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HISTORICAL EVIDENCE OF ADMINISTRATION PRACTICES: THE BEGINNINGS OF A CONTEMPORARY SCIENCE

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ABSTRACT

This article aims to identify the managerial practices of organizations before the threshold of the twentieth century, a landmark of management as a science. Based on a bibliographical review, it seeks to identify evidence of management practices applied over the centuries and that fit into the five dimensions of management, namely: strategic, organizational, products and services, people and control. Each dimension is divided by the nature of its approach, with specific focuses of studies of the handcrafted practices of administration. By making some parallels between the approaches of management science and its dimensions applied to the past organizations, there is a series of evidences of management practices adopted by contemporary companies. Finally, it indicates that the administration as science can not do anything without the art of the administration being constructed by the administrators of companies. Thus, management scientists, from the evidence of management as an art, should scientifically seek empirical evidence to describe, explain or prescribe administrative facts for the universe of companies.

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INTRODUCTION

The science of management consolidated throughout the 20th century in the construction of knowledge related to business administration. It begins with the propositions of the pioneers of scientific administration led by Frederick W. Taylor (1856-1915) and his followers Frank B. Gilbreth (1868-1924) and Lillian Gilbreth (1878-1972) Henry L Gantt (1861-1919) and Harrington Emerson (1853-1931), whose emphasis was on studies on the rationalization of methods and processes aimed at improving the efficiency and productivity of enterprises. At another time, we have those exponents who focused their efforts on understanding the organization by applying a set of administrative principles related to its structure and functioning. The administrative functions of planning, organization, direction and control prescribed by Henry Fayol (1841-1925), as well as the model of industrial organization implemented by Henry Ford (1863-1947) are significant markings for the development of management science.

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From these precursors of scientific management other approaches were constructed by scholars in management: 1) the human relations, emphasizing the behavioral aspects of social groups in the organization, with the following exponents Mary Parker Follet (1868-1933), George Elton Mayo (1880-1949) and Chester Barnard (1861-1961); 2) The bureaucratic organization of Max Weber (1864-1920) focuses on the separation of ownership and organization through professionalization of management and adoption of normative and impersonal standards. It is added to this chain the studies of Robert King Merton (1910-2003), Philip Selznick (1919-2010) and Alvin Gouldner (1920-1980) over bureaucratic organizations evidencing the problems of organizational dysfunctions, defense mechanisms and managerial conflicts arising from the bureaucratic model of organization; 3) the behavioral chain, in addition to studies of the human relations approach, emphasizes management issues focused on aspects of human motivation in organizations. In particular, the levels of hierarchy of Abraham Maslow's needs (1908-1970), Douglas McGregor's (1906-1964) theory X and Y, Frederick Herzberg's theory of two factors (1923-2000), and motivation theory by David McClelland (1917-1998); 4)

Table 1. Dimensions, nature of the approach and focus of study of handicraft practices

DIMENSIONS	NATURE OF THE APPROACH	THE FOCUS OF STUDY OF HANDICRAFT PRACTICES
STRATEGIC MANAGEMENT	Strategy and planning	<ul style="list-style-type: none"> ● Business and business strategy ● Strategic Alliances ● Corporate strategy ● Business unit strategy
ORGANIZATIONAL MANAGEMENT	Structure and organization	<ul style="list-style-type: none"> ● Organizational Architecture ● Delegation of authority ● Division of labor ● Authority ● Responsibility ● Administrative scope ● Technological innovation in methods and processes
MANAGEMENT IN PRODUCTS AND SERVICES	Technology and process	<ul style="list-style-type: none"> ● Competitiveness ● Essential skills
PEOPLE MANAGEMENT	Management Styles	<ul style="list-style-type: none"> ● Leadership ● Organizational culture
CONTROL MANAGEMENT	Controlling and auditing	<ul style="list-style-type: none"> ● Controlling and auditing methods and standards

Source: the authors

the systemic approach that measures the organization as a set of interactive and interdependent parts that relate and interact in a dynamic process in the construction of a whole. The organization comes to be seen by the set of interactions of its parts that are interrelated forming a totality and not by the sight of its individual parts. They are exponents: Ludwig Von Bertalanffy (1901-1972) C. West Churchman (1913-2004) Anatol Rapoport (1911-2007); 5), and finally, the contingency approach with the emphasis on environmental variables and their influences in the organizational context. The studies of Joan Woodward (1916-1971), Tom Burns (1913-2001) & G.M. Stalker (19?), Lawrence (1922 -2011) & Lorsh (1932) are the spotlights for this approach. This small review of management as a science evolution is the subject of a study by several authors in compendia on management (DALE, 1978; KWASNICKA, 1989; MOTA, 1995; PARK, BONIS E ABUD, 1997; DAFT, 2005). However, it is necessary to describe the evolution of administration as a contribution to understanding the genesis of organizations, where principles and foundations of administration have been applied in military, social, political and religious endeavor over the centuries. Themes that are current studies in administration like strategy, structure and organization, people management, technology and processes and managerial control and their practices are punctuated in the organizations throughout the ages. Thus, these evidences of managerial practices employed in the business of ancient organizations contributed to the construction of management as a science, insofar as principles, concepts and foundations of business management served as basis for describing and explaining the current administrative phenomena. However, they were administrative practices applied in mimetic form and in phenomena of organic and structural dimension of small complexity. These practices adopted by organizations prior to the advent of scientific management, by virtue of the absence of methodological and scientific criteria, can be termed as administration as art. So, when adopting management as an art, one has to ask: What are the indications of management as art in practices related to strategy and planning, structure and organization, technology and process, people management and control?

This article aims to identify the managerial practices of organizations before the threshold of the twentieth century - a landmark of management as a science. A bibliographical review will be carried out to identify the handcrafted management practices related to strategy and planning,

structure and organization, technology and process, management and control and auditing styles adopted in enterprises and organizations throughout the centuries, especially between the fifteenth (XV) and nineteenth (XIX) centuries, before the scientific administration.

The dimensions and the nature of the administration study approach as art: The study dimensions of the administration as art were organized with the purpose of identifying evidence in bibliographical sources of management practices applied over the centuries and that fit into the five management dimensions, namely: strategic, organizational, products and services, people and control. Each dimension is divided into the nature of the approach, with specific focus of studies on the handicraft management practices (Table 1): The purpose of this classification was to allow the framing of the bibliographic evidences identified to the set of concepts, principles and foundations of the different theoretical approaches of the administration as science. Thus, allowing to establish a relation of the bibliographic data the dimensions of management of the administration.

The historical evidence of the practices of administration as art: The practice of administration comes from prehistory when forming family groups or entire tribes that grouped together in the pursuit of mutual protection against enemies and hunting assistance for survival. These groups prescribe their codes of social coexistence, with rules of punishment of wrongdoing and conduct of the preservation of values and authority (GEORGE Jr, 1974). There is a wealth of historical evidence on administrative practices before the advent of management as a science. Therefore, in order to make a systematization of significant evidence of the administration as art, in public or private enterprises throughout history, a framework will be developed focusing on the set of dimensions and nature of approaches and administrative practices applied to business, based on the theoretical framework regarding the concepts and fundamentals of the various approaches of administration as science, as described in the table dimensions, nature of the approach and focus of study of handicraft practices.

Strategic management: The issue with business strategy transcends modern organizations. The bases of business strategy have their origins in political and social organizations remote from the past centuries of our contemporary

civilization. The Roman Empire, in a period of 2000 (two thousand) years, it was established a powerful supranational structure for its vast conquests from the west to the east, fostering the bases for international financial capitalism (BEARD, 1938).

From the East, the teachings of the ancient Chinese culture are sought to clarify strategy as a powerful tool to make winning companies, from the analysis of the external and internal environment. In "The Art of War", Sun tzu (2004, p. 26) makes explicit the importance of the diagnosis of strategic forces:

"If we know the enemy and ourselves, we do not need to fear the outcome of a hundred battles. If we know each other, but not the enemy, for each victory we will suffer defeat. If we do not know each other or either the enemy, we will succumb to all the battles. "

Political, military, social and religious organizations have been charged with consolidating strategy as an instrument for the success of these institutions over the centuries. But from the fifteenth century, the creation of the School of Sagres, by Infante Dom Henrique, in Portugal, became a strategic framework for the shipbuilding industry of the Iberian countries. Sagres propels the Portuguese nation to the hegemony of the great discoveries and trade routes with the East, through the generation and consolidation of knowledge about maritime navigation. Almeida (2001, p.44), thus portrays the importance of this school of navigation:

"The infante Dom Henrique founded what became known as the Sagres School and from there he collected, coordinated and meditated on the studies of ancient and contemporary geographers and applied himself to the study of mathematics and navigation, advised by wise men and audacious navigators. From there it was forged, with the use of nautical techniques and the courage and energy of the fearless navigators, the contingent of men who would discover new worlds and colonize unknown lands."

The road to India, the discovery of new lands beyond the sea, America and Brazil, led to the birth of international trade companies with the East, particularly India. Then appear the companies of the English East Indies (1600) Dutch (1602) and later, the French (1640). However, the business practices of Muslim, Persian, Chet, or Chinese traders were advanced because, in addition to knowledge of the law of supply and demand, they established strategic alliances and adopted monopolistic practices, set up business networks through brokerage, exchange and insurance with a hedge instrument (MOUSNIER, 1995). In the early seventeenth century, feudal Japan, without trade relations with the West, had already institutionalized in its domestic market the practices of the future market so common to the strategies of contemporary commodity trading companies: the hedge. The practice of risk management by means of price insurance for a traded asset or asset. Forbes (1994, p.9), thus reports the Japanese futures market at the time:

"In order to raise money quickly, landlords began selling receipts for the storage of goods stocked in urban or rural warehouses. Traders, on the other hand, bought these receipts with a means of anticipating their needs (they also suffered from uncertain crop fluctuations). Finally, rice

receipts, to facilitate transactions, have become widely accepted as currency "

Bankers and financiers in the European market, represented by Bering and the Rothschilds and the United States of America in the figure of J.P. Morgan, as inducers of formation of strategic networks of information on the world market, carry out an international clash characteristic of the current globalized world. Report on J.P. Morgan's bibliography, from the collection *ie money* (19, p.18), thus describes:

"If there were gods in the universe of industrialists and merchants these were the bankers." And Junius stood out with the leader of his peers. It was said that the Rothschilds' fortune depended on the bankruptcy of the nations. The Barings were cultivating a slightly different style, but they also depended on governments. The Morgans played on two fronts. France went to war with Prussia. The Baring took advantage of Prussia. Skeptics, the Rothschilds closed the doors to the French. The Morgans occupied the empty space, joining the French bankers and charging high fees due to the high rate of uncertainty "

In the southern hemisphere, the person of the Barão de Mauá, Irineu Evangelista de Souza, founder of large companies in the period is a prominent one: performance in the banking segment, gas lighting, railroad, navigation and casting. Like American and European bankers, the Baron de Mauá also had its own information network with powerful allies, both in ministries and in the private sector. The vision of opportunities and the belief in values acquired from years of market performance have transformed him into a great strategist. Financial engineering built in full-time operation, in alliance with the Brazilian government, bets on the appreciation of the pound sterling against the national currency, in the face of the US banking crisis that understood Europe knocking down the pound price, portrays its status as a strategist. This episode is thus described by Marcovitch (2005, p.50):

"Anyone bothering to reread Mauá's ideas about the exchange will see that long years of market observation had given her practical knowledge, more valuable than the theories derived from the gold standard at the time. By thinking in an original way, many felt that their bankruptcy was inevitable. Betting on the thousand-réis, an "intrinsically fragile" currency, because unconnected with the gold ballast, against the pound sterling, it seemed formidable nonsense. And yet it worked. When it came time for reckoning, a number of seasonal and cyclical factors, such as the coffee break and the fall in imports, it had completely reversed the trend, causing the price of the pound to go well beyond the initial 27 pence."

At the end of the year, Mauá announced to the shareholders of his company that the operation will leave a profit of 16%."

The competitive scenario of business and the deep market changes reflected in past times, respecting the proportions in relation to our contemporary era, point to the existence of a series of indications related to business management of fast and continuous formulations of strategies, both at the level of corporate strategy and generic strategy, whose purpose was to promote the growth and competitiveness of companies in the various market segments in which they operated. Therefore,

the phenomenon of business strategy was a widespread practice of business management by entrepreneurs over the centuries.

The compendiums of history make reference to small and large military, social, political and religious enterprises in the use of the pyramidal organic structure, in which the basic principles of the division of labor, authority and responsibility are applied (ALMEIDA, 2001; BEARD, 1938; GEORGE JR, 1984; MOUSNIER, 1995; SMITH, 2003). In small and large businesses the foundations of organization were present in the art of administration. The historian Costa e Silva, in prefacing the reprint of the book *fifty days aboard a slave ship*, written Pascoal G Hill (1804-1882), thereby describes his organization. (HILL, 2006, p. 10):

"The slave ship was a complex machine. Their load had to be well cared for, so that the losses would be avoided as much as possible, for the profits of the enterprise depended on the number of slaves who came to a good place. There were those who took care of the water and food, stored in large quantities, and rationed them as the journey progressed. There were people to be careful that the deck and basements were clean. Who would try to foretell the attempts of outrage. Whoever would force down the food on those negroes, who, depressed, outraged with their condition and wishful of dying, refused it. "

In another situation, the hierarchy and the specialization of the functions in the squadrons of the Portuguese navigators that pioneered the world in the early the fifteenth (XV) century, according to Almeida's report (2001, p 61):

"One of the ships that made the voyage of Pedro Álvares Cabral to Brazil, with an average tonnage of 250-300 barrels, involving approximately 150 people between crew and passengers, had under his management and oversight a captain and, below him, the pilot, the pilot-ace, master, foreman, guardian, about thirty sailors and seventy cavalry, a master fireman and about 25 firemen, a chaplain and a clerk, four pages, one or two stewards, and one or two craftsmen of every craft required on board, such as surgeons, carpenters, caulkers, coopers and others. "

As business expanded and its management became more complex, entrepreneurs sought forms of organization, in which they already used concepts and foundations of administrative scope, centralization and decentralization, delegation of authority, and also departmentalization criteria in the construction of architecture an organization that resemble those of today's organizations. Witzel (2005, p.226) describes the organization of the Company of CosimodiMedici in Florence, in the year 1430, where the concept of multidivisional structure is applied:

"The main Holding company was the Medici Bank, driven by Cosimo and his general managers. Below him were three semi-independent divisions. Silk weaving and wool weaving, which used different processes and made up different structures, each had its divisional structure, counters, production facilities, distribution and buyers and sales agents based on the foreign agencies of the Medici Bank. Bank and international trade formed the third division, which consisted of Tavola, the seat of the bank in Florence, the eight foreign branches and the various

branches. The divisions maintained a certain degree of interaction (... almost all the agencies incorporated among their staff agents of purchase and sale of services of the industrial divisions), but they were financially and structurally independent "

Yet in the nineteenth century, American entrepreneurs formed large companies and in the modeling of their organizational architectures, it was present the phenomenon of the multidivisional dimension. The criteria of departmentalization by function, process, product, geographic and clientele are present in the organizational architecture of these emerging companies (GEORGE JR, 1974; MCCRAW, 1998; WITZEL, 2005).

Management in products and services: Technological innovation is a major challenge for organizations. For companies, the process of innovation is related to discoveries of new methods, processes of production, new technologies that transform and differentiate products or services for a particular consumer market. Technological innovation is always present in the significant changes that have led to the development of new business over the centuries. From antiquity to the end of medieval times, few technological innovations have contributed significantly to the development of entrepreneurial ventures. But the technological innovations in shipbuilding and the improvement of the navigation system in the hitherto unknown seas, represents a milestone for the entrepreneurial nations like Portugal and Spain. It is the discovery of new trade routes and the formation of commercial warehouses in the East Indies, with a circumnavigation logistics that it was only possible with the invention of the caravel. Mousnier (1995, p.27) refers to the fact as follows:

"The Portuguese invented, certainly during the fifteenth century, the caravel with double garrisons: square sails for the wind by the back, Latin sails to advance against the wind, a combination that made it possible to get down and reassemble the Elysians. The keel and the affiliated profiles of the ships allowed them to resist drifting and therefore easily edging, getting to the bowline "

However, from the eighteenth century, the industrial revolution began, with the invention of James Watt's steam engine (1736-1819), and its application in production. There are major transformations in this period. It changes from a household system organized on a family basis to the autonomously contracted putting-out system and then to the factory system with the appearance of factories. The emergence of factories with the introduction of new technologies and manufacturing processes led to a change in the social and commercial structure of the time, provoking profound changes of economic, political and social order (BEAR, 1938; GEORGE JR, 1974; PARK, 2005; WITZ, 2005). The mechanization of industry and agriculture, the driving force applied to industry, the spectacular acceleration of transport and communications, lead the craftsman and his small workshop to disappear, giving place to the workers, factories, mills and large enterprises. Cutting-edge technological innovations lead to the formation of large business groups in America, as evidenced by Mousnier (1995, p.44):

"Two-thirds of the railway lines fall into dependence on some groups, Pullman manufactures most of the wagons in

their Chicago garages. Gould is still the head of the Western Union Telegraph, a true monopolist of wire transmitters. American Bell Telephone, in 10 years, distributes profits of 2 million, relating to a capital of 10 million dollars; the installation of electric light, in turn, gives rise to three great powers: Edison General Electric, Thomson Houston and Westinghouse, the latter launched thanks to pneumatic telegraphy. Dupont de Nemours starts a vast career in the field of chemicals "

Therefore, the insertion of new technologies was the inducer of the transformation of the enterprises in relation to the production system, since it enabled the production of products and services in large scale within standards of efficiency and productivities, hitherto not yet seen. It introduced radical changes in the process of business management, either by growth to meet new demanding markets or by the need to manage the production system, marketing and people. On the other hand, the companies that own the technologies started to present competitive advantages over the competitors. These great transformations are the basis for the beginning of administration as science. In this universe of competition is where most of the exponents of scientific administration appear.

People management: Issues related to people management, especially those related to development, empowerment and motivation are present in a large number of historical facts. From antiquity to the beginning of administration as science. They are evidences punctuated in norms, laws and other compendia of administration and of universal history. Almeida (1999, p 68) references this phenomenon by arguing:

"The activity of human resources is just as old as the existence of man. The exchange of information and the interaction of the nomadic groups among themselves, with a view to their survival, constituting their codes of ethics based on ways and customs, characterizes in a simple way the activity of human resources. The human resources structure of the social groupings until the beginning of the industrial revolution undergoes little transformation, being based on the paternalistic and authoritarian conception of the ways and customs of the current society."

Another relevant aspect from the point of view of people management refers to the management styles that were built by business leaders in a given political and social context. Organizational culture also stands out in this process as an inducer of social relations in organizations. Understanding the structure and functioning of an organization occurs through the knowledge of the formal and informal relationships that the performers consolidate over time. Informal relationships are represented by the links of the organizational social system and make up in a continuum of cultural dissemination - beliefs, attitudes and values. These informal relations form over time the so-called phenomenon of organizational culture. Organizational culture transcends the business environment as companies relate to the business environment. For Trompenaars (1994), organizational culture does not only comprise the cultural preferences of leaders and employees, but it also comprehends technologies and markets. Almeida (?) reinforces this position in describing the impact that the industrial revolution has brought to labor relations:

"With the coming of the industrial revolution the economic and social structure underwent major transformations in the face of technological development and the labor / individual relationship changed. These social - economic transformations contributed a lot to individual / organization relations, putting an end to the system of individual / individual relations existing before the capitalist industrial production."

The business leaders who imposed their management styles before the phenomenon was studied by the science of administration, from antiquity to the beginning of the twentieth century, are numerous. However, the period from the modern to the contemporary age will be highlighted. In the face of transformations in the business world over the past five centuries. Among them are highlighted: CosimodiMedici (1389-1464) and Irineu Evangelista - Barão de Mauá(1813-1889), internationalization and decentralized management; J.P. Morgan (1837-1913) financier defender of monopoly and centralizing profile; Richard Arkwright (1732-1792); Robert Owen (1771-1858) and Luiz Tarquínio (1844 - 1903) propagators of improvements in labor relations. Arkwright advocated labor reform and provision by employers for education, health care, housing and other benefits (WITZEL, 2005). Owen paved the way for industrial legislation by adopting improved quality of life and physical conditions of work for workers and their families as a management principle. George Jr, (1974, p.101) describes Owen as follows:

"Overall, Owen dedicated to management as a profession. Under his direction, streets, houses were built, the minimum age for child labor was raised, the number of working hours was reduced, canteens were set up for workers to eat, school was introduced and nocturnal recreation centers were opened to cope with the problems of leisure. Robert Owen could easily be termed as the father of modern personnel management. "

Following the same line of Owen, the Brazilian entrepreneur of the textile branch, Luis Tarquínio, adopts in Cia Empório Industrial do Norte, located in Boa Viagem, Recife, social practices aiming at improving the capital / labor ratio. Dumêt (1999, p. 121) thus portrays the entrepreneur:

"Like Owen, Tarquínio admitted that circumstances formed the character and in search of the formation of the worker he advanced more than the Scots by making feasible for the children of the workers not only formal elementary education, but recreational and cultural activities, foreign languages, gymnastics and sports.

In addition, he built a museum of natural history in the Village and created evening courses for the workers. Labor rights, with a 45-day leave for childbirth, the rights of old age were established and guaranteed. But the ideas of Tarquínio advance much more than those advocated by Owen. Among the most progressive are the assignment of the deed of a house, to which every worker was entitled, after completing ten years of work in the factory of Boa Viagem, a right so advanced that until today it is not parallel in modern societies "

It is a broad and multidisciplinary approach to people management. However, it is observed how leadership styles, prior to scientific management, were marked by the personal characteristics of the entrepreneurs. The signs of leadership

and organizational culture are significant in the past tense of organizations, but they have not been approached and investigated from the point of view of a social system based on concepts and foundations of the various areas of knowledge of sociology, anthropology, organizational psychology and behavioral theory and organizations. Nevertheless, the absence of the scientific application of these knowledges by these leaders in the process of people management, the evidence indicates their employment through experience acquired, showing the validity of the administration as an art.

Control management: The multidisciplinary character of management as science is also evidenced in management as art, when it focuses on management of control. As business expansion and growth grew, there was a need for greater control over business activity. Control of accounts and use of financial and material resources. Accounting practices, record keeping, and other empirical control data on inventories, there is evidence dating from antiquity to the modern age when one understands and knows the double entry system. According to Schmidt and Santos (2006, p. 26) "the double-entry system was a response given by accounting to the new and complex problems faced by new businessmen arising from the twelfth century." However, control as a management tool is beyond accounting records, since they are modeled as a function of organizational architecture, of management processes; the need for the information desired and necessary for the decision-making process. George Jr (1994, p.64) corroborates in this sense when dealing with the Arsenal of Venice:

"Numerous areas of management of Arsenal are worthy of our attention: (1) numbering and storage of finished parts; (2) assembly line for Welsh equipping (3) personnel relations practices (4) standardization of parts (5) control by accounting (6) inventory control (7) cost control."

The phenomenon of the emergence of large corporations in the nineteenth century, especially in the United States of America, through the process of purchase, association and mergers, both in the production industry and in the consumption industry, led to the need of the insertion of accounting and management methods which would allow a more effective and thorough interpretation of business data. In this adverse competition scenario, McCraw (1998, p. 62) shows the evidence on the consolidation of control management in business conglomerates at the height of the industrial revolution:

"These large national industrial organizations required a large market whose volume was sufficient to cover rising general expenses. Besides that, to be profitable they needed good coordination between the different functional departments. Such coordination required a regular flow of accurate information on costs, sales and all activities related to purchase, manufacture and marketing "

Therefore, there are many historical facts that allude to the importance and the application of managerial control as a management tool. In this context, accounting has become a valuable tool in the effectiveness of records of administrative acts and facts, allowing the understanding, analysis and interpretation of data on the managerial performance of organizations. Its employment, by the most diverse types of organizations over time, consolidates it as an important management tool for administration as an art.

Conclusion

The historical retrospective on management as art shows us that over the past centuries, organizations have applied a series of managerial tools and techniques in business management. Although they were used based on the background and experience of the past leaders of the administration, they are present in the current organizations. The dimensions, the nature of the approaches to management as art, as well as management practices related to past organizations, have exposed the trajectory of management in its earliest days, especially the important periods of history that preceded scientific management. Paralleling the approaches of management science and its applied dimensions in past organizations, there is a series of evidences of management practices adopted by contemporary companies. One can then gauge that the classics of scientific management, as well as some of the other renowned authors of management as science, have used academic expertise as a tool to describe and explain management phenomena under a scientific approach. And the reference bases for the studies of these administrative phenomena were based on the set of experiences lived by the entrepreneurs over the centuries. Therefore, the science of management, as in the recent past and today, is driven by the competence, skill and talent of businessmen. Management practices are still established in the universe of organizations as art. For the talent, the skill and the technical competence of the leaderships in the companies supplant in speed of decision and understanding of the world of business, the time of the experimentation and the evidence of scientific phenomena. Thus, there is a border between administration as art and administration as science. Management as a science can not do anything without the art of the administration being constructed by the administrators of the companies. Business managers and administrators are instrumental in fostering creation and innovation in organizations, whether through new technologies, methods and processes, or in the form of revolution of the organizational environment. So, from this boundary, where evidence of management as art is present, management scientists must scientifically seek empirical evidence to describe, explain or prescribe administrative facts for the universe of organizations.

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