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## The Organizational Problems in the Industrial Society

by *Yoshimatsu Aonuma*

In the world of big business, market is more and more accommodated to its needs. The corporation reaches forward to control market. It must replace market with planning in order to control over what is sold and what is supplied. Market is an intellectually undemanding institution. But planning requires a comparatively high level of specialized talent. The outstanding phenomenon of the industrial society is the ever more minutely defined division of labor. Every occupation tends to assume the character of a profession.

Any expansion of industry must necessarily increase the number of educated workers and enlarges their strategic importance. Industry becomes more dependent on the possessors of higher knowledge, while the manual labor force dwindles. Though technology forces organization, it is also the result of organization. The requirements of technology and organization have greatly increased the need of the industrial enterprise for specialized talent and for its organization. The professional is the master of industry in our time. Professional employees are important in every field of activity, although the largest proportion is engaged in industry.

An individual can not bring to bear upon a single decision all the aspects of knowledge that would be relevant. His decision must not only be the product of his own mental process, but reflect the broader consideration to which it is the function of the group to give effect. Organization are fundamental to the achievement of human rationality. The rational individual is an organized individual. Specialized knowledge and its coordination have now become the decisive factor in economic success. This requires that men work in groups and power in economic life passes to the organized intelligence.

Training prepares the organization member to reach satisfactory decision himself, without the need for the constant exercise of authority. It permits a higher degree of decentralization of the decision-making process by bringing the necessary competence into the lower levels of the organizational hierarchy. In this way, the top management is reduced to performing a ministerial function. The decision is a composite process. It evolves through the interaction of many decisions of individuals.

As the higher levels are approached in administrative organization, the administrator's internal task decreases in importance relative to his external task. An organization is socially

useful to the extent that the pattern of identification which it creates brings about a correspondence between social value and organizational value. The higher administrator's decisions involve the application of criterion of efficiency to the broader purpose. Since the purpose is eminently social, this means that his decisions involve principles in social science.

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## Public Land Disposal in Gage County, Nebraska

by *Yasuo Okada*

Ever since Frederick Jackson Turner pointed out the significance of the frontier in American development, historians have studied the problem of the public domain in relation with the frontier hypothesis. Although numerous aspects of the public land system have been examined by scholars, the one which attracted the major attention was the disposal of public lands under various acts of Congress. Historians have been asking whether public land policies succeeded in providing the basis for democratic institution, or, in Turner's phrase, whether "free lands promoted individualism, economic quality, freedom to rise, democracy."

It is the purpose of the writer to study the effects of public land policies upon the developing pattern of land ownership and land use. Since the broad generalization of this topic is impossible, an intensive study of a small area is attempted focussing Gage County, Nebraska, as a test case. The fact that the "first" homestead in the United States was taken in Gage County suggests that there were many homesteaders in this county. However, large-scale speculators, the state, and the railroad also acquired much land. William Scully was one of the later purchasers of Gage County land. In addition, the Otoe and Missouri Indian reservation was situated in the southern portion of this county. This mixture makes it interesting to study the relation between public land disposal and economic structure of rural community. In this paper, only the first part of the study—the public land disposal in Gage County—is presented.

## Uncertainty and Equilibrium Analysis

by Tatsuro Ichiishi

This paper considers how economic theories analyze uncertainty and related topics. As for individual's behavior in the risky world, we have Arrow's survey article, "Alternative Approaches to the Theory of Choice in Risk-Taking Situations," *Econometrica*, Vol. 19, No. 4 (Oct. 1951). Since then, there developed remarkably two main hypothesis, i.e., the expected-utility hypothesis and the two-parameter hypothesis. The purpose of the present paper is to survey them. In addition, it shows some new results. For example, in §2-2-1, reconsideration on Arrow's paper, "The Role of Securities in the Optimal Allocation of Risk-bearing," *Review of Economic Studies*, Vol. 31 (2) (April, 1964) is given. We now establish the following theorem:

Let  $V_i = \sum_{s=1}^S \pi_{is} U_i$ , where  $(\pi_{i1}, \dots, \pi_{iS})$  is a probability vector. (Here, we are using the same notations as in Arrow's paper.) Then,

- (1)  $U_i$  is quasi-concave if  $V_i$  is quasi-concave.
- (2)  $U_i$  is concave if and only if  $V_i$  is concave.

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## The Economic Conditions of English Monasteries in 1535

by Tsuneo Imazeki

In this paper I make a study of the economic conditions of English Monasteries in 1535, chiefly based on A. Savine's work; "English Monasteries on the eve of the Dissolution, 1509". This is the only work up to now which examined the Valor Ecclesiasticus in its entirety.

According to Savine's investigation the larger houses whose gross temporal income was

more than £300 kept the manorial court and other feudal elements and were in comfortable circumstances. On the other hand the smaller houses whose gross temporal income was less than £300 had not a few hinds or tillers of a small domestic home farm to provide for their daily needs and were in narrow circumstances.

In either case monasteries granted leases of the demesne ('land and stock leases') to farmers. And laymen were employed in great numbers by the monasteries as stewards, auditors, receivers, and manorial bailiffs. Many of these laymen were gentlemen or yeomen and they played roles of historical importance. For the grantees of the dissolved monastic land were mainly gentlemen and 'it is among the ranks of those farmers who were both bailiffs and lessees of the monks that we should look for the ancestors of some of the more prosperous yeomen farmers of later Tudor England' (J. Youings).

But it is a matter of course that the reasons why they got to participate in the management of monasteries and therefore why they got to gain economic power must be asked in the depth of history.