

11. Keer op keer is dit benadruk dat die doelwit van alle hulp aan die Bantoe moet wees om hom te help om homself te leer help. Ook moet sy ontwikkeling wees van die grond af opwaarts. Daar is verwys na ander Afrikastate waar oorspronklik die vernaamste aspirasie was om prestigeprojekte te bou en om groot kapitaal-intensiewe industrieë te begin. As gevolg hiervan het die gemiddelde lewensstandaard selfs gedaal, want daar was geen infrastruktuur of voldoende skoling om hierdie onderstebo superstruktuur te stut nie.
12. Tradisionele wetlike en ander hindernisse in die pad van swart ekonomiese vooruitgang in Suid-Afrika word al hoe meer verwyder en die tyd is tans ryp vir die Bantoes om self inisiatief aan die dag te lê om hul eie ekonomiese omstandighede te verbeter. Die Bantoe sal vir 'n aansienlike tyd nog die hulp van die blanke benodig om die gebiede van entrepreneurskap, tegnologie, bestuur en administrasie. Maar daar is nie meer 'n geldige verskoning vir ekonomiese traagheid onder die Bantoe nie – soos baie suksesvolle Bantoe-entrepreneurs reeds bewys het.
13. Dit is genoem dat daar nog 'n mate van aarseling bestaan aan die kant van beleggers (plaaslik sowel as oorsee) om in die tuislande te belê omdat daar nog eintlik geen oorweldigende bewys is dat daar 'n voldoende aantal Bantoes is wat in staat is om die vaardighede en dryfkrag te voorsien wat 'n voorwaarde vir ekonomiese sukses is. Dit berus tans by die Bantoe self om hierdie bewyse te lewer aangesien die geleenthede nou bestaan.
14. Daar is nog 'n addisionele aspek waar ons Suid-Afrikaanse Bantoe en hul leiers vertroue moet inboesem, nie alleen van plaaslike en oorsese beleggers nie, maar van alle rasse in Suid-Afrika: blankes, kleurlinge en Indiërs. Dit is in verband met die dringende noodsaaklikheid vir hulle om voort te gaan om deur beide woord en daad te toon dat hulle oor die rypheid, wysheid en selfbeheersing beskik wat so tragies kortkom in baie Afrikastate waar onafhanklikheid bloedvergieting, wetloosheid, armoede en korrupsie beteken het. Geen belegger sal vrywilliglik belê nie as hy verwag dat sy eiendom "genasionaliseer" gaan word, of nie-winsgewend sal wees as gevolg van wanadministrasie, korrupsie of geweldpleging.
15. Ten slotte nog 'n opmerking van een van die deelnemers aan die seminar, die Algemene Uitvoerbestuurder van 'n belangrike Suid-Afrikaanse sakeonderneming met suksesvolle uitvoermarkte deur die wêreld: "Waar jy ookal deesdae reis ontmoet jy mede-Suid-Afrikanners. Hulle is omtrent altyd goed in hul werk en omtrent altyd blink hulle uit. Hulle is besig om vinnig 'n uitmuntende internasionale reputasie op te bou vir bekwaamheid, betroubaarheid en vindingrykheid. Dus, mede-Suid-Afrikanners, het hy gesê: "We can walk with confidence and we can walk 'tall'."

KEEPING INFORMED/WEES INGELIG

STRATEGIESE BEPLANNING

Twee belangrike maar onderling verbandhoudende dimensies wat oorweeg moet word in die langtermyn-strategiese beplanning in gediversifiseerde korporasies, word verduidelik deur prof. Richard Vancil van Harvard se Sakeskool en prof. Peter Lorange van MIT se Sloan School of Management. Dié stap-vir-stap analise verskyn in die *Harvard Business Review* van Jan./Feb. 1975.

Een dimensie is vertikaal en werk deur die organisasievlakke: hoofkantoor, die divisies en hulle funksionele departemente. Die ander dimensie is chronologies; soos wat die proses van vlak tot vlak beweeg, beweeg dit ook deur drie siklusse: die vasstelling van korporatiewe doelwitte op die topvlak, die vasstelling van konsonante operatiewe doelwitte in die divisies, en die bepaling van die vereiste optrede of aksieprogramme in die funksionele departemente.

"There is little doubt," sê professore Vancil and Lorange, "that formalizing the planning process is worthwhile; it ensures that managers at all levels will devote some time to strategic thinking, and it guarantees each of them an audience for his ideas.

While formal strategic planning cannot guarantee good ideas, it can increase the odds sufficiently to yield a handsome payoff."

Personnel. Companies need to deal with new social and individual values in the workplace, and they need to increase productivity. To help do this job, personnel departments have to be more active, progressive and worthy of respect, says Fred K. Foulkes in "The Expanding Role of the Personnel Function," *Harvard Business Review*, Mar/Apr 1975.

In many companies, the responsibilities of personnel departments have been confined to relatively insignificant activities. Personnel staffs have rarely been consulted on matters of corporate policy and strategy. Their opinions have not been valued when offered. Now, however, when almost daily new laws, advocacy groups, and social pressures call for change, Professor Foulkes argues that companies need a personnel department that not only will respond to these calls before they turn into court cases, but also will help line managers increase productivity and satisfaction in work.

Six areas are described in which personnel staffs ought to consider developing or refining expertise if companies are to meet contemporary demands and problems in the workplace. Those areas are: attitude surveys or other upward communication techniques; changing patterns of the workday and work life; job design; career planning and development; pay and benefits; supplemental uses of the workplace.

This list should not be regarded either as exhaustive or as a checklist, Professor Foulkes warns in commenting on each of the six areas. Rather, it should be taken as a point of departure, including ideas that make sense for some companies in certain circumstances.

Professor Foulkes argues, however, that the really important issue is the role of personnel within the company and that this role needs to be reconceptualized in many organizations. "Pressures on top management from within the organization as well as from without are forcing it to reconsider not only the nature of the service personnel departments ought to be providing, but also the role of personnel in the organization," Professor Foulkes says.

DIE EIENSKAPPE VAN DIE HOOFBESTUURDER

Lank reeds bestaan die konvensionele opvatting by studente dat sakeondernemings, wanneer hulle nuwe werknemers werf, mense soek met tegniese opleiding wat dan bereid is om verdere opleiding te ondergaan, wat graag gladweg inpas by sy portuurs en hulleself toewy aan hulle span. Hierdie "wysheid" word ongeldig bevind in 'n studie, *Key to the Executive Head*, deur Otto Lerbinger en Nathaniel Sperber (Addison-Wesley Publishing Co., Reading, Mass. 01867, 1975).

Ten einde die geldigheid te toets van die algemene opvatting oor waarna organisasies in mense kyk wat hulle as geskikte kandidate vir aanstelling as hoofuitvoerende amptenaar, het die skrywers lang vraelyste gestuur aan al die direkteure (openbare betrekkinge) van *Fortune* se 1 000 grootste organisasies. Hulle het ook vraelyste aan vooraanstaande konsultante in openbare betrekkinge gestuur. Hierdie vraelyste het gevra wat die respondente dink is die belangrikste kenmerke van uitvoerende amptenare.

Die vyf kenmerke wat die meeste aangewys is, was integriteit, aanvaarding van verantwoordelikheid, prestasie, oriëntasie en betroubaarheid. Eienskappe soos 'n vermoë om met portuurs gemaklik om te gaan, inpas by bogeskiktes en maklik oor die weg kom met ondergeskiktes, het heelwat laer op die lys verskyn. Om die waarheid te sê, die antwoorde wat die respondente gegee het, het aangetoon dat die uitstaande kenmerk van die hedendaagse hoofbestuurder is juis sy ongeduldigheid. Hulle word gesien as synde geheimsinnig, onemosioneel en onpersoonlik. Volgens die outeurs wat al opgetree het as adviseurs vir maatskappye in uiteenlopende gebiede soos versekering, lugvaart, skeepvaart, ontspanning en sporttoerusting, voedsel en uitgewery, het 'n betekenisvolle verandering ingetree as gevolg van 'n reoriëntasie ten opsigte van die verantwoordelikhede van die hoof- uitvoerende amptenaar.

Accounting and Inflation. The accounting methods used in the United States at this time do not deal with changes in the standard unit of measurement — the dollar — according to Frank T. Weston, Visiting Professor at the School, whose field of special interest is control. His views are presented in "Adjust Your Accounting for Inflation" in the *Harvard Business Review*, Jan/Feb 1975. It deals with such questions as: When inflation makes historical costs out of date, how can a company evaluate the utility of its long-term assets or give its investors accurate information on the current costs of its resources and obligations? And how can a company determine its real profits when the data it uses are not adjusted for an inflated economy?

Professor Weston describes two modifications of present accounting methods to help corporations account for inflation: (1) general price-level adjusted statements, which present historical costs in terms of current purchasing power; and (2) current-value statements, which show significant up-to-date value changes as supplemental data in historical cost or price-adjusted statements.

VASTE EIENDOM

'n Kritiese strategiese evaluasie van die beskikbare geleenthede kan die leek sowel as die deskundige vrywaar van potensiële gevare, sê Peter C.M.S. Braun in "Avoiding Pitfalls in Real Estate", *Harvard Business Review*, Jan/Feb 1975. Hy omlyn drie stappe wat bestuurders behoort te doen alvorens hulle langtermynverpligtinge aangaan: (1) bepaal presies u finansiële doelwitte; (2) gebaseer op hierdie doelwitte, ontwikkel u spesifieke besigheidstrategie en kies dan slegs daardie vaste eiendomsontwikkelingsprojekte wat daarmee ooreenstem; (3) alvorens u 'n belangrike beleggingsbesluit neem, stel vas hoe om u personeel en projekte te bestuur en te beheer.

Organizations. Jay W. Lorsch, Professor of Organizational Behavior at the School, is co-author of *Organizations and Their Members: A Contingency Approach* (Harper & Row Publishers Inc., 10 East 53rd Street, New York NY 10022; 1974; \$10.95). The other co-author is John J. Morse, Associate Professor in the Graduate School of Management, University of California, Los Angeles.

Since the 1960s, a major new direction in organization theory has been taken. Sometimes called a "contingency theory", it has (1) focused on understanding the factors by which some organizations produce more effective results than others, and (2) argued that there is no single best way to organize. Rather, the key to effectiveness is said to be found in matching internal characteristics to the work the organisation has to do. The major purpose of this study is to explore how the personal characteristics of organization members can be brought into the contingency theory of organizations. Further, the authors state the practical implications of their study for managers concerned with the motivation of their subordinates.

The authors conclude that the fit between an individual's predispositions and a unit's external and

internal environments is related to both unit performance and the individual's feelings of competence through a complex set of relationships. "If the findings of this study stand the test of time and criticism," they say, "we may no longer need to be as concerned with the... trade-off between organizational performance and rewards for the individual. An important fulfilment... can come from a job mastered successfully. This, in turn, means the organization will be more likely to achieve its goals."

Diversification. Large single-industry corporations can profit greatly from diversification via acquisitions or "unbundling", according to Theodore Levitt, Professor of Business Administration in the HBS Faculty. In a recent article, "Dinosaurs Among the Bears and Bulls" (*Harvard Business Review*, Jan/Feb 1975), he argues that, regardless of whether the stock market is doing poorly or well, conditions are always right for the giant single-industry company (the "dinosaur") to build a better-balanced and safer asset base through diversification into related businesses.

In making a case for acquisitions now he tackles head-on the conventional wisdom of corporate concentration in a single industrial sector and disputes the old axiom that acquisitions are best made in good times. For a generation, Mr Levitt points out, the P/E ratios of what he calls "dominant vertical" companies have been below the *Standard & Poor's 425* average, while those of "related diversified" have been above that average.

From an examination of companies in these two industrial categories, he says the stockholders of the related diversifieds have gotten higher values, in part because the diversity of industrial operations bred better all-around managements in the companies, which in turn performed better.

The issue, Mr. Levitt suggests, is not whether to remain a one-dimensional company concentrating totally and narrowly in a particular area, or to become a conglomerate with more businesses, markets, and technologies than the chief executive officer can reasonably understand. The point is to build toward a more secure future by diversifying sensibly into sound related activities with allied technologies, comprehensible markets, and comfortable manageability.

The mark of good management, Mr. Levitt asserts, is not simply how well the management runs a company, but also how well it changes it. A program of sensible acquisitions, sometimes financed by revenues from unbundling (that is, selling off presently vertically integrated parts of a large corporation) may make a lot of sense.

The fact that acquisitions may well attract the attention of the Justice Department is not a trivial matter, Mr. Levitt observes. But it may be more sensible to test the limits of the Antitrust Division's powers and patience than suffer the persistent frustrations of the stock market's gloomy valuations and the uncertainties of other environmental forces.

INLIGTINGSISTEME

Die welbekende professor Chris Argyris is besig met navorsing om vas te stel of moderne inligtingbestuur-sisteme, waarin die rekenaar 'n belangrike rol speel, geneig is om die belangrikheid van 'n gebrek aan kommunikasie te onderskat en gevolglik juis daardie ongerymdhede en onbetroubaarheid wat hulle wil uitskakel, vermeerder.

"Failures of communications serve important social functions, and any effort to deal with errors, misrepresentations, and inconsistencies must keep these functions in mind", sê hy. "Most information management systems being used widely today emphasize centralized, top-down management. By this standard, an improved system is one that increases the amount of control that the top levels of management can exert over the lower levels."

Professor Argyris glo dat, op die lange duur, hierdie klem op gesentraliseerde beheer fataal is vir die voortgesette lewenskragtigheid van 'n organisasie — of moderne inligtingtegnologie daarby betrokke is of nie. Huidige sisteme vererger die probleme en bring hulle na die oppervlakte.

Die navorsingsprojek is so ontwerp dat dit die belangrikheid van 'n gevoel van frustrasie of van egoverlies by mense wat met die nuwe inligting-verwerkingstegnieke werk, ontleed. 'n Voorbeeld hiervan is naamlik 'n rekenaarprogram wat, inderdaad, die besluit van middelbestuurders dikteer deur 'n enkele, die mees ekonomiese manier hoe om 'n gegewe doelwit te bereik, uit te druk. Die frustrasies wat daaruit voortspruit mag daartoe lei dat mense doelbewus gegewens/data vir die sisteem verberg.

"If this sort of behaviour occurs", sê professor Argyris, "we try to develop ways of broadening and decentralizing the process by which decisions are made in that organization."

Accounting. Robert N. Anthony, the Walker Professor of Management Controls in the HBS Faculty, is co-author of a new book titled *Fundamentals of Management Accounting* (Richard D. Irwin, Inc., Homewood, Illinois 60430; 1974; \$10.95). Professor Anthony's collaborator on this volume is Glenn A. Welsch of the College of Business Administration in the University of Texas at Austin.

The text is organized into three major parts corresponding to the three main types of accounting information: (1) *Full-cost accounting* measures the total amount of resources used for a cost objective. These resources are the direct costs plus a fair share of the indirect costs associated with the cost objective. (2) *Differential accounting* focuses on the costs and revenues that are expected to be different if one alternative course of action rather than another alternative is adopted. (3) *Responsibility accounting* deals with costs, revenues, and assets that are associated with the work of a responsibility center. It measures the inputs and outputs of responsibility centers.

ADVERTENSIES

'n Nuwe titel in die Harvard Economic Studies-reeks is *Advertising and Market Power* deur William S. Comanor en Thomas A. Wilson (Harvard University Press, Cambridge, Mass. 02138, 1974, \$12.50).

Besprekings oor die ekonomie van advertensies fokus dikwels op twee aspekte. Die eerste is die uitwerking wat advertensies het op die relatiewe posisies van groot en klein ondernemings in 'n bedryf en, daardeur, op die stand van kompetisie. Die tweede aspek behels die invloed wat advertensies het op die verbruiker se besluite om te koop of nie oor breë verbruikskategorieë.

Ten opsigte van die eerste punt bevind die skrywers dat advertensie-uitleg in sommige sektore van die ekonomie 'n betekenisvolle mate van mag ten opsigte van die mark genereer. Op die tweede punt bevind hulle dat verbruikersbesluite grondig geaffekteer word deur die advertensievolume.

Leadership. Edward C. Bursk, Professor of Business Administration, Emeritus, and Honorary Editor of the *Harvard Business Review*, has compiled a thoughtful group of essays by writers who probe the future. The title is *Challenge to Leadership: Managing in a Changing World*. It is published by Free Press (866 Third Avenue, New York, New York 10022; 1974; \$3.95). It is sponsored by the Conference Board.

The shock waves of contemporary change — energy crises, inflation, shortages, effects of organized minorities, government intervention in business, political upheaval — reverberate in management offices. More unsettling surprises seem likely to be on the way. To help foresee them the Conference Board sponsored this collection under Professor Bursk's editorship.

VIEW POINTS/STANDPUNTE

N.B. Standpunte wat in hierdie rubriek gehuldig word is dié van die skrywers en nie noodwendig dié van Bedryfsleiding/Business Management nie. Viewpoints expressed in this column are those of the authors not necessarily that of Bedryfsleiding/Business Management.

PROFESSOR W.J. REDDIN
ON
MANAGERIAL EFFECTIVENESS
by
M.J. Gilbert
Data Processing Manager
Infoplan (Pty) Ltd

South Africa has been given the opportunity recently of evaluating the work of an eminent, internationally acclaimed, organizational scientist, Professor W.J. Reddin, at first hand. Messrs. Fine, Spamer and Associates (Pty.) Limited at Johannesburg in as-

Two examples: In one piece Peter Drucker contends that it is high time for government to give up its traditional adversary role in relation to business and accept it as a national asset and buttress of security and prosperity. Kenneth Boulding, an economist, sees a significant overlap for education and management; in his view, the voucher scheme of subsidizing students instead of institutions could foster a growing variety of private and public schools.

NUTTELOSE AKTIWITEITE

Bestuurders in groot organisasies en staatsdepartemente raak dikwels verstriek in nuttelose aktiwiteite en verloor as gevolg daarvan die organisasie se werklike doelwitte uit die oog. 'n Nuwe boek deur George S. Odiorne, *Management and the Activity Trap: How to Avoid It and How to Get Out of It* (Harper & Row, New York) is van groot hulp om hierdie slagkat te vermy.

Die skrywer verdeel werk in drie fases: inset, aktiwiteit, en uitset, met wins gedefinieer as bykomende waarde. Hy beweer dat die suksesvolste mense beplande uitset ten alle tye in die oog hou; andere raak dikwels verstriek in die aktiwiteitsfase. Vir sulke mense is aktiwiteit 'n doel op sigself en in terme van werklike uitset, 'n valse doelwit.

In tien hoofstukke gee die boek konkrete voorbeelde ter illustrasie. Die skrywer vertel hoe direksies die werklikheid uit die oog kan verloor; hoekom probleme nie opgelos kan word nie; wat kan gebeur as 'n maatskappy oorlaai word met inligting; en hoe om mense aan te moedig om te ontwikkel in hulle werk. Hy bespreek ook ses funksioneel doeltreffende organisasies en wat hulle so maak.

sociation with W.J. Reddin and Associates Limited have been responsible for introducing Professor Reddin and his work to the South African business scene and at a seminar held at the Carlton Hotel in October, 1975 the man and his theories were presented.

Here there are no contradictions. Bill Reddin (as he prefers to be called) both in person and in writing expresses himself in a humorous, amusing and witty style, establishing rapport with his audience and identifying with them in practical ("feet-on-the-ground") terms. From an entertainment point of view, if you care for satire and humorous cynicism (that is, in Professor Reddin's terms "if you have a sense of humour") it is a pleasant exchange of ideas — from a logical evaluation viewpoint it is considerably less satisfying.

Professor Reddin is supplying a "package deal" theory on Organizational Development, and Manage-