Management History in Other Places

DAVID LAMOND
Editor, *Journal of Management History*
International Advisor & Corporate Consigliere, Emerald Group Publishing

Email: daplamond@bigpond.com

StructuredAbstract

Purpose: To promote a multidisciplinary/interdisciplinary approach to the themes of management and business, especially in the exploration of the history of management and business.

Approach: This paper incorporates a critical, comparative review of papers related to the scholarly communications in the *Journal of Management History* that have been published in other, discipline-based, journals.

Findings: This paper demonstrates that, when it comes to scholarly consideration, the subject matter can, and indeed must, be examined from multiple perspectives. This is not a new finding, but one that reaffirms the importance of the multidisciplinary engagement and interactivity of business and management scholars, including when history is that subject matter.

Originality/Value: Rather than being focussed on examining articles published within what might be called the "management history" literature, this paper has sought relevant articles outside that mainstream literature base, as a way of better understanding the interconnectedness of these different considerations.

Introduction

When I was working at Macquarie University, it was my privilege to come into regular contact with Professor Edwin Judge, a noted ancient historian who also served on the University's Academic Program Committee. The Committee's task was to oversee the development and academic administration of the University's teaching and research programs, providing the policy forum for ensuring the maintenance of sound academic quality assurance standards. This task included the consideration of new academic programs with appropriate recommendations made to Academic Senate and on to the University Council.

On one occasion, the Committee was engaged in a lengthy and passionate debate about whether a particular program, the subject matter of which was considered to be the "property" of one School, should be endorsed by the Committee to be offered by another School. The respective disciplines' warriors had girded their loins for a protracted battle and it seemed that an impasse had been reached. Professor Judge, who had been silent throughout the debate to this point was moved to lean forward and observe in his typically quiet and dignified way, "It's always been my experience that, for any subject worthy of consideration, the subject matter can, and indeed must, be considered from multiple perspectives". Both sides then, looking rather sheepish, acceded to the obvious and the program was endorsed.

In the same spirit of multidisciplinarity, or interdisciplinarity if you will, this is the first in what I hope will become an ongoing series of occasional reviews of some other journals that have published articles relevant to our agenda here in *JMH*. The current review considers nine such articles, published across a wide variety of disciplines, but with the theme of relevance to today's research and practice as their common denominator. In this sense, it is an attempt to encourage interaction and interchange between our disciplines and journals, against the tide of specialisation and insularity. I would be grateful for your feedback, formal or otherwise, as to whether you view this is as a useful addition to our journal's contents.

Accounting and Accountability BCE

In the introduction to his exploration of the basis for economic success in ancient Egypt, Kemp (1989:111) observes that

> **A developed bureaucratic system reveals and actively promotes a specific human trait: a deep satisfaction in devising routines for measuring, inspecting, checking, and thus as far as possible controlling other people's activities**

As I wrote in an earlier piece (Lamond, 2006), the person with this aptitude, "as distinctive and important for a society as the genius of its artists and architects, or the bravura of its military" (Kemp, 1989:111) was the scribe. Not just "a writing man", as Kemp's (1989:111) translation of the Egyptian word would suggest, but mathematician, logistician, measurer, mobiliser, manager and historian.

Carmona and Ezzamel (2007) also have an interest in this measurer, or at least in the activities of the measurer, as they examine the growing literature on record-keeping practices in Mesopotamia and ancient Egypt with a particular focus on processes of ancient accountability. Indeed, their focus is on the context-embeddedness of accounting and accountability at the expense of technical aspects of record keeping. Playing out the role of good management historians, they undertake this analysis on the basis of the great potential they see it has for enriching contemporary efforts to theorise the roles of accounting in organizations and society – they provide an analysis and critique of the literature compiled by Assyriologists and Egyptologists, together with a research agenda for future work.

The future research Carmona and Ezzamel (2007) refer includes a series of questions for examination, for example, whether more precise time measures than those reported in the extant literature were enforced in ancient economies, given the temporal dimension of accountability; how the scribes and their masters dealt with differences between actual and expected measures; and the extent to which this accountability played a role in ordering the lives of individuals and communities; This examination also provides a base for examining the trajectories of accounting and accountability across different historical episodes.

Household Accounting in Australia in the 19th and 20th Centuries

In his maiden parliamentary speech in 1970, former Labor Australian Prime Minister the Hon. Paul Keating, castigated the then conservative government for what he saw as a set of economic policies that were forcing women out of their "proper" place in the home to take up work. He abhorred the fact that "husbands have been forced to send their wives to work in order to provide the necessaries of life" (Keating, 1970). Keating (1970) added that, "In the past couple of years the government has boasted about the increasing number of women in the workforce. Rather than something to be proud of, I feel it is something of which we should be ashamed."

The succeeding decades of women's liberation, significant increases the workforce participation rate of women, and the increasing difficulties faced by both sexes in balancing work and family life, have provided opportunities for Keating's opponents to have "fun" at his expense, as they recounted his observations against him in subsequent parliamentary debates when he became Prime Minister. Latterly however, Carnegie and Walker (2007), in their study of household accounting during the nineteenth and twentieth centuries, appear to provide some explanation for the development and prevalence of the views that Keating (1970) expressed at the time of his maiden speech.

Historical studies of the nineteenth and early twentieth centuries have revealed that the didactic literature on household management in the UK and USA offered prescriptions for accounting and accountability which were constructed around prevailing notions of female domesticity and reinforced private patriarchy.

Carnegie and Walker (2007:69) The findings do not indicate that household accounting in Australia was firmly premised upon a gendered concept of hierarchical accountability as was found in Britain (Walker, 1998). Indeed, Australian society tended to be more egalitarian than that which its immigrants left behind. While married women in Australia were typically confined to the role as housewife (Evans and Saunders, 1992, p. 175) and the domestic accounting primarily related to housekeeping, no evidence was discovered to indicate that the surviving household accounts of married women were "approved" or "audited" by their husbands. The egalitarian values within the country appear to have ensured that applications of household accounting would not, at least, be generally associated with the repression of women (Kirkham and Loft, 2001, p. 87).

Purpose – Beyond the public world of work, the home provides an arena for examining accounting and gender in everyday life. This study aims to examine household accounting in Australia from the early nineteenth to around the mid-twentieth century.

Design/methodology/approach – The study comprises two parts. The first part, as reported in this paper, presents evidence on household accounting as prescribed in the didactic literature in Australia, and evidence of actual accounting practices based on the examination of 76 sets of surviving Australian household records available in public repositories. The second part adopts a microhistorical approach involving the detailed scrutiny of 18 sets of accounting records and relevant biographical and family data on the household accountants involved.

Findings – The study indicates that household accounting was an instrument for restraining female consumption, particularly during times of crises, and that accounting in Australian homes focussed on maintaining records of routine transactions as opposed to the preparation of budgets and financial statements. Household accounting in Australia was performed by women and men. The surviving records examined suggest that while areas of financial responsibility were defined by gender there was little evidence of formalised hierarchical accountability between spouses as has been found to be the case in Britain.

Originality/value – The study extends knowledge of household accounting and gender. Most historical investigations on this subject draw on instructional literature. The current investigation also examines accounting practice in the home.

Much and all as some of our colleagues would have us believe that business in general, and management in particular, is value free and takes place as a set of processes separate from the wider society within which their enactment is embedded, the next three articles (by Bernstein, 2007; Domine, 2007; and Mazepa, 2007) demonstrate the

The Regulatory Context of Business and Management

As we reflect on the events surrounding companies like Enron, WorldCom, and HIH, and consider the current sub-prime debacle, it is interesting to ponder on how the regulatory systems (or at least the lack of them) arise and form the context within which such events take place. In his article devoted to this issue, Bernstein (2007) argues that, in the United States of America (US), at least, the impulse to dismantle the regulatory apparatus in major industries has had less to do with genuine advances in economic analysis and the formulation of public policy than with the pursuit of particular political and professional agendas.

Bernstein (2007:30-31) notes that, over three decades ago, the eminent historian William Appleman Williams, reflecting on the entire span of the nation's past, noted that policy appeals based on the principle of *laissez-faire* were, more often than not, actually premised on a slightly different conviction that of *laissez-nous-faire*. Arguments militating in favor of reduced government involvement in economic life usually reduced themselves to strategies, on the part of particular elites, to secure opportunities with which to exercise greater control over resources, the workforce, and households.

Bernstein (2007:37) For some future chronicler it might no doubt make sense that, in its apparent maturity, a profession committed to the understanding of the workings of the market would find some of its members ultimately placed in the position of arguing for the application of laissez faire principles to the creation of economic information itself. Even so, the particularities of the historical forces accounting for that outcome would also force resort to a more critical assessment. Policy doctrines, of any sort and at any time, are themselves the product of a complicated past. In the case of the demise of regulatory economics, contemporary prescriptions for public policy, far from being the distillation of an objective body of theory, are the manifestation of a far more complex heritage. It is the legacies of that provenance that matter the most.

Bernstein (2007)

Purpose – The purpose of this paper is to demonstrate that the impulse to dismantle the US regulatory apparatus in major industries, including telecommunications, had less to do with genuine advances in economic analysis and the formulation of public policy than with the pursuit of particular political and professional agendas.

Design/methodology/approach – Through the perusal of archival evidence and narrative information gleaned from newspapers, official chronicles, and secondary historical literature, the research propositions of the paper are developed and argued.

Findings – The rise and fall of regulatory economics in the US was the result of the historical evolution of both mainstream economic theory and of the economics profession during the twentieth century. With the coming of the Great Depression and the Second World War and during a large part of the Cold War era that followed, American economists embraced the idea that genuine welfare gains could be won from the direct regulation of markets in certain key industries. By the late 1960s, however, a combination of shocks to the economy and the further elaboration of research paradigms in the economics profession served to undercut what had been a virtual consensus in the field. Within two decades, a wholesale deregulation of the American economy was well underway.

Originality/value – This paper situates the phenomenon of deregulation in the US case within a defined set of historical processes that involved political change in the twentieth century and the continued evolution of the professional community of economists nationwide and worldwide.

Commerce in Schooling throughout the 20th Century

At the same time as the processes of deregulation were gathering momentum (Bernstein, 2007), commerce in schools (in the form of)

Domine (2007:98) Compulsory education in the USA provides businesses with a profitable marketing venue while compensating for the diminishing funds at local, state and federal levels. Since, the US Federal Government supplies a mere 10 percent of school funding, local districts and states are left to generate the remaining 90 percent. As school officials continuously seek after business partnerships and innovative ways to generate revenue, it is not surprising to find that commerce in US public schools has been accepted for many years, and is considered a major educational change movement (Kaplan, 1996).

Domine (2007:98) Currently, commercial media exist in school hallways, buses, rooftops, cafeteria lunch menus, book covers, magazines, newspapers, political posters, year books, public service messages, vending machines, bulletin boards, gymnasiums, school athletic equipment, scoreboards, product sampling, contests and incentive programs. Web site banners, pop-up advertisements, contests, internet surveys and computer desktop screen savers also serve as marketing mechanisms during classroom instruction.

Domine (2007:113) Conclusion
Educational research, policy and practice in the USA should ultimately represent and address the perspectives of the students they serve. In addition, print literacy should be expanded to include the multiple ways in which young people interact with and use a variety of commercial media forms. To generate substantial theoretical knowledge about youth perspectives of commerce in school classrooms, it is essential that educators and researchers continually reflect upon the processes of teaching and learning. Research questions that need to be asked are: what are young people's interpretations of and attitudes towards classroom commercial media? Specifically, how do young people think about and comprehend specific commercial classroom media (e.g. object, print, video and digital formats)? What are their attitudes towards and beliefs about the use of commercial media within the public school classroom?

If educators are to follow the traditional democratic purposes of cultivating democratic citizens, then it follows that teachers cultivate the critical faculties of young people. Schools are important institutional mechanisms with the potential of harnessing the critical capabilities of young people, particularly as they engage in commercial activities. Educational research needs to follow the lead of market researchers in terms of discovering the attitudes and understanding of young people, in an effort to develop the most meaningful pedagogical methods and media. Student-centered educational research is complicated, however, as it requires (re)contextualizing media within an unpredictable classroom environment of interplay among students, teacher and multiple forms of instructional media and technologies. Although complicated, student-centered qualitative research generates rich and complex data that provide deep insight into the interpretive world of young people – which ultimately is the business of education.

Purpose – This paper seeks to provide a systematic understanding of the controversy surrounding commerce in US schools.

Design/methodology/approach – The paper surveys the history, research and policies related to commerce in schooling (1890-2005) within the USA. The literature is organized according to four emergent US perspectives – protectionist, celebrant, cultural critic, and educated consumer.

Findings – The review finds that dominant US assumptions of commercial media subscribe to a stimulus-response model of learning, rather than an active model of young people as constructing their own experiences with commercial media. Much of the research and many of the policies about commercial media in schools reflect adult assumptions about how young people learn, rather than provide empirical research about how young people actually interact with commercial texts while in school. The paper questions an excessive emphasis on the texts and technologies of instruction and calls for more empirical research that is grounded in theories of social constructivism, symbolic interactionism, and media education.

Research limitations/implications – The four dominant media perspectives generated through this review of literature are limited to the USA.

Practical implications – A useful review of literature and schema to inform the understanding of educators, policy makers, and researchers as to the dominant US perspectives about commercial media and the education of young people. The schema can be used as a springboard for research and inquiry into the perspectives and policies of commercial practices and education in other countries.

Originality/value – This paper contextualizes nearly a century of research on commercial media and the education of youth in the USA, and provides a historical and theoretical context for researching education, technology and commerce in the USA and other countries.

The Political Economic Context of the Communication and Cultural Industries

While America's youth were being bombarded by messages about their place in the capitalist economic structure through the US school system (Domine, 2007), north of the boder, Canadian citizens were, in turn, being progressively translated into consumers of public services.

Mazepa (2007:53) The consideration of public service principles as have been applied within liberal democracies are filtered through capitalism in negotiations with the communication and cultural industries which has resulted in a model of public service whereby ''the public'' is viewed as a consumer of services, communication is considered to be a transmission between sender and receiver, and democracy is subordinated to economic and ideological imperatives. Based on this model, it may make little difference as to whether government or corporations are providing the services, if the public is treated or sees its role as consumers of those services. While there have been distinct regulations that have distinguished between the press, telecommunications and broadcasting, this model has remained dominant across all of them. Struggles around public service have tried to reverse this model by prioritizing democracy of, in and through communication, by understanding communication as inseparable from culture and labour, and by facilitating public participation in the making of communication and culture.

As reviewed in this paper, movements to democratize communication and culture are part of movements to democratize politics and economics more generally. They worked within or bypassed – whether by choice or necessity – public service limitations across a range of communication and cultural practices. While not without their own contradictions and limitations, such efforts to facilitate democracy of communication included the production and distribution of the alternative press recovering normative principles of ''publicity'' as a prevention or hindrance of power. Democracy in communication involved linking social and cultural networks that were

Purpose – In reviewing the application of public service principles in the press, telecommunication and radio historically, the paper aims to identify struggles to develop alternatives that address limitations in state and commercially provided public services across a wide range of communication and cultural practices.
Design/methodology/approach – Taking a political economy of communication approach, a different view of public service is adopted as one that understands service as facilitating the making of communication and culture. The paper uses published and archival sources to identify such examples in Canadian history.
Findings – The paper suggests that the concept of public service has been restricted to thinking in a sender-receiver model based on consumption and applied accordingly to different media which has limited potentials for democratic communication.
Originality/value – The paper provides a historical and reflexive view on public service in Canada across media and suggests that public service principles need to be grounded in democracy of, in and through communication as a potential guide to current policy decision-making

Methodology, Militarization and Management History

In this issue, Grattan (2008) explores historiography and its place in the methodological armoury of management history. Regular readers of *JMH* will be familiar with an earlier series of articles that Grattan (2004a, 2004b, 2005, 2006) has proffered on strategy viewed through a military lens – from the Alanbrooke diaries, the Battle of Britain, through to the Cuban missile crisis. Taken together, Grattan's articles provide a fascinating foil for the following collection of articles by Richardson (2007), Cummings (2007) and Bishop and Phillips (2007), who proffer works variously at odds with Grattan in terms of methodology in management history (Richardson, 2007) and the place of military strategy as a foundation for management strategy (Cummings, 2007; Bishop and Phillips, 2007).

As Grattan (2007) notes, management history is written for various reasons, such as describing company developments and the growth of the theories of management. He describes the attendant historiographical method as akin to a crafting process, which takes the form of Collection [of the "facts"], Selection, Interpretation and Narration. Richardson (2007), on the other hand, asks "what if?" as a basis for constructing alternative histories and their future implications. Rather than exploring the Battle of Britain, as Grattan (2005) did, Richardson (2007) asks the reader to suppose, for example, what would have happened if the battles of Verdun and the Somme had not been? These questions are used to describe and explain the development of alternative history, the ''What if?'' school of speculation about the past, as a basis for gaining insight into the present and the future.

The difference between Grattan (2008) and Richardson (2007) is much like the description by Navarro's (2008:388) fictional character, Ana Jiminez, who says "... you're a historian and I'm a reporter; you look at known facts, I speculate to get to the facts we don't know".

Richardson (2007:43)Seven future ''wonders'' of alternative history
1. If there is no successor technology to internal combustion, what then?
2. And if stem-cell research produces more hoaxes?
3. Suppose that the mind accepts intelligent design . . .
4. What could be a key development in the future of Russia?
5. What may be the fate of democracy in the Middle East?
6. What if the UN Security Council adds five permanent members?

Abstract

Purpose – The purpose of this

Design/methodology/approach – The article analyzes the role of the fiction known as the some of its conspicuous exemplars, and how its adaptation might affect attitudes and even prejudices about how to view life.

Findings – Present and future are not always what one thought they could become. ''What if?'' also gives rise to endeavours in ''science'' fiction and structured projections today dealing with circumstances of tomorrow and after.

Originality/value – Besides providing diversion, the approach serves to illustrate foresight's conception of ''retrostrategy''.

Cummings' (2007) paper takes a different approach, exploring the limitations of military approaches to strategy as foundations for the field of strategic management.

Cummings (2007:41) Strategic management's founding texts often proudly acknowledge the field's military foundations. Chester Barnard's (1938) Functions of the Executive begins with a quotation from Aristotle outlining the paramount importance of a general's leadership. Pioneering British management authority Colonel Lyndall Urwick takes many of his cues from military precedents (Urwick, 1947). Igor Ansoff's (1965, p. 104) *Corporate Strategy* explains that strategy's "historical origins lie in the military art, where it is a 'grand' concept of a military campaign for application of large scale forces against an enemy". Furthermore, many of today's leading textbooks highlight corporate strategy's "military roots" (Coulter, 2002, p. 14; Mintzberg et al., 2003).

Abstract
Purpose – The purpose of this paper is to investigate the limitations of what the field of strategic management sees as its military foundations.
Design/methodology/approach – Categorizes and synthesizes the critical historical approach of Michel Foucault and uses this to interrogate assumptions made about military approaches to strategy in the strategic management literature.

Findings – Suggests that there is a much broader range of military approaches to strategy than that which has been seen as a foundation stone of strategic management, and that drawing on this broader range of perspectives can encourage new thinking about strategic management.
Research implications/limitations – While the historical survey upon which this hypothesis is developed is by no means exhaustive, it should encourage further investigation of different approaches to military strategy and how these might be applied to think differently in business settings.
Practical implications – This paper should encourage practitioners to question their often overly simplistic views of military strategy and to see this arena as a potentially rich seam of ideas that could be applied in business.
Originality/value – This is the first journal article to develop a clear method that draws on the many strands of Foucault's historical approach and apply this to fruitfully deconstruct a particular aspect of the field of management's assumed heritage.

Bishop and Phillips (2007:37-38) Concluding remarks

Auden and Adorno each read the landscape of postwar Germany with a haunted recognition, for each has seen this landscape already while exiled in the USA during the war. Read together they bear witness to the extent to which postwar Germany repeats and intensifies processes they experienced in wartime USA. This kind of militarization, in its disavowal of the capacity for strategy and cunning, becomes merely the outspending of personnel and materiel in a massive potlatch of attrition. This postwar militarization takes its emergent form as the Americanization of Europe in the experiment of postwar Germany. Auden and Adorno in different ways help reveal the similarities between Fascism and the Democracy imported to replace it. That which has emerged as victorious, they seem to be saying, might not be all that different from that which has been vanquished.

The continuation of a repressed Nazi past found in the reconstituted human sciences [*Geisteswissenschaften*] that Adorno reads in the "depoliticized" and positivistic university of postwar Germany mirrors the repetition of total war in total peace. The wholesale swallowing of speculative and critical thinking by disciplines bent to results and instrumentality is yet another avatar of the militarization of thought seen in Auden's barbed wire. The disavowal of the political in *Geisteswissenschaften* is the marginalization of historicity by the university in postwar Germany. The human sciences constitute the ground upon which the University of Berlin was founded: the very turf of institutional and state change at the dawn of the 19th century. Thus, the demise of a politicized *Geisteswissenschaften* holds deep resonance for Adorno and his interpretation of the fate of critical thought after Fascism. In the institution, then, Adorno finds a clear and extreme example of larger processes at work in postwar Germany: the human sciences become a synecdoche for the combination of technologizing and militarization reproduced in the Americanization of Europe in the aftermath of the war.

Purpose – This conceptual paper is offered in place of a systematic analysis of militarization in organizations and the wider world. It proceeds on the understanding that militarization implies deep historical tendencies that are not easy to simply avoid, especially where one wishes to observe or to analyse phenomena systematically.

Design/methodology/approach – This paper seeks out alternative means of engagement with references to the psychoanalytic theory of Sigmund Freud, the critical theory of

Theodor Adorno and the poetry of W.H. Auden. The departure, however, is taken in response to a brief and questionable statement by Cardinal Ratzinger (now Pope Benedict XVI) about world history and the position of reason since the end of the Second World War.

Findings – Historical analysis, it is argued, is essential for any understanding of processes of militarization but not adequate on its own.

Originality/value – Militarization means, at least in the first instance, the adoption of military modes of organization and engagement in supposedly non-military environments. But at a deeper level, which is nonetheless manifest in both a developing technology and an increasingly technological attitude, it implies the repetition of basic attitudes to others and to life. Furthermore the very meaning of militarization is likely to undergo metamorphoses as a result of these trends.

Readers who remember the Kent and Brown (2006) *JMH* article on erotic retailing, which told the story of a journey from backstreet to online, the change in attitude towards both shops and products, and the development of shops selling their products to women, should not take consideration of the following article as evidence of kind of trend. Rather, given the preceding and proceeding discussions, one might well be moved to take one's copy of *JMH* and repair to a pub/bar for further reflection over a glass or two of one's favourite tipple.

In the same vein as Kent and Brown (2006), Pratten (2007) presents an outline of the main physical characteristics of the British public house (pub), its products and facilities, its clientele and licensee in the mid 20th century, as a basis for a subsequent illustration of the extent of change that has taken place in the products and facilities, clientele and licensees since then.

Pratten (2007:340) The twentieth century had witnessed a regular series of brewery mergers and amalgamations. This may have reduced choice for some drinkers, but it had affected little real impact in most outlets. This was especially true as most brewers tended to be regional and family owned, and took decisions that were not always financially driven, such as keeping open an uneconomic local pub, for the sake of the community. By the end of the 1950s, the pub had changed very little. Few had been modernised, and so most remained shabby and unattractive. Nevertheless, they remained the centre of drinking, and the customers still tended to be male and working class. More women were starting to use the pubs, but the lack of physical comfort deterred many.

Abstract
Purpose – This article aims to outline the main physical characteristics of the British pub, its products and facilities, clientele and licensee at around the end of the Second World War.

Design/methodology/approach – There has been a heavy use of secondary sources drawn from
the whole of the period studied. This has been augmented by discussions with licensees, retired
licensees and older pub customers, to collect their reflections on the industry.
Findings – The public house of 60 years ago had a largely male, working class beer-drinking clientele. Women were becoming more frequent visitors, but their custom was restricted by traditional
attitudes and poor facilities.

Research limitations/implications – The paper examines the state of the industry. Further work
could examine this more carefully, and could include regional studies for comparison purposes.
Practical implications – The paper sets the scene for an illustration of the extent of change that has
taken place since then.
Originality/value – There have been other attempts to examine the history of the public house. This
is the most detailed, and as such could be of interest to the general reader as well as practitioners and
students of the hospitality industry.

Concluding thoughts

I conclude where I began this paper, invoking the spirit of multidisciplinarity/interdisciplinarity that is reflected in the critical and comparative review of articles related to management history, that have been written from the perspective of different disciplines rather than, necessarily, that of the management historian. Some of the articles appear to reaffirm each other's insights and provide a basis for "triangulation", while others offer disparate views that, in turn, provide a basis for a comprehensive, or at least multifaceted, appreciation of the subject matter at hand. I leave the readers of *JMH* now to determine whether the attempt to encourage the interaction and interchange between our disciplines and journal that was the purpose of this initiative has been successful. Again, I would be grateful for your feedback, formal or otherwise, as to whether you view this is as a useful addition to our journal's contents.

References

Bernstein, M.A. (2007) Regulatory economics and its discontents: some theoretical and historical observations. *info*, *9(2/3)*, 29-44.

Bishop, R. and Phillips, J. (2007) The disavowal of the military. *critical perspectives on international business*, *3(1)*, 27-40.

Carmona, S. and Ezzamel, M (2007) Accounting and accountability in ancient civilizations: Mesopotamia and ancient Egypt. *Accounting, Auditing & Accountability Journal*, *20(2)*, 177-209.

Carnegie, G.D. and Walker, S.P. (2007) Household accounting in Australia: Prescription and practice from the 1820s to the 1960s. *Accounting, Auditing & Accountability Journal*, *20(1)*, 41-73.

Cummings, S (2007) Shifting foundations: redrawing strategic management's military heritage. *critical perspectives on international business*, *3(1)*, 41-62.

Domine, V. (2007) Commerce in US schools: four dominant perspectives. *Society and Business Review*, *2(1)*, 98-120.

Grattan, R. (2006) Robert McNamara's "11 Lessons" in the context of theories of strategic management. *Journal of Management History, 12(4)*

Grattan, R. (2005) Strategy in the Battle of Britain and strategic management theory. *Management Decision*, *43(10)*, 1432 – 1441

Grattan, R. (2004a) A study in comparative strategy using the Alanbrooke diaries. *Management Decision*, *42(8)*, 1024 – 1036.

Grattan, R. (2004b) The Cuban missile crisis: strategy formulation in action. *Management Decision*, *42(1)*, 55 – 68.

Keating, P. (1970) Maiden Speech, *Parliamentary Debates*, House of Representatives, Second Session of the Twenty-Seventh Parliament, Canberra, Australia, 514-515

Kemp. B.J. 1989. *Ancient Egypt: Anatomy of a Civilization*. London: Routledge.

Kent, T. and Brown, R.B. (2006) Erotic retailing in the UK (1963-2003): The view from the marketing mix. *Journal of Management History, 12(2)*, 199-211.

Lamond, D. A. (2006) Management and its history: The worthy endeavour of the scribe. *Journal of Management History*, *12(1)*, 5-11.

Mazepa, P. (2007) Democracy of, in and through communication: struggles around public service in Canada in the first half of the twentieth century. *info, 9(2/3)*, 45-56.

Navarro, J. (2008) The Brotherhood of the Holy Shroud (trans. Andrew Hurley). London: John Murray.

Pratten, J.D. (2007) The development of the modern UK public house Part 1: The traditional British public house of the twentieth century. *International Journal of Contemporary Hospitality Management*, *19(4)*, 335-342.

Richardson, J. (2007) Retrostrategy. What if? Alternative histories and their future implications. *foresight*, *9(2)*, 36-45.