



## The Functions of the Executive: 30th Anniversary Edition

By Chester I. Barnard

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**The Functions of the Executive: 30th Anniversary Edition** By Chester I. Barnard

Most of Barnard's career was spent in executive practice. A Mount Hermon and Harvard education, cut off short of the bachelor's degree, was followed by nearly forty years in the American Telephone & Telegraph Company. His career began in the Statistical Department, took him to technical expertise in the economics of rates and administrative experience in the management of commercial operations, and culminated in the presidency of the New Jersey Bell Telephone Company. He was not directly involved in the Western Electric experiments conducted chiefly at the Hawthorne plant in Cicero, but his association with Elton Mayo and the latter's colleagues at the Harvard Business School had an important bearing on his most original ideas.

Barnard's executive experience at AT&T was paralleled and followed by a career in public service unusual in his own time and hardly routine today. He was at various times president of the United Services Organization (the USO of World War II), head of the General Education Board and later president of the Rockefeller Foundation (after Raymond Fosdick and before Dean Rusk), chairman of the National Science Foundation, an assistant to the Secretary of the Treasury, a consultant to the American representative in the United Nations Atomic Energy Committee, to name only some of his public interests. He was a director of a number of companies, a fellow of the American Association for the Advancement of Science and of the American Academy of Arts and Sciences. He was a lover of music and a founder of the Bach Society of New Jersey.

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### Editorial Review

#### Review

Mr. Barnard has made a masterly contribution in his realistic treatment of such topics as informal organization, incentives, and the moral aspects of leadership. (*Harvard Business Review*)

From the ranks of the country's leading executives comes a major contribution to the understanding of our society... The author presents an analysis of the nature of business organizations and the functions of executives in them. He has been able to stand apart from the minutiae of his everyday experiences and to view them as part of the orderly functioning of the organization as a whole ... The work has important implications, for it points the way to the development of more effective co-operative systems and at the same time to the development and communication of the executive techniques essential to such systems. (*The American Journal of Sociology*)

One of the contemporary classics on administration. It has contributed a great deal to organization theory. Often quoted, it is a basic work by a successful executive. (*Business Management*)

#### From the Back Cover

Now reprinted for the eighteenth time, 'The Functions of the Executive' has steadily increased in influence and circulation since its first appearance.

### Users Review

#### From reader reviews:

##### **Jennie Miller:**

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**Sandra Yunker:**

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