# HARVARD BUSINESS REVIEW

OCTOBER 1922



VOLUME I

# ESSENTIAL GROUNDWORK FOR A BROAD EXECUTIVE THEORY

By WALLACE B. DONHAM

"The gipty in Asia Minor makes from noils one at a time with a hammer on an anxil, just as his ancestors did before him for hundreds of years. I have seen him doing it; but I also observed that his small children were stark noked and that his larger ones had only one garment . . . . In industry and commerce all things are become new."

Counters VV. Expor

NLESS we admit that rules of thumb, the limited experience of the executives in each individual business, and the general sentiment of the street, are the sole possible guides for executive decisions of major importance, it is pertinent to inquire how the representative practises of business men generally may be made available as a broader foundation for such decisions, and how a proper theory of business is to be obtained. The theory of business, to meet the need, must develop to such a point that the executive, who will make the necessary effort, may learn effectively from the experiences of others in the past what to avoid and how to act under the conditions of the present. Otherwise, business will continue unsystematic, haphazard, and for many men a pathetic gamble, with the failures of each serious business depression made up largely of the best moral risks.

No amount of theory can be a substitute for energy, enthusiasm, initiative, creative ability, and personality, nor will it take the place of technical knowledge. Now, however, all of these personal qualities may be coupled with an adequate technical equipment, and yet the executive of wide experience may fail through our inability to grasp the broad underlying forces controlling business, a knowledge of which would give a sound basis for judgment. It is a serious criticism of our business structure that it so long lacked an adequate method by which these broad forces may be appraised, their probable course charted, and their applications to individual executive problems made reasomably clear.

#### The Importance of Business Precedent

The need of a better theoretical basis for executive action exists in all lines of industry. Business decisions are now gov-

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