient was John W. Macy, Jr., Chairman, U.S. Civil Service Commission.



1965



His Imperial Majesty Mohammed Reza Pahlavi, Shah of Iran, addresses the First Near East Management Conference in Tehran. Seated at the dais, from left to right, are H.E.M. Amir Abbas Hoveida, Prime Minister of Iran; H.E.M. Sharif-Emami, President of the Tehran Chamber of Industries and Mines; Dr. J. S. Saleh, Chancellor of Tehran University; Dr. Khodadad Farmanfarmaian, President of the Tehran Chapter of S.A.M., and Deputy Governor of the Central Bank of Iran; H.E.M. Mohammad Khosronshahi, President of the Tehran Chamber of Commerce; M. J. A. Warder, Chairman and Managing Director of The Iranian Oil Operating Companies; and Hezz Stringfield, Jr., Chairman of the Board of S.A.M.

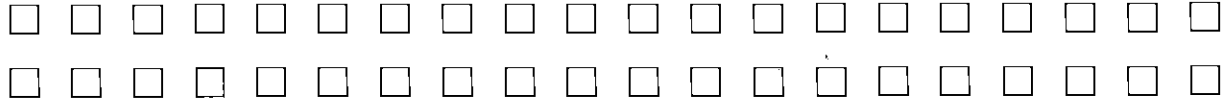
One of the most outstanding management conferences ever conducted by the Society was the International Management Conference sponsored by the Tehran, Iran Chapter, April 23-27, 1965 in Tehran. Over 650 distinguished management leaders were in attendance including some of the world's noted economists, government and university specialists and key industrialists from Europe, and the East. The inaugural address was presented by

His Imperial Majesty, Mohammed Reza Pahlavi, Shah of Iran. His subject: "A Year for the Advancement of Management." SAM United States speakers on the program were Chairman of the Board Hezz Stringfield, Jr., Vice President Oliver J. Sizelove, Executive Director Henry A. Singer. Other distinguished international speakers came from Great Britain, India, Lebanon, Iran, along with other European and Eastern representatives. It was a

SAM ADVANCED MANAGEMENT JOURNAL

SAM — A Short History: An Addendum

William Latham, *Vice President-Historian*



It is appropriate, in a historical context, to add these additional paragraphs to the "Short History" that was written by Dr. John F. Mee for the Golden Anniversary celebration in 1963.

When World War II ended, the Society began to move rapidly into a growth of both chapters and members. The transition from a 'war' to a 'peace' time economy sparked a tremendous need for skilled managers and new management techniques. SAM provided the structure for the management executive to find other executives with similar interests and problems — where information could be exchanged, new techniques learned, answers found to problems, and a continuing education experience which would make the necessary adapting to rapid change and increasing demands on management executives possible in a supportive environment. For the next several years following 1946, the officers, and particularly the presidents, put the emphasis on growth. Dr. Lillian Gilbreth traveled and spoke about SAM and lent her support at every opportunity. Phil Carroll conducted workshops and seminars which often produced members and Chapters. Starting with Harold Maynard, 1946–1947 SAM President, and each dedicated President who followed him until 1963, THE GOLDEN ANNIVERSARY, there was a personal dedication to SAM of time and financial resources that was unique in professional organizations and brought growth and professional identity to the Society for Advancement of Management.

As a result of this effort, and that of untold numbers of other National and Chapter Officers, there were 73 Senior Chapters in the United States and five International Chapters at the time of the Golden Anniversary. It should also be recognized that there was a tremendous growth in the Campus Division with more than 190 Chapters on university and college campuses by 1963.

During these years, SAM expanded its educational activities for the members. An annual Management Engineering Conference was

jointly sponsored, programmed, and administered by SAM and the American Society of Mechanical Engineers. SAM, also, held its own conferences — one in 1955 in New York — a two-day conference on "Measurement of Management" about which SAM President Dr. Frank F. Bradshaw said, "The proceedings of this conference may well become the 'annual milestone' in American Management's conquest of ignorance and prejudice by the replacement of debate and guesswork by measurement."

These years were a time of great activity in conferences, seminars, speaking sessions, and communications which provided management education for the members of SAM.

In the early 1950s Phil Carroll and Oliver "Jake" Sizelove became vitally interested in the possible use of the motion picture camera as a tool for the development of a work measurement technique. The concept was developed, and with the support of the Newark College of Engineering and other personal contributions, the 1952 Rating Film Series became a reality. When publicized and offered for sale, the films became an instant success. In 1963, another series on Office Work Operations was produced, and in 1965 a third series on Office Work, direct and indirect Labor Operations was developed for use in teaching work measurement techniques. The three series are the only films available in the Work Measurement Field and SAM continues to receive orders for them both in the United States and overseas. The Society is indebted to Phil Carroll and "Jake" Sizelove for their creative concept and technical skills which produced the SAM Performance Rating Films.

The years prior to the Golden Anniversary Celebration were marked by great growth, educational programs and activities, and perhaps, most significant, recognition by the management community that the Society for Advancement of Management was truly representative of the art and science of management — as envisioned by its "pioneer" founders.



August 19, 1963

Much of the Free World's success in using its human resources fully and with dignity can be laid to enlightened and progressive management.

Mankind's achievements have been due in large part to an ability to cope with change. Expanding populations, social and political upheavals, and a scientific revolution have made it imperative for our society to find solutions to growing and increasingly complex problems with as little delay as possible.

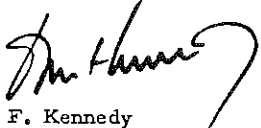
We have accomplished much, but we continue to have much to accomplish. Modern technology, which has been one of our most potent tools for advancement, has imposed in turn its own challenges in making old work skills obsolete, in making rigorous demands for high education standards, and in converting a static society into a mobile one.

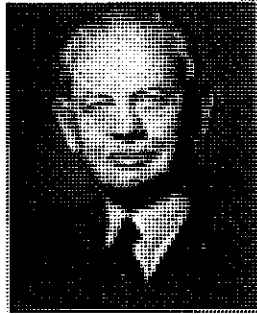
Trading patterns have reached out from the operating radius of the horse and wagon to that of the jet airplane and now encompass the globe. New nations are emerging into the light of the 20th Century and face the staggering task of building economies and societies that will be viable in the modern world.

It is to managers who grow with the needs and resources of their times that we must continue to look for the new ideas and their implementation to meet the challenges of the future.

The Society for Advancement of Management has a proud record on its golden anniversary of teaching, developing, and communicating new techniques and of maintaining the standards of its profession.

I congratulate the Society on completing 50 years of service and wish it well in meeting the challenges of the years that lie ahead.


John F. Kennedy



COL. LYNDALL F. URWICK
Dinner Speaker

The Society for Advancement of Management is proud to present as speaker at its Golden Anniversary Dinner Colonel Lyndall Fownes Urwick, management authority of international accomplishments. His subject is "Management's Second Half Century."

A graduate of Oxford, he served notably throughout World War I and left the British Army as a Major with three Dispatch Mentions and the Order of the British Empire.

In the postwar period, he moved from his family's glove business, Fownes Bros. & Co., into Rowntree and Co., Ltd., food manufacturers, expanding his managerial versatility. From 1928 to 1934 he was Director of the International Management Institute in Geneva.

From 1934 to the present, he has been the Chairman of Urwick, Orr and Partners, Ltd., London management consulting organization which he founded and built to international dimensions. Colonel Urwick also served in World War II as General Staff Officer in the British Army, Petroleum Warfare Department.

A widely travelled man now a resident of Sydney, Australia, Colonel Urwick has written numerous books on management, including "The Elements of Administration." Like Dr. Lillian Gilbreth, he won the Gold Medal of the International Committee for Scientific Management and the Harvey Gantt Medal, among other honors throughout a long, distinguished career.



IN HONOR OF
DR. LILLIAN M. GILBRETH

Outstanding Pioneer in Management Engineering

on the occasion of the
GOLDEN ANNIVERSARY
of the
SOCIETY FOR ADVANCEMENT
OF MANAGEMENT

September 14, 1963

This versatile lady, with her husband, Frank Bunker Gilbreth, created and crusaded for integrated time, motion and psychological studies to be applied to production and business operations generally.

The Gilbreths, besides being among the founders of SAM, formed their own management consulting company, which Dr. Gilbreth has run for 40 years since the death of her husband. She has also taught courses at universities on management psychology, written books and articles, lectured and travelled widely to observe and evaluate foreign management practices.

Although known for her large, happy family through bestseller and movie fame, Dr. Gilbreth's most influential achievements are in management itself. Most recently, she helped develop techniques for training the physically disabled in useful occupations. She is always available to management students and professionals all over the world who wish to draw on her wealth of knowledge, incredible energy and eternal good will.

Among the many awards and honorary degrees she has received are the Gantt Medal and the CIOS Gold Medal. She was also the first to receive SAM's Gilbreth Medal in 1931.



IN HONOR OF
GENERAL
DOUGLAS MACARTHUR
Outstanding American Leader of the past 50 years

on the occasion of the
GOLDEN ANNIVERSARY
of the
SOCIETY FOR ADVANCEMENT
OF MANAGEMENT

September 14, 1963

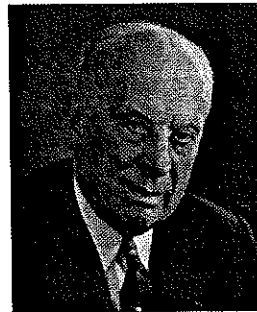
General MacArthur's brilliant Army record in the European and Pacific theaters during World Wars I and II is well-known, as is the fact that he graduated at the head of his class from West Point in 1903.

Less commonly known is his efficient reorganization of the armed services while he was Chief of Staff during the Depression years of 1930 to 1935. For this accomplishment, he earned the formal thanks of the Congress of the United States.

A unique achievement of General MacArthur's was reconstructing the government and economy of occupied Japan after World War II. The Japanese people formally recognized his contribution to rebuilding their country, which has gained remarkable postwar success.

The General's executive leadership in private industry is also less widely known than it deserves. He was Chairman of the Board of Remington Rand from 1952 to 1955. From 1955 to the present, he has held the same position with Sperry Rand Corporation.

A model leader to admirers all over the world, General MacArthur has received quantities of medals, honorary degrees and formal statements of appreciation from individuals, organizations and nations around the globe.



IN HONOR OF
ALFRED P. SLOAN, JR.
Most Distinguished Manager of the past 50 years

on the occasion of the
GOLDEN ANNIVERSARY
of the
SOCIETY FOR ADVANCEMENT
OF MANAGEMENT

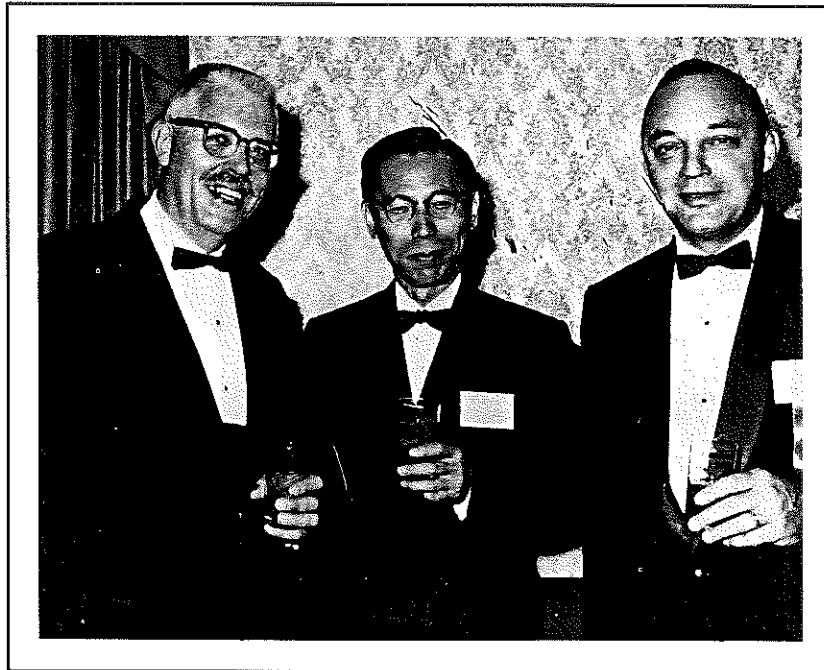
September 14, 1963

Trained as an engineer, Mr. Sloan showed his administrative skill by building the Hyatt Roller Bearing Company of New Jersey into a six million dollar business during the evolution of automobiles before World War I. By 1918, General Motors had invited his company to join a general merger.

In 1923 Mr. Sloan became GM president. He reorganized the company on the principle of decentralization under a coordinated central policy. A five-part series on his successful management techniques begins in the September *Fortune* Magazine.

Under his leadership, General Motors showed a profit every year through 1937, when Mr. Sloan became Chairman of the Board. After 1946, he gave up his executive duties but remained GM Board Chairman till 1956, when he was named Honorary Chairman.

A director of many large companies, Mr. Sloan is known for the research and educational foundation that bears his name, begun in 1934. It has provided over \$200,000,000 of funds to advance human knowledge. Since 1945, it has encouraged cancer research through the Sloan-Kettering Institute. Mr. Sloan has also sponsored management education fellowships at M.I.T.



for having conceived, developed, and administered the Student Attitude Survey described above. (The award was given to that member who stimulated the application of creative or innovative thinking to the growth and development of SAM.)

The Annual Conference was in Washington. Speakers included Senator Edmund Muskie and Major General George Olmsted, President of the International Bank. The Taylor Key recipient was Nobuo Noda, President of Seikei University, Tokyo. The Human Relations Award was made to Dr. Rensis Likert of the University of Michigan. Gilbreth Medal recipient was Dr. Lucien A. Brouha of E. I. duPont de Nemours & Company. The theme of the conference was "Creative Leadership Now to Meet the Managerial Gap."

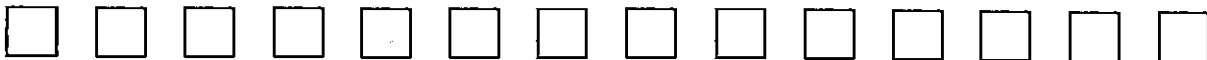
Chapter Awards — Johnstone Award — To George Rathmell

\$200.00 to the San Francisco Chapter
Chapter Performance Evaluation Plan

1. Cincinnati
2. San Diego
3. Milwaukee CIM-SAM
4. Wilmington
5. Raritan Valley

Manpower Chapter Growth Award — \$200.00 each

- A. over 100 members — Cincinnati
- B. 50 to 99 members — Twin Cities
- C. — to 49 members — A Tie — Dallas & Clearing



1969

Mexico City Chapter hosted a conference on "Management Problems in International Operations." Dr. Juan Aranda Lopez, Chapter President, served as moderator. Sessions were in the Auditoria Del Centro Medio Del Seguro Social with simultaneous translation into English and Spanish. SAM President, James Centner, gave the keynote address. Executive Committee members David Wise, Carl Goltart, Gilbert Peyton, Alan Campbell, James Barry and John Boardman each addressed the

registrants on their area of expertise. The next day Mexican executives from business, labor, government, and academia presented their views on the subject. More than 250 registrants attended and there was extensive newspaper and television coverage.

Society of C.P.M. consultants merged with SAM to form the C.P.M.-S.A.M. Division. James J. O'Brien was the director and was appointed as their representative on the SAM Board of Directors. C.P.M. (Critical Path



Method) brought to SAM Dr. John W. Mauchly — inventor of the first electronic computer and James E. Kelley — who developed the mathematical algorithm for the Critical Path Method.

Japan Chapter hosted the SAM representatives who were attending the International C.I.O.S. (Conseil International De'Organization Scientifique) Congress in Tokyo. Nobuo Noda, President of the Chapter and a recipient of the Taylor Key, served as Program Chairman for this congress of worldwide management organizations.

Eleven managers from Nepal, Trinidad, Indonesia, Vietnam, and Thailand, who were sponsored by A.I.D. and American University, visited SAM headquarters for an exchange of management information and viewpoints.

The conference was in San Francisco. S. I. Hayakawa, President of San Francisco State College and later a Senator from California was the Banquet Speaker. Major General George S. Boylan, Director of Aerospace Programs, U.S. Air Force, spoke at the luncheon. Taylor Key recipient was Donald C. Burnham, Chairman of Westinghouse Electric Corp. Elmer L. Winter, President of Manpower, Inc. received the Human Relations Award. Conference theme was "Management — 1970 Style."

Sixteen top management executives from

major corporations in Japan met with SAM officers and invited executives at the National Headquarters in New York to exchange management information and viewpoints. The group was taken on a tour of New York City after the meeting.

SAM was invited to send representatives to the Department of Defense Seminar for non-governmental organizations — the only management organization invited. President David Wise, and James Centner, Chairman of the Board, attended the sessions addressed by Secretary of Defense Melvin Laird, and then various assistant secretaries and Pentagon officials presented information in their various fields of expertise. Lunch was served at the Officers Club at Fort Myers where Mr. Wise and Mr. Centner shared a table with Secretary of Defense Melvin Laird.

Chapter Awards — Chapter Self Improvement Plan

Top Chapter — Cincinnati

A. over 100 members — Cincinnati

B. 61 to 100 members — Raritan Valley

C. 36 to 60 members — San Diego

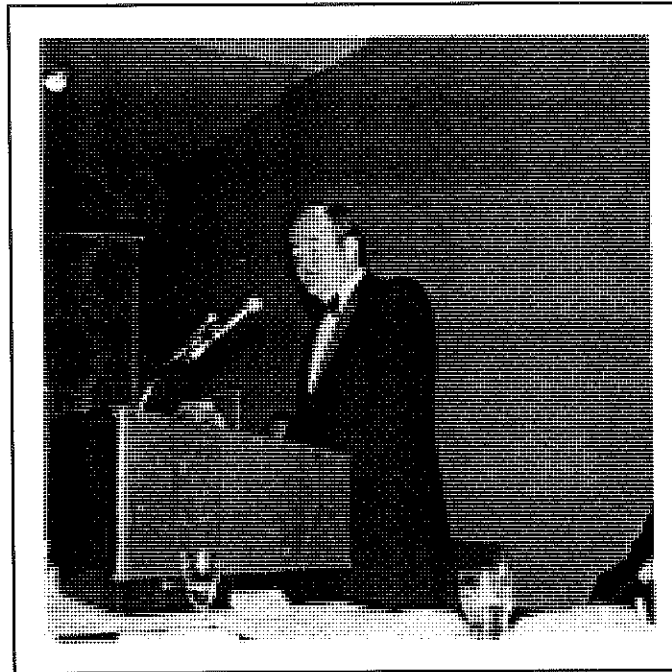
D. Less than 35 members — Orange Coast

Manpower Chapter Growth Award — \$200.00 each

A. over 100 members — New York

B. 50 to 99 members — Chattanooga

C. — to 49 members — Oklahoma City



SAM signed an agreement with the Small Business Administration to have chapter members at the local sites provide voluntary management consulting and advisory services for the small business owner. Hilary Sandoval, Administrator for S.B.A. and Carl Golgart, SAM President, signed the agreement at a Washington ceremony. Successful 'pilot' programs in Richmond and Phoenix led to the agreement.

SAM was again invited to send representation to the Armed Forces Report to Non-Governmental Organizations by the Department of Defense. Chairman of the Board, Jack Weidemer, President Carl Golgart, David Wise, and Executive Director William Latham attended this very instructive seminar given by Secretary of Defense Melvin Laird and other Pentagon officers. Subjects included Defense Trends in the 70s, Vietnamization of the war, and the Safeguard Antiballistic Missile System.

The Manpower Awards for Social Progress were awarded to the chapters which best eliminated community problems and improved the social climate in which business operates. First award \$500.00 — Richmond; Second award \$200.00 — New York.

Ten managers from Indonesia, Vietnam, and the Philippines, sponsored by A.I.D. and American University, visited the National Office for a discussion on American management practices and policies.

The "Executive Program," developed by the Faculty of the University of Oklahoma and the Society for Advancement of Management, convened its first four-week resident study "Program" on the University campus. Registrants were the top executives from business and government organizations. Executive Director William Latham represented SAM and participated in the intensive program of management skills and techniques, economics and philosophy. The University of Oklahoma paid high commendation to the Society for assisting in the conceptual development of the "Executive Program" with special appreciation to James L. Centner.

Secretary of State William Rogers invited the Society to send representation to the National Foreign Policy Conference for leaders of non-governmental organizations at the Department of State, Washington. Executive Director William Latham attended the two-day program which covered the subjects: Middle East,

United Nations, East Asia, Youth and Foreign Affairs, and the Policy-making process. Officers of the State Department presented the subjects on a "background only" basis, followed by group discussion.

Council for International Progress in Management U.S.A. invited SAM Executive Director William Latham to become a member of the Board of Directors of this international management organization; the U.S. member in Conseil International De'Organization Scietifique.

The Annual Conference was held in Minneapolis and its theme was "Managing in Revolutionary Times." Hubert H. Humphrey gave the banquet address on "Management's Responsibility for Good Government." Other speakers were Sol M. Linowitz, former U.S. Ambassador to the Organization of American States and Chairman of the Board of Xerox Corp., and John W. Macy, President of the Corporation for Public Broadcasting.

The C.P.M.-S.A.M. Division held its first

conference at the Nassau Inn, Princeton, NJ. The featured speaker was Dr. John W. Mauchly, who developed the first digital computer system — Eniac — as well as the first commercially accepted computer — Univac. There were, also, panel discussions on the historical view of C.P.M. — Pre-planning Project Control, and the User's Viewpoint.

The Department of Defense signed an agreement with SAM to provide speakers, upon request, for National Conferences and local Chapter meetings.
Chapter Awards — Chapter Growth Awards — \$75.00 each

- A. over 100 members — New York
 - B. 61 to 100 members — Oklahoma City
 - C. — to 49 members — Richmond
- Manpower Award for Social Progress
First Place — Richmond — \$500.00
Second Place — New York — \$200.00





The Conference was in Cincinnati. The theme was "Dynamics of Change; Opportunity/Crisis." Keynote speaker was Donald C. Burnham, Chairman of the Board, Westinghouse Electric Corp. Other speakers included James M. Ewell, Vice President of Manufacturing for Procter and Gamble; Stanley D. Breitweiser, Executive Vice President of Cities Service Oil Co.; Robert E. Slaughter, Executive Vice President of McGraw-Hill. The Student Campus Division luncheon was addressed by Daniel Z. Henkin, Assistant Secretary of Defense for Public Affairs. The Taylor Key was presented to Don Mitchell, former President of General Telephone Company and Chairman and President of Sylvania Electric Products, Inc. The Gilbreth Medal recipient was Joseph H. Quick, Chairman of the Board of Science Management Corporation. William Blackie, Chairman of the Board and CEO of Caterpillar Tractor Company received the Human Relations Award.

The United States Army Logistics Center at Fort Lee, Virginia invited SAM to co-sponsor a certificate program designed to raise the educational levels and managerial skills of the D.O.D. work force. SAM was to attend meetings of the Certificate Evaluation Board and recognize and present a certificate to the top student in each class.

SAM's Advancement of Management Award was renamed the Phil Carroll Advancement of Management Award to permanently recognize Phil Carroll's many achievements and his long association and tremendous contributions to the Society.

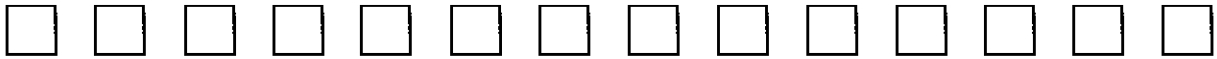
Robert L. Hosking, Vice President and General Manager WCBS-TV invited SAM to review the station's policy of news and editorial positions. Executive Director William Latham met with the officials of the station for a wide-ranging discussion of their complete programming activities. Great interest was also indicated in the mission and programs of SAM which resulted in continuing contacts with WCBS and SAM.

Several managers from Thailand and Korea visited the Headquarters office to discuss management techniques and how SAM, as an association, serves the management community. A.I.D. and American University were sponsors of the group.

Sixteen top managers from major companies in Japan met with officers of SAM at the headquarters of International Nickel Company, New York with SAM President Warren Orr acting as the host at his company's offices. This "Corporate Organization and Study Team" was sponsored by the Japan Productiv-

ity Center. An exchange of management information and personal management experiences was made possible by expert translators who accompanied the group. A tour of New York followed the meeting. The SAM "team" included Harold Smiddy, David Coxe, Carl Goltgart, John Joynt, Warren Orr, Ernest Tierney, and William Latham.
 Chapter Awards — Chapter Growth Awards — \$75.00 each

- A. over 100 members — Northern New Jersey
 - B. 50 to 99 members — Greensboro
 - C. — to 49 members — Iowa
- Manpower Award for Social Progress
 First Place — New York — \$500.00
 Second Place — Pittsburgh — \$200.00
 Honorable Mention — \$50.00
- Northern New Jersey
 Cincinnati
 Richmond



1972

Dr. Lillian M. Gilbreth died in Arizona at the age of 94 years. One of the pioneers of scientific management, she also was a founder and staunch supporter of the Society from the time when it first formed in 1912 as the Society to Promote the Science of Management (later renamed the Taylor Society in 1915), to the formation of the Society for Advancement of Management in 1936. She received world-wide recognition for her work, and medals and honors were heaped on her throughout the years, but she had a special interest and close personal bond to SAM. She participated in local chapter programs as well as the annual management conferences, and when appearing before other professional organizations, would identify her interest in and special relationship to the Society for Advancement of Management. While the Gilbreth Medal perpetuates her memory, SAM members who had the privilege of meeting and knowing this gracious lady of brilliant accomplishments honored her for the inspiration of her love for everyone who ever crossed her path.

A negotiating committee of SAM officers and past international presidents was appointed to meet with a 'like' committee of American Management Association officers to explore the feasibility of an affiliation between SAM and AMA. Any agreement proposed was to be submitted to the SAM Chapters for review and ratification.

SAM's President Ernest T. Tierney presented the first honor certificate to Arthur M. Fularos at ceremonies at the U.S. Army Logistics Management Center at Fort Lee, Virginia.

This one-year program required completion of three required courses and five elective courses.

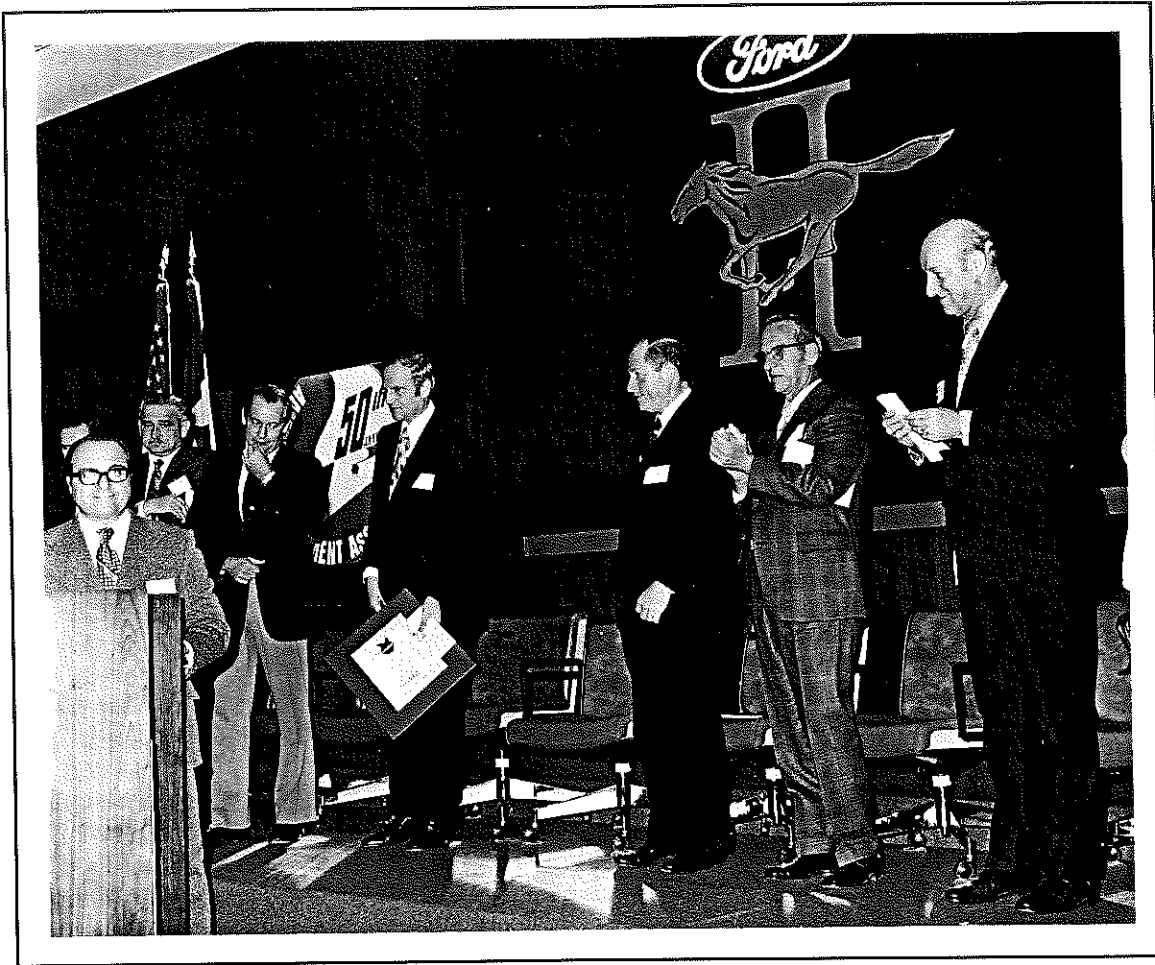
The conference was held in Phoenix, Arizona and the theme was "Interplay Between Economics-Politics-Government." Keynote address was given by John Marsh, Director-General of the British Institute of Management, and the banquet speaker was John Kenneth Galbraith. An international panel of speakers from the British and Japanese embassies in Washington, a banker from Mexico City, and an oil executive from the Philippines discussed international economic relationships. Other speakers included Joseph A. Beirne, President of the Communication Workers of America and M. Segal, Senior Vice President of American Express Company. The Taylor Key recipient was Dr. John F. Mee, Dean of General and Technical Studies at Indiana University. The Gilbreth Medal was presented to Henry Viscardi, Jr. The Human Relations Award was made to James E. Patrick, Chairman, Valley National Bank of Arizona.

SAM Senior Chapters approved an affiliation with the American Management Association when the ballot count was made at the Board of Directors Meeting in Phoenix at the annual conference. One Chapter cast a negative vote, but after having had its questions answered, changed its ballot to make the vote unanimous for affiliation.

Chapter Awards — Chapter Growth Awards — \$75.00 each

- A. 50 to 99 members — Greensboro and Japan
- B. — to 49 members — Central Virginia



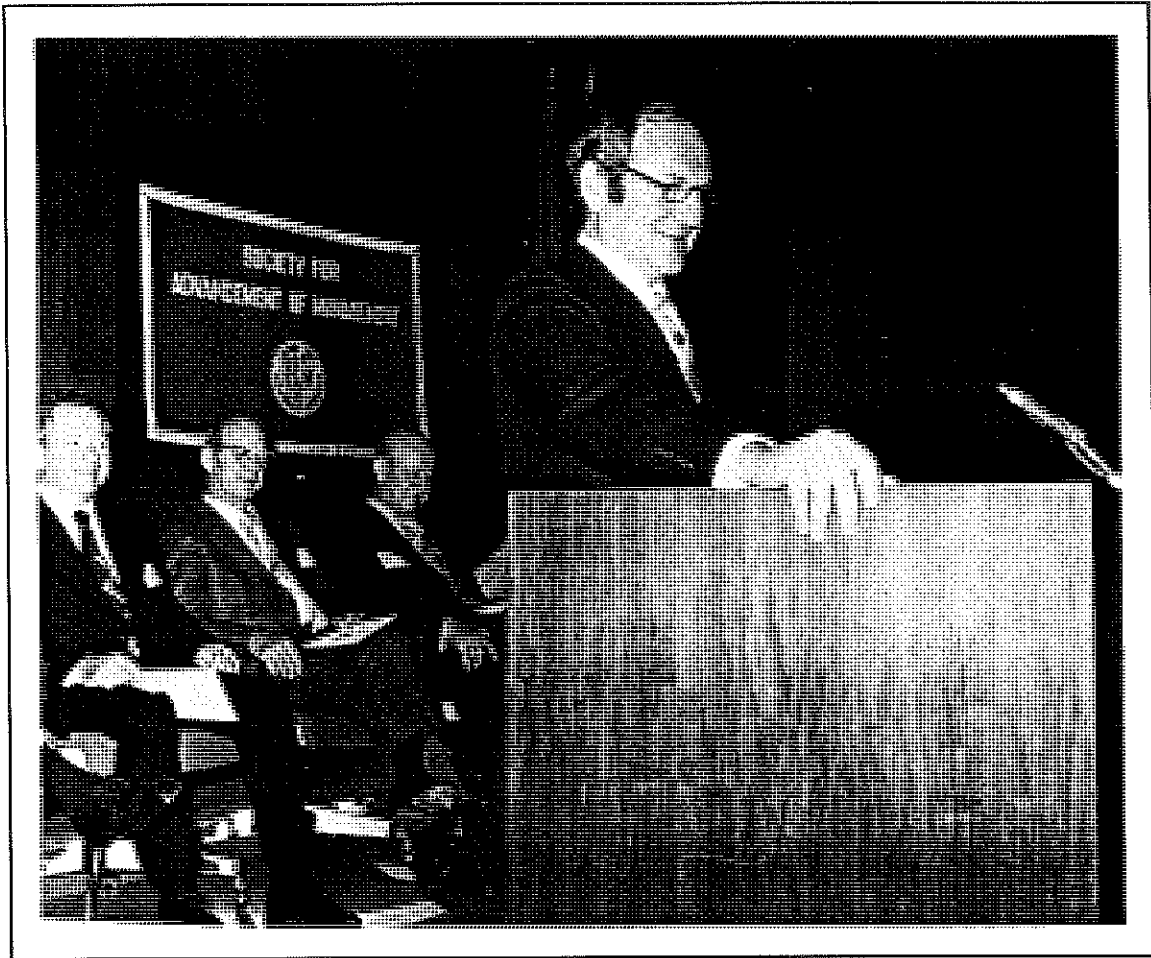


National Headquarters moved to a suite of offices in the American Management Association Building in New York City.

Lee A. Iacocca, President of Ford Motor Company, was the recipient of the SAM "Manager of the Year" award at ceremonies at the AMA Auditorium in New York City. SAM President Warren Orr introduced Mr. Iacocca, who responded with a speech on his management philosophy. A plaque was presented to him by Chairman of the Board Ernest T. Tierney. Regional Vice President Richard Scacchetti presided.

The Annual Conference was held in Montreal with the theme "Profit through Inno-

vation." Keynote speaker was Louis R. Desmaris, President of Canada Steamship Lines, Ltd. James L. Hayes, President of American Management Associations was the banquet speaker. The SAM-Army Management Achievement Award was presented to L.T.C. Kenneth R. Ingold for his academic record and career contributions as recommended by the staff of the U.S. Army Logistics Management Center of Fort Lee, Virginia. J. Allyn Taylor, Chairman of Canada Trust received the Taylor Key. Richard M. Paget, President of Cresap, McCormick and Paget was presented with the Gilbreth Medal. Sister M. Ferdinand Clark, Administrator of Mercy Hospital, Pittsburgh,



was the Human Relations Award recipient.

Eight managers from South Vietnam, Republic of China, and Peru who had just completed a two-month program on management at American University, Washington, visited the Headquarters Office for an exchange of information on management in their respective countries and the United States.

SAM was invited by the Council for International Progress in Management, U.S.A. to participate in a two-day seminar in New York. The subjects related to management training activities in the United States. SAM speakers presented these subjects to this International audience: Dr. William H. Kirby, "Involvement

of Government Agencies;" Harold F. Smiddy, "Promoting Concepts of Good Management to the World Community;" James L. Centner, "The Role of the Business Community in Promoting World-wide Management Training;" William H. Latham, "Professional Associations' Responsibility for Coordinating Management Training Activities for Global Availability."

Chapter Awards — Manpower Award for Social Progress

Northern New Jersey — \$200.00

New York — \$100.00

Cincinnati — \$50.00

San Diego — \$50.00

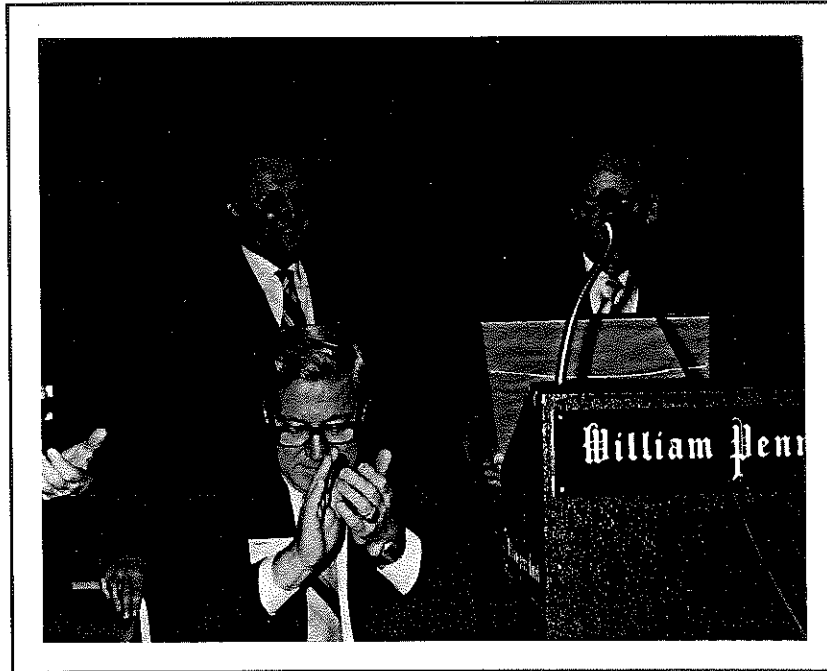


SAM officers met for two days at the AMA Center for Planning and Implementation at Hamilton, NY to develop a long-range plan for targeted goals on membership growth, increased revenue, meeting member needs for professional advancement, improving Society image, and developing program assistance for Chapters. The mission of SAM was reviewed and redefined.

AMA President James L. Hayes presented a commemorative plaque to members of the SAM Negotiating Committee who helped to conclude an affiliation agreement in 1972. The ceremony was held in the AMA Management Center, Chicago.

The Annual Conference was held in Philadelphia and its theme was "The Spirit of

'74." The keynote speaker was R. Conrad Cooper, Executive Vice President, United States Steel Corporation. Other speakers included: H. John Heintz, III, Congressman; Thatcher Longstreth, President of Chamber of Commerce; Elmer L. Winter, President of Manpower, Inc.; Fletcher L. Byrom, Chairman of the Board, Koppers Company, Inc.; Dr. Leon Sullivan, Pastor and General Motors Director. The Taylor Key recipient was Dr. Harold Koontz, University of California at Los Angeles, Mead Johnson professor, Graduate School of Management. The Human Relations Award was presented to William H. Latham, SAM Executive Director and Vice President of the American Management Associations.



The Annual Conference in Pittsburgh was dedicated to Dr. Lillian Moller Gilbreth in commemoration of the 100th year of her birth in 1878. The keynote address was given by Joseph D. Batten, President of Batten, Batten, Hudson & Swab. The luncheon speaker was James L. Hayes, President of AMA. The Awards Banquet was addressed by Dr. John W. Oswald, President of Pennsylvania State University. A memorial plaque was presented to Jack Gilbreth, a son of Dr. Gilbreth, who accepted it on behalf of the famous family.

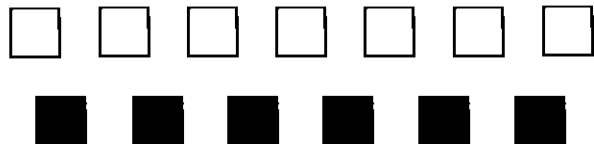
SAM officers met for two days at the AMA Conference Center in Hamilton, NY to complete and then approve a comprehensive five-year plan. Several months of assessing SAM's present status, strengths and weaknesses, opportunities for growth, and governing structure of the Society preceded the meeting. President James Rutherford led an intense discussion of

the proposed plan and then endorsed its acceptance and implementation. The plan was approved by a unanimous vote and operational procedures were established.

Vice President-International Affairs John McGuinness presented to the Japan Chapter in Tokyo a gift of a Revere pitcher and Jefferson cups for their speakers podium.

Chapter Awards — Outstanding Chapter Performance

- A. over 100 — Lancaster and Los Angeles
- B. 50 to 99 — Orange Coast and San Diego
- C. — to 49 — Omaha and Madison



1975

James L. Hayes was selected as the recipient of the Taylor Key Award of the Society. He was the President of the American Management Association and enjoyed a distinguished university career as well as having made substantial and internationally recognized contributions to the management community as the President of AMA.

SAM and AMA concluded an agreement to make available on a matching basis, one free

for each paid scholarship to Operation Enterprise for our Campus Chapter members. This was a series of two week programs at Hamilton, New York where learning experiences on 'real-life' problems, decision-making and the dynamics of the private enterprises system are presented by highly qualified corporate executives who then "rap" in group sessions with the students.



1976

Regional meetings for Chapters were emphasized this year. Region #5 had a well attended and enthusiastically received Chapter Operations meeting conducted by Dr. Samuel Wilson, R.V.P. Region #7 held a workshop on Chapter management which was led by Dr.

Moustafa Abdelsamad, R.V.P. Region #7. Chapter Officers met in Des Moines for an intensive discussion on such subjects as (a) Planning and Objectives (b) Membership (c) Programs (d) Finance.



1977



Five top government officials from the Republic of Korea who were participating in the Applied International Management program at American University, Washington, met with SAM officers at Headquarters in New York for a briefing on American management concepts, current innovations, techniques and practices. This program, in which SAM has been participating for several years, has over 500 'alumni' from 50 countries.

The Council of Chapter Presidents was formed to advise and assist the President and

Board of Directors on policy, and operational and administrative matters with input from the grass roots.

This was a year of transition caused by several changes in the Executive Director's position. Don Begosh transferred to the C.M.D. Division of AMA and William Latham returned to the position on an interim basis to carry on operational responsibilities and assist in the selection of a replacement. Robert Dimit received the approval of the selection committee and assumed the position in 1978.



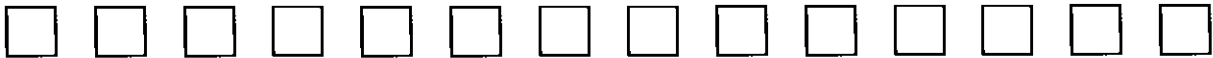
1979

The Annual Conference was in Newport Beach, California. The theme was "Management in the 1980s." Keynote speaker was Dr. Harold Koontz, Mead Johnson Professor at U.C.L.A. and Chancellor, International Academy of Management. Banquet speaker was Dr. Glenn S. Dumke, Chancellor of the California State University and Colleges. A series of workshops was led by leading authorities in management discipline as it related to the coming decade. Richard Larson, Vice Presi-

dent and Senior Economist Bank of America, was the luncheon speaker.

A charter was granted to the Chapter in Cairo, Egypt. Dr. Sayed El Hawary was the first president. It was presented to the Chapter by Dr. Moustafa Abdelsamad when he visited Cairo in June, 1980, as a member of the Westinghouse Electric Corp. Consulting Team. Chapter Awards — Outstanding Chapter Performance

Over 100 — Philadelphia and Los Angeles



1980

The Annual Conference held in Chicago dealt with "New Concepts vs. Tradition." The banquet speaker was Elmer L. Winter, founder of Manpower, Inc. and the luncheon address was by Robert Stuart, Chairman of the Board of National Can Corp. Industry leaders presented sessions on new concepts in various management fields. Edward C. Schleh, President of Schleh Associates, Inc. was presented with the Taylor Key, while Frank Flick, President of Flick-Reedy Corporation, received the Human Relations Award. The Phil Carroll Advancement of Management Award was given to Irvin Otis, Manager of Industrial Engineering, American Motors Corp.

SAM restructured its organizational offices by combining the 19 areas into five geographical regions. Each area would elect an

area director to represent the Chapters on a Regional Board. A Regional Vice President would be elected and be a member of the National Board of Directors.

News International was discontinued as a separate publication. Society news would be published in each issue of Advanced Management Journal in a four-page center spread.

Phil Carroll was elected as a member of the Hall of Fame of the American Management Associations and a plaque was unveiled at the Annual meeting of AMA in September.

Chapter Awards — Chapter Performance Evaluation Plan

- A. over 100 — Cincinnati
- B. 50 to 99 — Knoxville
- C. — to 49 — Erie

1981

Williamsburg, Virginia was the historic site for the 1981 Annual Conference. The theme was "Practical Applications of Management Principles." The Keynote session was addressed by Joseph Batten, President of Batten, Batten, Hudson & Swab. James L. Hayes, President of American Management Associations, spoke to the luncheon session on "The Manager of the Future." Session speakers presented such subjects as 1. Change 2. Career Development 3. Business Ethics 4. Economic Issues and 5. Productivity Centers.

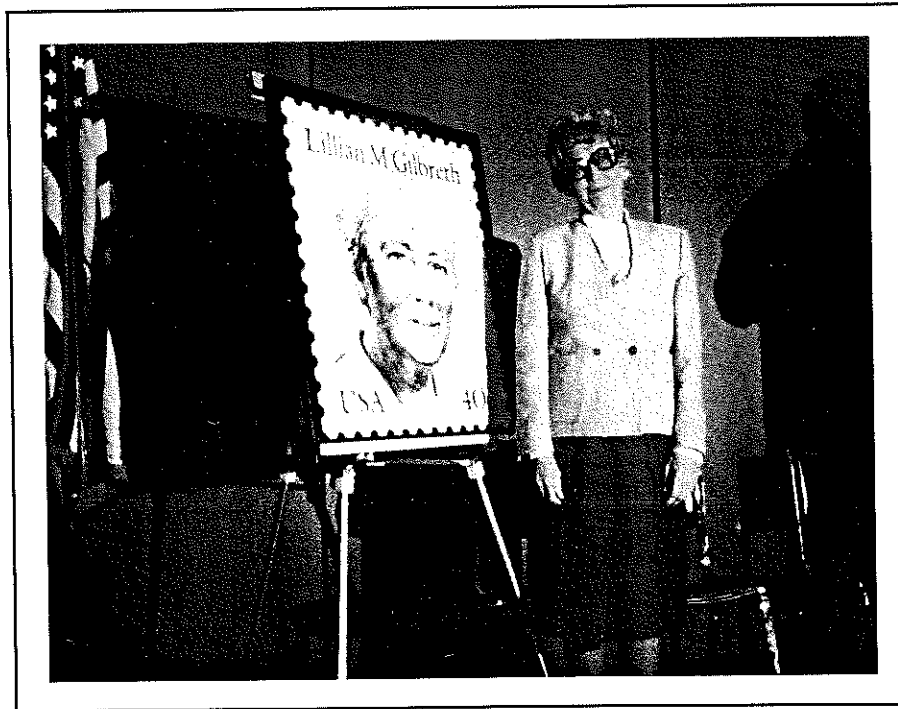
A Blue Ribbon committee was appointed to study the feasibility of SAM sponsoring a professional designation in the field of management. The members were Robert K. Mueller, Chairman of the Board, Arthur D. Little, Inc.; Donald C. Burnham, Westinghouse Electric Corporation; Professor Harold Koontz, U.C.L.A.; Professor Stanley Vance, University

of Tennessee; Richard Paget, President of Cre-sap, McCormick and Paget; Professor John F. Mee, Indiana University; Chairman Richard V. Scaccetti, American Hotel and Motel Association. SAM was represented by John S. McGuinness and William H. Latham. After a six-month study, the committee believed that Certification would soon be feasible but recommended against the Society's sponsoring a professional designation at the time. The detailed report also explained the programs and mission of SAM and recommended several specific activities that the Society might undertake to strengthen its image and viability.

John B. Joynt was elected to the AMA Wall of Fame and a plaque was unveiled at the September annual meeting.

The Society restructured its Board of Directors and mandated a two-year term for the President.

1982



The conference was in Cincinnati with the theme "Management in Action." The opening Keynote Address was given by Robert Adams, President of Xerox Printing. Luncheon speaker

was Harold Johnson, Senior Vice President Human Resources, Federated Department Stores. John W. Fisher, Chairman of the Board, Ball Corporation spoke to the Breakfast



session. Concurrent sessions presented speakers on executive stress, productivity, innovation, and Japan's challenge. James A. Skidmore, Jr., President of Science Management Corporation, received the Human Relations Award. The Gilbreth Medal was awarded to Walton M. Hancock, Professor of Industrial and Operations Engineering, University of Michigan. Allan H. Mogensen of "Work Simplification Conference" fame was the recipient of the prestigious Taylor Key.

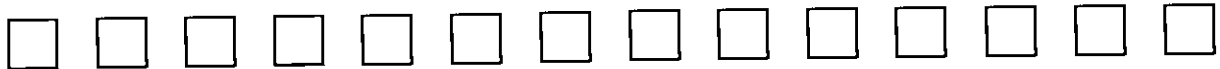
SAM joined with other professional Societies in endorsing Dr. Lillian M. Gilbreth for the issuing of a commemorative postage stamp in the Great American series.

After more than a year of discussions and negotiations between SAM and AMA on such critical subjects as the governance of SAM, fi-

nancial and budget considerations, and administrative policies and procedures, it was decided that effective May 31, 1983, the affiliation between SAM and American Management Association would be dissolved. Procedures were established to enter negotiations with AMA on an agreement to effect the dissolution of the affiliation agreement of March 1, 1972 (approved by the Board of Directors after Chapter balloting) and select a location for the establishment of a SAM's Headquarters office.

Chapter Awards — Chapter Operations Evaluation Plan

- A. over 100 — Twin Cities and Cincinnati
- B. 50 to 99 — Western Ohio and Iowa
- C. — to 49 — Dallas and Fox Valley



1983

Los Angeles hosted the Annual Conference. "The Impact of Emerging Electronic Technologies on Management Practices" was the theme. Dr. Tony Brown, Vice President of Pharmaseal Labs and SAM President was the Keynote Speaker. Banquet speaker was William B. Carter, Jr., General Manager-Sales,

A T & T Longlines. Panels and speakers addressed Productivity, Automation, Personal Computers, Teleconferencing. Dr. W. Edwards Deming was awarded the Taylor key (in absentia) which John McGuinness presented at an appropriate function. Donald B. Miller was the recipient of the Human Relations Award.

Swab; Edmund Ayoub, Chief Economist, United Steel Workers of America. The Taylor Key was awarded to Kaichiro Nishino and the Key and plaque were sent to the Japan Chapter for the formal presentation. Harry Williams received the Phil Carroll Advancement of Management Award.

The Board endorsed President Abdelsamad's appointment of four representative students from the Campus Division to attend National Board meetings and present the Campus views and recommendations. It will be a one-year term and appointments will be made at the beginning of each year to coincide with the National Officer Election term of office.

The contract with the American Management Association to edit and produce the Advanced

Management Journal for SAM was terminated. The Board approved an agreement with Moustafa Abdelsamad, by which he assumed full editorial and operational responsibilities for the *Journal* for a term of four years. A prestigious Advisory Board of management authorities was established. An Editorial Review Board of recognized management experts in the various disciplines was created to review articles submitted and provide monitored recognition for the publication. A new format was created and the magazine size was adapted for the *Journal*.

The Hall Battan Memorial Library was given to the Society and will be made available to the Chapters for programs at regular monthly meeting.



1985



Montgomery, Alabama was the host for the Annual Conference. The theme was "Man-Trends — Tough Issues through the Year 2000." Banquet Speaker was Winton M. Blount, Chairman, Blount, Inc. and former U.S. Postmaster General. Speakers included Jack W. Johnson, Vice President, Eastern Airlines; Robert P. Forrestall, President of Federal Reserve Bank of Atlanta; Dr. James E. Martin, President, Auburn University; George M. Galster, Vice President, Champion Spark Plug

Company; and June M. Collier, President, National Industries. For the first time a case competition was held with teams from the student Chapters competing and presenting their case solutions. The winning team would receive the James J. Rutherford Case Competition Award, a traveling award to be kept until won by another school. The winning team would receive individual awards. The first winner of the competition was, appropriately, Auburn University Campus Chapter.



The Golden Anniversary issue of Advanced Management Journal was published to recognize its 50 years as a management publication.

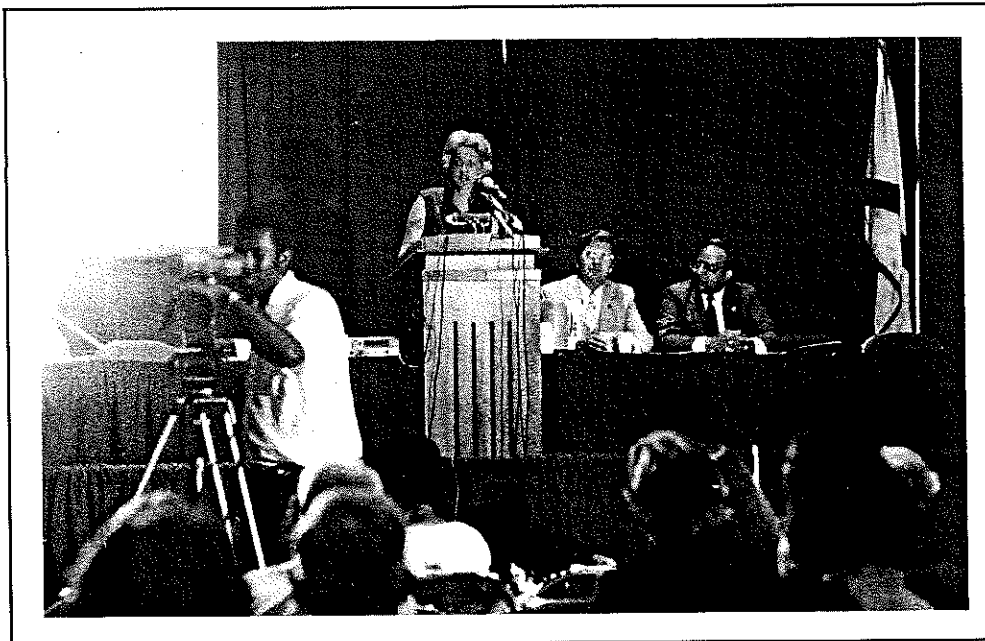
The concept of a National Service Award, as developed by William Latham, was approved and the SAM Service Award Honor Society was established by the National Board of Directors.

Chapter Awards — Chapter Performance Evaluation Plan

- A. over 100 — 1. Cincinnati
- 2. Twin Cities
- 3. Orange Coast

- B. 50 to 99 — 1. Philadelphia
- 2. Western Ohio
- 3. South Central Pennsylvania

- c. — to 49 — 1. Kansas City
- 2. Capital District
- 3. Montgomery





The Twin Cities SAM Chapter (Minneapolis) was the host for this Annual Conference with the theme, "Managing for Greatness: The Manager Takes a Global View." Subjects were

geared to the international implications for today's managers. Sunday morning the Student Chapter members attended sessions on Leadership and Preparing for Business Careers.



Opening on Monday, the conference sessions included Global Management, Trading, Strategic Choices, Training, Personal Global Aspects for Managers. Speakers included Joseph M. Ramos, Vice President, 3M Company; Sidney G. Burkett, Vice President, Cargill; Rajiv Tandon, Corporate Vice President, National Car Rental; Harlan Cleveland, Dean, University of Minnesota, Hubert H. Humphrey Institute of Public Affairs. Robert Klekamp was presented with the Phil Carroll Advancement of Management Award at the Awards Banquet. The James Rutherford Case Competition Award was won by Eckerd College.

The first class was inducted into membership in the SAM Service Award Honor Society at the Awards Banquet of the conference. Nineteen members received the Gold Pin and Certificate (over 300 points), five members were awarded the Silver Pin and Certificate (over 200 points), and six members earned the Bronze Pin and Certificate (over 100 points). President Moustafa Abdelsamad presented the awards to the Honor Society members.

SAM was invited to be a co-sponsor of "Management in America Week" which brings national recognition to the contributions of management and selects an "American Manager of the Year." The 1984 presentation was made to President Ronald Reagan, the

1985 recipient was J. W. Marriott, Jr. and the 1986 selection was Roger B. Smith of General Motors. Executive Director Joseph Bush attended a meeting in Washington of the co-sponsoring organizations and was elected to the "American Manager of the Year" selection committee.

The Board approved a proposal of Robert Knueven that a foundation be created to provide a legal authority for receiving and securing contributions to support research, student scholarships, and other programs of the Society that would qualify under tax-exemption provisions. Incorporation in the state of Ohio was received, with Thomas Greensmith, Robert Knueven, and Joseph Bush as trustees of the corporation known as the Advancement of Management Foundation.

Chapter Awards — Chapter Performance Evaluation Plan

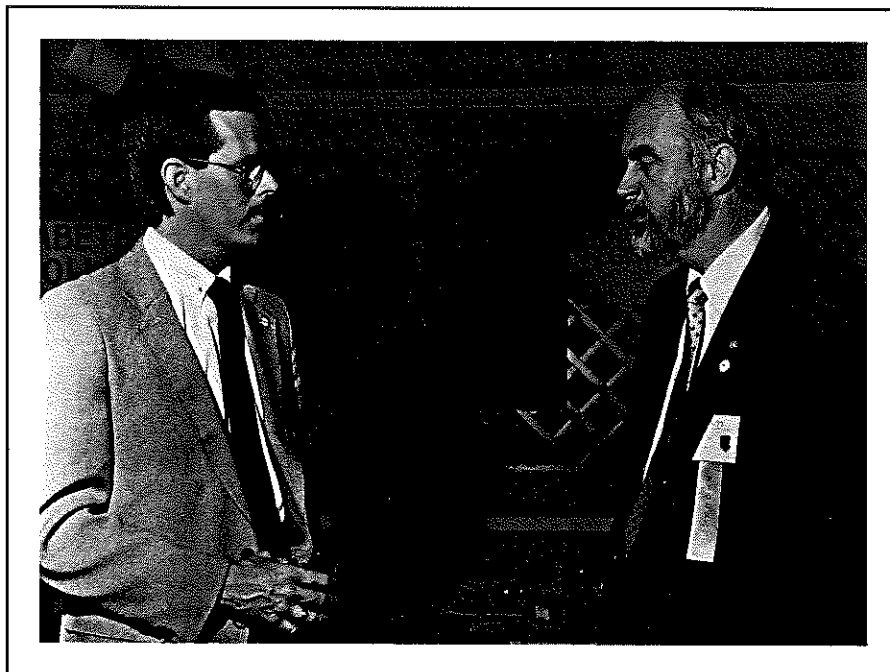
- A. over 70 —
 1. Cincinnati
 2. Philadelphia
 3. Twin Cities
- B. 30 to 69 —
 1. Richmond
 2. Montgomery
 3. Central Virginia
- C. — to 30 —
 1. Omaha
 2. Boston
 3. Washington





The Annual Conference convened in scenic Lancaster, Pennsylvania. Its unique theme "From Entrepreneurship to Intrapreneurship — Turning America's Organizations Outside-In" made for intriguing sessions on changing traditional organizations. Keynote presenters Art Fry, Division Scientist, and Robert Oliveira, Venture Director of 3M Company, described the intrapreneurial concept of their company,

and session speakers followed this concept on such subjects as Staffing Alternatives, Information Systems, Culture and Politics, Risks and Rewards, and Building an Intrapreneurial Department. Keith Martin, anchor and managing editor of the local TV station, was the Banquet Speaker. The conference was dedicated to Dr. Harold Fischer, Professor of Management at Franklin and Marshall College. From 1954 to



1970, Dr. Fischer provided the leadership and inspiration which increased the Campus Chapters from 59 when he assumed this leadership responsibility to 201 Chapters with more than 10,000 members. A plaque was presented to his wife, Mary, to honor and pay tribute to this magnificent achievement. Dr. Fischer would have been delighted that the James B. Rutherford Case Competition was a part of the conference. The team from Merrimack College won it this year with James Stewart as their faculty advisor.

The second class of the SAM Service Award Honor Society was inducted into membership at the Awards Banquet at the Lancaster Conference. Six members received the Gold Pin and Certificate (over 300 points). Three members were awarded the Silver Pin and Certificate (over 200 points) and five members were presented with the Bronze Pin and Certificate (over 100 points). President Thomas Green-smith presented the awards and congratulated the new members of the Honor Society.

A regional seminar was held in Anaheim, California, with the Los Angeles and Orange Coast Chapters as the co-sponsors. Members of the International Board of Directors attended the seminar prior to the board meeting. "Entrepreneurship and Intrapreneurship in California" was the theme which featured as speakers Dr. Richard Schlesinger, Founder of Biotech-

nic Laboratories; Warren Hancock, Founder of Hancock Laboratories and developer of the Porcine Heart Valve; Dr. Bruce Vorhauer, Founder of VLI Corporation; Roy Snelson, Founder of Orthomedics; and Pieter Halter, President and Editor of "Biomedical Business International." The luncheon speaker was Dr. John Van de Water, former Chairman of the U.S. Human Relations Board and Special Assistant to the Secretary of Labor. Dr. William Relf of California Polytechnic University and Dr. Michael Ames of California State-Fullerton presented the academic viewpoint. These case histories of the founding and growth of these companies proved to be challenging and inspiring in demonstrating that the opportunity is still there for successfully establishing your own business. Cliff Doubek and Paul Licata were Co-Chairmen for this very successful regional seminar.

Chapter Awards — Chapter Performance Evaluation Plan

- A. over 70 — 1. Lancaster
2. Philadelphia
3. Cincinnati
- B. 30 to 69 — 1. Los Angeles
2. Pittsburgh
3. Richmond
- C. — to 30 — 1. Capital District
2. Rhode Island

The Campus Division





It became very evident as the Society grew in both members and Chapters that SAM had a unique opportunity to provide a bridge and to bring together the practicing professional managers and the students in the universities and colleges. The transition from the campus to a career-related job is often difficult, with a new environment and performance requirements to be met; so the Society established a University College Campus Chapter Program to better prepare the future managers for successful careers in their chosen fields.

By the early 50s Campus Chapters had been organized on 59 campuses but the program really started moving when Professor Harold Fischer of Franklin and Marshall College was named as Vice President of the University/College Campus Chapters. By 1957, through his personal efforts, there were 109 Chapters on campus. The program had now become too demanding of time and resources to be supported by a volunteer effort, so the Board of Directors established the Campus Chapters as a division of the Society in 1957, and when in





1960 the number of Chapters had reached 161 in the United States, Canada, and Puerto Rico, Fischer was appointed President of the Campus Chapter Division with headquarters and staff operations established at Franklin and Marshall College, Lancaster, Pennsylvania.

A Chapter Operating Manual was written, a Performance Awards Plan developed, program assistance was available, regional conferences were held, a student newsletter was published, interaction with the Senior Chapters for program speakers, career counseling, plant and of-



face visitations, and joint programs were developed and implemented, and a headquarters staff was now available to meet the needs of the Campus Chapter.

At the time of the Golden Anniversary Celebration of the Society for Advancement of Management held at the New York Hilton Hotel in 1963, there were 190 Chapters and 12,200 members in the Campus Division.

When Professor Harold Fischer retired after 16 years as head of the Campus Division, he

was succeeded by Dr. Joseph Schabacker and the headquarters was moved to Arizona State University. After completion of his term, Dr. Bruce McSparrin became president and Memphis State University was the headquarters location. Following Dr. McSparrin was Dr. La Verne Cox of St. Cloud State College where the headquarters remained for several years until 1979 when the Campus Division headquarters operations were consolidated with SAM National Headquarters in New York. It is



now at the National Headquarters in Cincinnati with Connie Bush as the administrator.

The Campus Division continues to offer the student an opportunity to practice management skills and leadership by organizing, planning, directing, and controlling the activities of a Campus Chapter of SAM. SAM is dedicated to the promotion and advancement of management by bringing together the student and the practicing management executive. This is accomplished by expanding and acquiring management knowledge and skills through seminars, meetings, and conferences, by participating in challenging competition with peers in the Campus Chapter Performance Program and the Annual SAM Management Case Competition held at the Conference of SAM, and by being identified on Campus and then on the job as a member of the Society for Advancement of Management.

Dr. Lillian M. Gilbreth summed up the SAM Campus Program in this way: "We need the challenge of your questions, the inspiration of your enthusiasm, the assurance that you plan to be life-long members of SAM — willing to help, glad to be of use, ready to welcome the new student members, as you transfer 'up the line.' We look to your leadership in the years to come!"

After 25 years as an executive with three major corporations, William H. Latham became an Administrator with the Administrative Management Society. In 1966 he came to SAM as Executive Director, and since 1974 he has served as an officer and member of the Board of Directors. He was a Vice President of the American Management Associations staff. He is a Fellow and recipient of the Human Relations Award of SAM.

The International Presidents

A salute and thanks to those who not only gave to the Society the leadership of the office, but by personal dedication inspired its members to continue to pursue the mission which the founders so clearly identified — the advancement of management.

1936–1937: Ordway Tead
1937–1939: William H. Gesell
1939–1941: Myron H. Clark
1941–1942: Keith Louden
1942–1944: Percy S. Brown
1944–1946: R. R. Zimmerman
1946–1947: Harold B. Maynard
1947–1948: William L. McGrath
1948–1949: Charles C. James
1949–1951: Dillard E. Bird
1951–1952: Leon J. Dunn
1952–1953: Edward W. Jochim
1953–1954: Bruce Payne
1954–1955: George B. Estes
1955–1956: Frank F. Bradshaw
1956–1957: John B. Joynt
1957–1958: Homer E. Lunken
1958–1959: Phil Carroll
1959–1960: Dause L. Bibby

1960–1961: James E. Newsome
1961–1962: Robert B. Curry
1962–1963: Fred E. Harrel
1963–1964: Hezz Stringfield, Jr.
1964–1965: William R. Divine
1965–1966: Oliver J. Sizelove
1966–1967: Donald B. Miller
1967–1968: James L. Centner
1968–1969: David N. Wise
1969–1970: Jack E. Wiedemer
1970–1971: Carl W. Goltart
1971–1972: Owen A. Paul
1972–1973: Ernest T. Tierney
1973–1974: Warren G. Orr
1974–1975: James W. Bumbaugh
1975–1976: Hal J. Batten
1976–1977: W. H. Kirby, Jr.
1977–1978: A. T. Kindling
1978–1979: James J. Rutherford
1979–1980: John S. McGuinness
1980–1981: Clifford J. Doubek
1981–1983: Tony Brown
1983–1986: Moustafa H. Abdelsamad
1986–1987: Thomas R. Greensmith
1987–1988: S. G. Fletcher

SAM Awards Program

Effective management is the key to the growth and development of a nation and the economic level of its people. Good management is dependent on a knowledge of the principles and an ability to apply them in a complex business and social environment. Awards from SAM are intended to recognize achievement for the advancement of management.

Taylor Key Award

The Taylor Key, one of the highest awards of the Society, is given annually for outstanding contribution to the advancement of the art and science of management as conceived by Frederick W. Taylor.

The Taylor Key Award has been presented to:

Lawrence A. Appley
George W. Barnwell
Donald C. Burnham
Phil Carroll
Morris L. Cooke
Donald K. Davis
Ralph C. Davis
W. Edwards Deming
Henry S. Dennison

Hugo Diemer
M. A. Dittmer
Peter F. Drucker
H. P. Dutton
W. H. Gesell
King Hathaway
James L. Hayes
Herbert C. Hoover
Harry A. Hopf
John B. Joynt
Henry P. Kendall
Dexter S. Kimball
Asa S. Knowles
Harold Koontz
Harold B. Maynard
Robert S. McNamara
John F. Mee
Don G. Mitchell
Allan H. Mogenson
Frank Neely
Kaichiro Nishino
Nobuo Noda
Harlow S. Person
Henning W. Prentis
F. J. Roethlisberger
Edward C. Schleh

Harold F. Smiddy
Brehon B. Somervell
J. Allyn Taylor
George W. Trundle, Jr.
Lyndall F. Urwick
Robert B. Wolf

Human Relations Award

The Human Relations Award for outstanding accomplishment in human relations was instituted by the Society as an annual award in 1944 to further emphasize the prime importance of human relations in management.

The Human Relations Award has been presented to:

Lawrence A. Appley
William Blackie
Lemuel R. Boulware
Cyrus S. Ching
Sr. M. Ferdinand Clark
Donald Comer
Keith Davis
Walter Dietz
Channing Dooley
Donald E. Farr
Frank S. Flick
Henry Ford, II
Glenn L. Gardiner
Marcella Goldberg
Robert W. Johnson
William H. Latham
Alexander Leighton
Rensis Likert
Robert S. Lynch
John W. Macy
Harold C. McClellan
Charles P. McCormick
Donald B. Miller
James E. Patrick
J. C. Penney
C. W. Punton
Reuben S. Robertson, Sr.
Saul Silverstein
James Skidmore
Clarence A. Wimpfheimer
Elmer L. Winter
David N. Wise
William Witte

Gilbreth Medal

The Gilbreth Medal is an annual award of the Society in honor of the work of Frank B. and Lillian M. Gilbreth. The award is made for noteworthy achievement in the field of Motion, Skill and Fatigue Study. This award was established in 1931 and first given to Lillian M. Gilbreth.

SPRING 1988

The Gilbreth Medal has been presented to:

John A. Aldridge
Gerald B. Bailey
Ralph M. Barnes
Daniel M. Braum
Lucien A. Brouha
Phil Carroll
Don F. Copell
Harold G. Dunlap
Harold Engstrom
Glenn L. Gardiner
Lillian M. Gilbreth
Herbert F. Goodwin
Walton M. Hancock
Herbert C. Hoover
Robert T. Livingston
J. Keith Loudon
Harold B. Maynard
Allan H. Mogenson
Leo M. Moore
William R. Mullee
Marvin E. Mundel
Richard Muther
Gerald Nadler
Richard M. Paget
James S. Perkins
David B. Porter
Ralph Presgrave
Joseph H. Quick
Joseph W. Roe
Erwin H. Schell
John L. Schwab
Anne G. Shaw
Oliver J. Sizelove
Arthur Spinanger
Gustave J. Stegemerten
Craig L. Taylor
Ordway Tead
Erwin R. Tichauer
Henry Viscardi, Jr.
Lee Whitson

Materials Handling Award

The general objectives of this award are greater understanding, appreciation and application contributions to the Materials Handling field by management educators, management practitioners, and the general public.

This award has been presented to:

James K. Allred
James M. Apple
James R. Bright
Oswald S. Carliss
Herbert H. Hall
Delmar S. Harder
John T. Hayford

W. A. Meddick
Bruno A. Moski
Richard Muther
Burt F. Taynes
Charles Schroder
R. Clem Sollenberger
Arthur Spinanger
W. X. Stanhous
R. Frank Weber

Phil Carroll Advancement Of Management Award

The Phil Carroll Advancement of Management Award gives national recognition to outstanding contributions to management in specific fields and thus brings them to the attention of others.

This award has been presented to:

W. Colebrook Cooling
Harvey Gittler
Robert D. Gray
John Mihalasky
Bruno Moski
Irvin Otis
Lee Risner
Harry Williams
Lewis R. Zeyher
Robert Klekamp

Industrial Incentives Award

This award has been presented to:

John W. Nickerson
Ralph W. Barnes
Phil Carroll
Eugene J. Benge
Arthur A. Rath

Recipients Of The SAM Service Award Honor Society

This award is designed to recognize service of SAM members to the Society. It identifies, on a uniform point basis, the contributions made by the member at the Chapter and National levels to the SAM programs and activities. The award is given in recognition of the individual performance of the member and provides a way for honoring each member who has had significant impact on SAM, thus advancing the Society and the practice of management.

The 1986 Inductees

Gold — 300 Points

Moustafa H. Abdelsamad — Richmond
Frances Marie Bloom — Philadelphia
Tony Brown — Orange Coast
Don Callahan — Orange Coast
Vincent Di Paolo — Philadelphia
Cliff Doubek — Orange Coast

John Fleishans — Orange Coast
S. G. (Bud) Fletcher — Lancaster (S.E. Pennsylvania)
Thomas R. Greensmith — Cincinnati
Albert C. Hake — Lancaster (S.E. Pennsylvania)
Bruce Hayden — Omaha
Allin M. Jackson — Western Ohio
Robert Knueven — Cincinnati
J. Edward Krantz — Philadelphia
William H. Latham — Philadelphia
Richard Muther — Kansas City
Richard Scacchetti — New York
Don Standriff — Cincinnati
Harold S. Zander — Lancaster (S.E. Pennsylvania)

Silver — 200 Points

Gary L. Allen — Western Ohio
Donald L. Aurand — Lancaster (S.E. Pennsylvania)
Paul Leighton — Omaha
James W. Nelson — Omaha
Rosmarie Skinner — Twin Cities

Bronze — 100 Points

Ann Askren — Cincinnati
Ralph S. Foster — Montgomery
William Hebel — San Francisco
Milton Kuhn — Philadelphia
Paul Licata — Orange Coast
David Smith — Philadelphia

The 1987 Inductees:

Gold — 300 Points

David Lingo — Twin Cities
Sam Wilson — Philadelphia
Floyd E. Justice, Jr. — Philadelphia
Carl A. Beck — Philadelphia
David Wise — Pittsburgh
Alex Kindling — Pittsburgh

Silver — 200 Points

James Seufert — Twin Cities
Crompton Farrell — Twin Cities
Milton Kuhn — Philadelphia

Bronze — 100 Points

James Krause — Twin Cities
Richard DeBlieck — Twin Cities
Milton Vachunek — Member at Large
Lawrence Lippert — Cincinnati
Frank Berdan, Jr. — Philadelphia

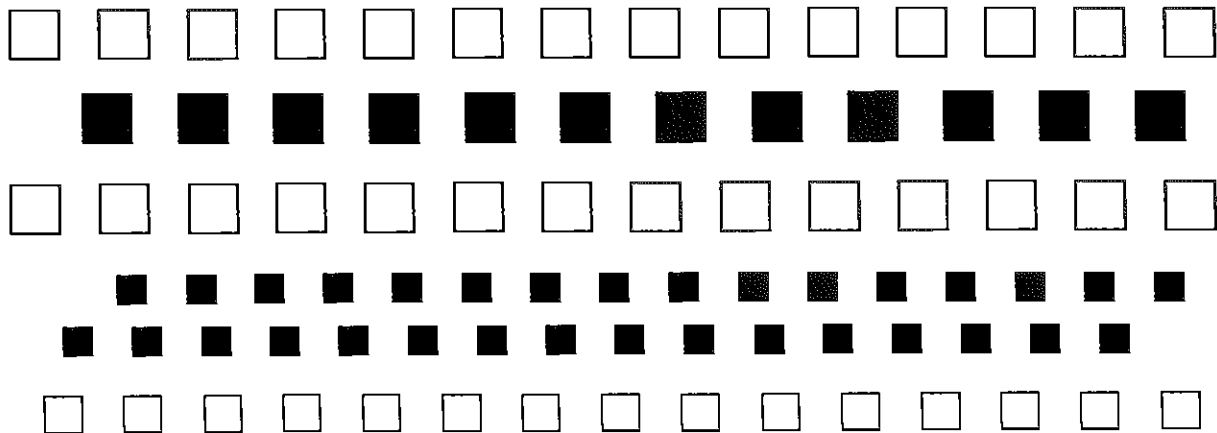
Management Excellence Award

This award has been presented to:

Moustafa H. Abdelsamad
Salley-Anne Carlisle
James D. Cargill
Paul Keddy

A Forgotten Legacy*

By Thomas L. Wheelen, *Professor of Strategic Management, University of South Florida*



A major but forgotten legacy which Frederick W. Taylor made to business education was his significant impact on the development of the early curricula and underlying educational philosophies of the two oldest graduate schools of business. The Amos Tuck School of Business Administration at Dartmouth College, and The Harvard Graduate School of Business, and hence, to professional business education in general.

Taylor is primarily remembered for his significant contributions to "Scientific Management" and as the "Father of Scientific Management." The "Taylor System" or "Scientific Management" was adopted as the underlying philosophy behind the initial curriculum of the Harvard Graduate School of Business. Dean Gay declared after an extensive study of Taylor's philosophy, that this "graduate school was to consider the Taylor System the final word in management; this system should be made the prominent feature of the first year course, and everything taught in the school should lead up to it." The decision ties directly into Dean Gay's concept that the Harvard Business School would provide "instruction in the 'central activities' of business," which Gay defined as "the manufacturing and selling of goods at a profit, decently."

Frederick W. Taylor was of the opinion that his system could be taught only in the shop, and was directly opposed to the teaching of "Scientific Management" in a college. Dean Gay's faith in the method and his declaration

to Taylor, "I am going right ahead to teach your system with or without any help from you," were nevertheless sufficient to persuade Mr. Taylor to participate in the first program at the Harvard Business School as a guest lecturer.

The initial program offered by the Amos Tuck School in 1900 would today be classified as a master's degree in liberal arts with a major in business. On the other hand, the Harvard Business School from its inception in 1908 chose to be a fully integrated professional graduate school of business, as can be seen by its goals as stated in the official Register:

The School aims to give thorough and scientific instruction in the fundamental principles of business organization and administration, and to present such a range of elective courses that each student may receive the special preparation which is suitable to the requirements of the business career he purposes to enter. A broad foundation may thus be laid for intelligently directed activity in commerce or manufacturing, or in those specialized branches of modern business which now particularly call for professional training, such as accounting and auditing, railroading, banking, and insurance. The School also offers courses which, together with those in other departments of the University give ample equipment for the examinations now required for admission to such branches of the government service as the consular and insular services.

However, in the academic year 1910-1911, an almost completely revised curriculum was offered by the Tuck School. The curriculum

*Reprinted from *SAM Advanced Management Journal*, January 1973, pp 60-61.

had shifted dramatically from its orientation toward the liberal arts to a professional core of business subjects. The chief reason for this change probably could be traced to the fact that, like Dean Gay, Dr. Harlow S. Person, Director of the School, made "Scientific Management the basic element of its instruction in management. . ." "We found," he said "that the Taylor System was coherent and logical, and therefore was teachable."

Many courses are still offered at the graduate and undergraduate level which can trace their origins to the exponents of Scientific Management (Gantt, Gilbreth and Emerson) in the early decades of this century. This list includes such courses as industrial management, production management, motion and time study, manufacturing engineering and manufacturing management. These courses are not restricted solely to the business schools but are offered by many engineering schools. Certain academic degrees also, can trace their origins to the ideas of these leaders such as Industrial Engineering and Industrial Management. This list even includes a Master of Science in Industrial Health, which combines a background in industrial engineering with an advance degree in Public Health.

There is no text book in the field of organizational theory, administrative theory, production management or personnel management that does not embody in entirety the concepts and principles of Taylor's definition of Scientific Management —

"It is no single element, but rather this whole combination, that constitutes scientific management, which may be summarized as:

Science, not a rule of thumb.

Harmony, not discord.

Cooperation, not individualism.

Maximum output, in place of restricted output.

The development of each man to his greatest efficiency and prosperity.

The fifth above cited principle is one of the major underlying themes of all personnel man-

agement and human relation text books.

Ralph C. Davis, in his book, *Industrial Organization and Management*, summarizes Taylor's principles as:

1. Effective management requires the accurate measurement of the forces, factors, and effects in a business situation. Therefore an accurate body of facts relating to them should be developed, by experimental research when necessary.

2. From these facts, laws of managerial and operative performance should be derived, establishing the correct relationships between these factors, forces, and effects.

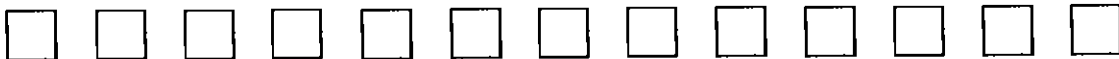
3. Standards should be developed in order that there may be criteria of proper conditions and relations in a given situation. They are necessary for the work of planning, organizing, and controlling activities. These standards must be maintained if they are to have continuing effectiveness.

4. Maximum economy and effectiveness require that these conditions and relationship be preplanned. Taylor's definite separation of the function of managerial planning from operative performance is regarded as one of his great contributions.

5. Definite procedures, specifying the correct methods for managerial and operative performance, should be developed.

So the sphere of influence has been great, and is still entrenched in our business curricula of today. The underlying theme of "Scientific Management" was to view and to approach business problems in a scientific manner and this philosophy can be seen in the basic goals of all business education today. Thus, the impact of Taylor's legacy continues to be felt and propounded throughout the business community.

Dr. Wheelen is associate editor of the SAM Advanced Management Journal and is the author of numerous articles, cases and papers.



The following article, which is reproduced with permission from *The Rotarian*, December 1984, is printed in this issue for your benefit. The SAM International Office, some of our officers, and our Japanese chapter provided information to help *The Rotarian* prepare this article about Frederick Taylor. We hope you will enjoy reading about SAM's founder and the father of scientific management. We are grateful to *The Rotarian* and Robert Hagen for the opportunity to share this information with you.



by Robert P. Hagen

To some of his friends, Frederick Taylor was a man obsessed with measurements, calculations, and data forms. Even the mundane act of shoveling coal or lifting pig-iron represented an exciting opportunity for research and analysis. Taylor would stand for hours in the Bethlehem Steel Plant, attired in a suit-coat, timing a worker's every move with a stopwatch while recording shovel size, hand-positions, and lifting techniques. No detail escaped his notice as he explored every possibility for improving the efficiency and production of shop operations.

Taylor's elaborate experiments, started in the 1880's, transformed machine shops and steel mills into laboratories of his own making. In the steel yards and factories of Pennsylvania, U.S.A., he forged the revolutionary principles of "scientific management."

Before Taylor, business management did not exist as a concept that could be defined or taught. Few employers understood the factors that determined their company's success or failure. At the turn of the century, the belief was that good managers were acquired by luck-of-the-

One of the first U.S. assembly lines at the Ford Motor plant in 1913. Taylor's system of scientific management more than doubled the output of assembly-line workers.

draw—not through education or training programs.

In his search for improved productivity, Taylor challenged nearly every industrial practice with the constant question, "Is there a better way?" He was one of the first to apply the scientific tools of experimentation and measurement to the management of people.

In 1903, Taylor wrote in his paper "Shop Management": "Management will be studied as an art and will rest upon well-recognized, clearly defined, and fixed principles instead of depending upon more or less hazy ideas received from limited observation. . . ."

His methods were simple, but required hours of meticulous observation. He used a stopwatch to study and record, step by step, the motions of each workman in performing a particular job. He identified and eliminated those steps that were inefficient or slow. From this detailed analysis, Taylor then proposed the best way to perform each function. One of his most thorough studies, "On the Art of Cutting Metals," lasted 26 years

PHOTO COURTESY OF THE NATIONAL MUSEUM OF AMERICAN HISTORY



In the steel mills of Pennsylvania, U.S.A., Frederick Taylor helped forge the principles of scientific management.

and consisted of nearly 50,000 experiments.

He also tested equipment, studied the flow of materials, and organized the workplace into departments. He advocated an incentive pay system based on productivity to reward workers for their extra effort and ingenuity. His methods, when applied properly, doubled output and resulted in a significant increase in wages.

"Taylor's purpose was not just to improve production, but also to make the job easier for the individual," states William Latham, a management consultant and secretary of the Society for Advancement of Management. "He was very sensitive to the worker's needs."

Taylor maintained that his system enabled workers to "live about as well as kings did 250 years ago." He credited scientific management with raising the standard of living, streamlining the production process, and contributing to world progress. He stated at the first Conference on Scientific Management, held in 1911 at Dartmouth College: "The increase of output merely means bringing more wealth into this world. The im-

mense increase in the productivity of man marks the difference between civilized and uncivilized countries."

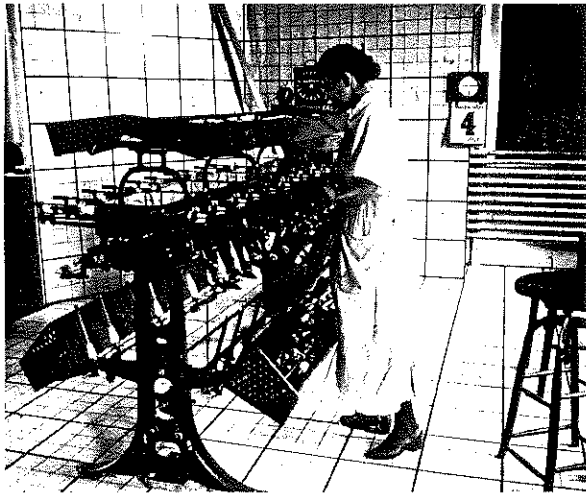
A mental revolution

Taylor was troubled by the growing number of disputes between management and labor over the division of profits. Neither side seemed to know—or agree—on what constituted a "fair day's work" for a "fair day's pay." Taylor tried to resolve this centuries-old conflict by devising "standard times" based upon scientific measurement.

He believed that his system offered employees much more than higher wages. Since increased production depended on the teamwork between management and labor, a new sense of cooperation developed between the two groups. Taylor referred to this enlightened attitude as a "mental revolution" that promoted harmony in the workplace.

"Taylor gave us an objective means for measuring performance that was not based on guesswork or the old rule-of-thumb management," observes Louis Robinson, Jr., manager of industrial programs at Ben Franklin Technology Center at Lehigh University in Pennsylva-

PHOTO COURTESY OF AMERICAN IRON AND STEEL INSTITUTE



A worker's every movement is analyzed while operating a bobbin-winding machine in simulated work settings. Taylor's detailed studies helped establish production standards that revolutionized management practices.

nia. "He gave us a basis for managing that is fair."

Taylor contended that both higher wages *and* higher profits were possible under scientific management. But as is true of many reformers, Taylor and his ideas became the target of controversy. In striving to unite managers and labor, he only succeeded in alienating members of both groups.

Taylor's preoccupation with science provoked criticism that he neglected the human side of management. Many alleged that scientific management was just another ploy to exploit workers while increasing production. Union leaders perceived the new system as a threat to their power. They accused Taylor of dehumanizing workers with studies that rated men like machines.

On the other side, many managers viewed the Taylor system as an administrative burden that was too theoretical and impractical. In addition, unscrupulous managers were abusing the system for their own gain.

Taylor, caught in the crossfire, passionately defended his principles before a special congressional committee investigating allegations of management abuse. Tragically, his attempts to improve conditions led to misunderstandings of his theories that still exist today. He devoted the final years of his life to clarifying his principles and stressing the importance of management's responsibility to society.

Modern applications

Many of the methods characterized as "modern" can be traced to theories originated a century ago by Taylor. The concepts have been modified and refined over time,

but they established the foundation for today's industrial giants.

Taylor's concepts provided the basis for today's use of incentive pay, uniform procedures, machine standardization, work standards, and performance appraisals. His organization of the workplace inspired the present-day human-resources department, planning department, and purchasing department. Most important, Taylor instilled a sense of commitment to standards.

"The theories of Frederick Taylor are still being followed by most industries today," states Bill Watson, a manager of personnel development at Caterpillar Tractor Company in Peoria, Illinois. "I still quote him when training new managers."

Caterpillar Tractor converted to scientific management in 1919, following World War I. The system standardized the company's work operations, decreased costs, and improved management-worker relations.

Yet even after a hundred years, Taylor's theories are still the subject of controversy. "Scientific management is often attacked these days (though mostly by people who have not read Taylor)," writes Peter Drucker, a renowned management expert. "But it was his insistence on studying work that underlies the affluence of today's developed countries. . . ."

Tony Green, president of Local Union 974 of the United Auto Workers in East Peoria, Illinois, explains that it is the application of Taylor's theories—rather than the concepts themselves—that creates disputes. He explains that some workers resent time-studies as an invasion of privacy. "There is something unsettling about having someone watching over you with a clipboard and stopwatch, timing your every move."

Green points out that such studies can also be inaccurate and misleading. Some employees, apprehensive about being timed, may work at a much faster pace than usual. This may result in a higher standard time that is difficult for other workers to match. Another problem is that time-studies often fail to take into account mechanical problems that interfere with an employee's performance.

However, Green believes that most principles of scientific management—if applied as they were intended—still serve the interests of the employee.

"I have no problems with establishing times and setting standards, as long as they are fair," says Green, who worked 13 years in several positions at Caterpillar Tractor Company. "If the times are fair, they will serve to protect the workers against standards that are set arbitrarily."

James Huber, manager of management development at Caterpillar, says that the company is placing a stronger emphasis on employee relations. The manage-

PHOTO COURTESY OF THE NATIONAL MUSEUM OF AMERICAN HISTORY

ment is encouraging employee participation, networking, and quality circles.

"We have modernized, mechanized, and segregated work almost to an extreme. It is now time to concentrate on the other important concern of Taylor—the worker's well-being."

Managing abroad

Taylor's principles, exported abroad in the early 1900's, have influenced the development of almost every industrialized nation. His writings have been translated into Japanese and eight European editions.

In 1918, Lenin wrote in *Pravda*: "We should immediately introduce piecework and try it out in practice. We should try out every scientific and progressive suggestion of the Taylor system."

The Japanese have effectively incorporated various elements of scientific management to increase their industrial output.

"Scientific management has revolutionized the Japanese management and industrial system," states Dr. Naomi Yamaki, a consultant for Mitsubishi Space Software Company in Tokyo. "We used to make products that the world thought were cheap but bad. Now they consider our products cheap but good."

Labor unions in Japan wholeheartedly endorse the Taylor system. "Unions welcome the growth in productivity and quality—it benefits us all," explains Dr. Yamaki.

The Japanese also have taken steps to bolster worker relations. "In keeping with Taylor's views, we are trying to address the human side of management. Taylor had a very deep concern for the worker's welfare."

Mitsubishi Space Software Company has organized quality circles, encouraged employee involvement, and provided extra benefits. Dr. Yamaki, who retired as the company's president in 1983, is currently president of the Japan chapter of the Society for Advancement of Management (S.A.M.).

S.A.M. was established in 1912 to promote Taylor's principles of scientific management and ethical business practices. Today, the organization has chapters in five countries.

The full evolution of Taylor's theories will be achieved once companies successfully integrate the human side of management with efficient production. Although Taylor is best remembered for bringing science to management, his most important legacy for modern managers may be his constant query: "Is there a better way?"

• Robert Hagen is a management consultant and freelance writer in Washington, D.C., with over 20 years' experience as a manager in both industry and government.

Frederick Taylor: Pioneer of Modern Management

Frederick Taylor, born in 1856, rose from machine shop laborer to become chief engineer at the Midvale Steel mill in Pennsylvania. His dedication and proficiency in engineering propelled him to success as both an inventor and industrial manager.

At the age of 25, Taylor won the National Doubles Championship in tennis—the same year he introduced time-study at the Midvale plant. Studying at night, he earned a degree in mechanical engineering from Stevens Institute of Technology in 1883.

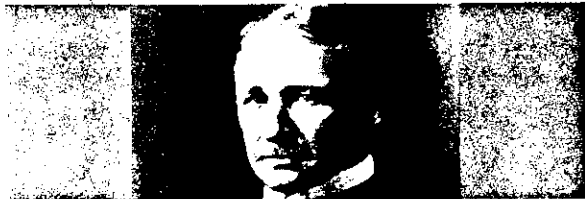
With more than 40 patents to his credit, Taylor might have enjoyed a brilliant career as a full-time inventor. However, his sense of social obligation led him to crusade for scientific management. Taylor believed that the new system would benefit both the workers and management with higher wages and greater profits.

Taylor gave up his job at Midvale so that he could devote himself to scientific management on a full-time basis. He served as a consultant for William Deering and Co., Northern Electrical Manufacturing Co., Lorain Steel Co., and Simonds Rolling Machine Co. From 1898 to 1901, Taylor became the exclusive consultant to the Bethlehem Steel Company in Pennsylvania, where he helped develop high-speed steel.

In 1906, Taylor was elected president of the American Society of Mechanical Engineers. He received the Elliott Cresson Medal for his research on high-speed cutting tools, and an award from the Exposition Internationale Universelle in Paris.

Taylor published several important articles in society publications, including "A Piece-rate System" (1895), "Shop Management" (1903), and "On the Art of Cutting Metals" (1906). His book, "The Principles of Scientific Management," was published commercially in 1911.

Taylor continued his personal crusade for scientific management and fair business practices until his death from pneumonia in 1915. In spite of his fame, he never lost sight of his original inspiration—the worker in the steel mills of Pennsylvania.



Frederick Taylor, who started as a machine shop laborer, never lost sight of his original goals—to improve production and the plight of the individual worker.

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