

## UVODNIK

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## MANAGERSKA REVOLUCIJA

Primož Turk

Management: evolucija ali revolucija? Prispevek h kritični zgodovini managementa

V prispevku je prikazana kritična raziskava zgodovine managementa, ki je izvedena s primerjavo managerskega in nemanagerskega pojmovanja te zgodovine. Oba pogleda sta oblikovana na osnovi sekundarne literature. Izkaže se, da managersko pojmovanje razlaga zgodovino managementa kot evolucijo. To pa pravzaprav zapira možnost dostopa do zgodovine, saj najde management v vseh zgodovinskih epohah. V nasprotju s tem pa nemanagerski pogled zgodovino managementa razloži kot revolucijo. Izhajajoč iz tega, je treba izločiti neko zgodovinsko obdobje kot odločilno za formacijo managementa. To pa je prvi in nujni korak k oblikovanju zgodovine managementa.

Ključne besede: management, zgodovina, evolucija, revolucija

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Tonči Kuzmanić

Managerska revolucija: kako jo zagrabit, njena funkcija in interpretativne možnosti

Na osnovi svojih večletnih raziskav avtor postavi »pojav« managerske revolucije kot osrednji problem post-kapitalistične dobe. Iz njega je treba šele narediti ustrezno »orodje« analitike obstoječega, ki lahko služi mnogo bolje kot oznaka »kapitalizem« in njej pripadajoče teoretizacije, saj so se te povsem izčrpale. Avtor se najprej loti jezikovnih problemov (»language games«) oznake managerska revolucija, saj šele to omogoča izstop iz ekonomskega in kvaziekonomskega kapital-jezikanja. Nato pokaže mesto managerske revolucije znotraj dosedanjih procesov samorevolucioniranja Zahoda. Pri tem posebej izpostavi problem vednosti, znanosti in njima pripadajoče mistike kot bistvenih problemov tega razvoja. V sklepnem delu razvije razlikovanje med managerjem in kapitalistom ter med managersko revolucijo in kapitalizmom. Osrednji poudarek je na managerju kot posebne vrste svečeniku managerske revolucije. Sklep teksta opozarja na zakrito, vendar toliko bolj nevarno ne-razlikovanje med vladanjem (government) in vodenjem (leadership), bistvo managerske revolucije pa je treba iskati ravno v zakrivanju te razlike. To pomeni, da te revolucije v sami osnovi spodnašajo kakršno koli možnost politike in demokracije, v tem pa so pristno post-totalitarne ter post-fašistične.

Ključne besede: managerska revolucija, manager-svečenik, kapitalizem, post- kapitalizem, post-fašizem

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Tonči Kuzmanić

Tostran kapitalizma: Burnhamova managerska revolucija: poskus »obrata« in odpiranje horizontov mišljenja

V prispevku se avtor loteva problema reinterpretacije Burnhamove postavitve managerske revolucije, ki prvič nastane na začetku druge svetovne vojne. Skozi konkreten primer njegove instalacije managerske revolucije kot oznake velikega preobrata na makroravni se avtor prebije do nove in drugačne postavitve. Managerska revolucija ni več nekaj, kar je ameriškemu pogledu zunanje in kar se dogaja zgolj v Evropi, temveč tisto, kar je nastalo, kar poteka in kar se tako rekoč »razširja« iz smeri ZDA samih (danes je to globalizacija, managerska revolucija pa je »prevod« za zakrivajočo naravnino/oznako globalizacija). V tem obratu Burnhamove postavitve je izpeljana tudi argumentacija o postkapitalizmu – nakazana je možnost za zapustitev izčrpanega kapital-jezikanja, ki lahko vodi le še v neskončno socialno nasilje. Ključni avtorjev poudarek je na politični interpretaciji, mišljenju in razsojanju ter na opustitvi socialnega kapital-jezikanja, ki lahko le še momlja. Iz perspektive spoprijema z Burnhamom se odpre pogled, ki ne meri več na socialno/ekonomsko, temveč na politiko in politično. Problem ni več samo kapitalizem, temveč predvsem republika sama. Perspektiva ni več takšen ali drugačen socializem ali komunizem, temveč demokracija. To, kar živimo tukaj in zdaj, ni več določeno kot »kriza kapitalizma« (mainstream poneumljanje), temveč kot »permanentna depresija republike«.

Ključne besede: Burnham, managerska revolucija, kapital-jezikanje, antipolitika, depresija republike, novi horizonti mišljenja

Primož Turk

Taylor in managerska revolucija učinkovitosti: prispevek k mikrofiziki managerske revolucije

V prispevku sta prikazani dve vprašanji, vezani na Taylorjev znanstveni management. Prvo zadeva določitev managementa kot znanstvenega. Tu razvita teza se glasi: management je prej inženirstvo kot pa znanost. Da bi to pokazali, je treba najprej umestiti moderno znanost in prikazati povezavo med znanostjo in inženirstvom. Temu sledi prikaz prehoda od

inženirstva do znanstvenega managementa. Drugo vprašanje zadeva Taylorjevo znanstveno-inženirsko obravnavo človeške dejavnosti dela. Tu izhajamo iz teze, da je Taylorjeva poglobljena analiza usmerjena na proučevanje vprašanja, »kako« delavec dela. Da bi to analizo sploh lahko opravil, mora »izmeriti« dejavnost dela, kar pa zahteva njeno predhodno umestitev v absolutni in merljivi čas. Namen Taylorjeve znanstveno-inženirske analize dejavnosti dela je doseganje večje učinkovitosti opravljanja te dejavnosti.

Ključne besede: znanstveni management, Taylor, inženirstvo, učinkovitost

Mirt Komel

O managerske realizmu: kritika managerskega realizma skozi Orwellovo kritiko Burnhamove Managerske revolucije

Tekst obravnava »managerski realizem« iz predpostavke, da gre za analogen pojav kot Baudrillardova »hiperrealnost«, se pravi za pojav, kjer »managerska hiperrealnost« nadomešča realnost skozi diskurz »managerskega realizma«. Za osnovno vodilo tekst vzame Orwellovo kritiko Burnhamove teorije o »managerski revoluciji«, kjer so podane koordinate za razumevanje managerskega pojmovanja »realnosti« in s tem »realizma«, ki ga management še danes propagira kot »najbolj učinkovit in uspešen pogled na svet«. Management se tako naposled izkaže ne samo za »totalno družbeno dejstvo«, temveč tudi za »totalen pogled na svet«.

Ključne besede: managerska revolucija, management, marksizem, realizem

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Kristina Egumenovska

Sprevrnjeni atenski *polis*: demokracija in management našega časa

Besedilo skuša misliti politiko v terminih samoupravljanja, upoštevajoč relevantno kritiko, ki jo je o tematiki samo-vladanja razvil Cornelius Castoriadis. Bistvena karakteristika managerske produkcije je antinomija: tendenca, ki *zanika* upravljalno zmožnost delavca, sočasno pa se *zanaša* na to isto zmožnost, ki zagotavlja učinkovitost sistema. In četudi je ta zmožnost odtujena (fenomenološko *je ni*), še vedno *je* operativna kot pogoj vzpostavljanja managementa produkcije. Skratka, da se management v končni instanci *zanaša* na zmožnosti človeških bitij živeti s takšno antinomijo, dokaže ravno nasprotno tezo od tiste, ki jo implicitno zagovarja Burnham: ljudi se ne da reificirati v stvari, in družbe se ne da

managirati. Protislovnost managerizma zasledimo v politiki, saj se jo obvladuje in upravlja na podlagi iste (dvojne) *zahteve*: na izključitvi možnosti resničnega upravljanja delovanja in istočasni absurdni zahtevi po »udeležbi« v tem delovanju. Prav ta vseprisotnost protislovnosti (ne samo v ekonomiji) je dejavnik, ki ustvari radikalno razliko med sodobno politiko in atenskim *polisom*. Kakšne so implikacije za sleherno politično spremembo, iz čedalje večjega množenja »države«?

Ključne besede: politika, samo-upravljanje, tehnologija, antinomija

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Igor Bijuklić

Razvoj propagande in PR kot onemogočanje demokracije: primer Edwarda Bernaysa, očeta moderne propagande in odnosov z javnostmi

Besedilo poizkuša umestiti moderno propagando in odnose z javnostmi v njun izvorni kontekst, predvsem zato, da bi se izognili raznim evolucionističnim teorijam, ki ta povsem novodobna izdelka razumeta kot nekaj, kar naj bi od vekomaj spremljalo človekov razvoj. Propaganda posledično ni nekaj, kar naj bi se po naravi stvari nujno vezalo na totalitarne režime, temveč je zgodovinsko zelo tesno povezana s krizo demokratičnih vrednot tistega časa. Glavna pozornost torej ni namenjena evropskim totalitarnim režimom, temveč Lippmannovemu konceptu »Velike Družbe«, tehnološko napredujoče družbe, ki je z znanstveno podkrepljeno diskvalifikacijo državljanov iz javnih zadev pripravila podlago za management družbe s pomočjo propagande. Natančno branje in analiza ključnih avtorjev tistega časa, kot sta W. Lippmann in E. Bernays, nakazuje, da je v ozadju tako imenovanega znanstvenega popravljanja demokracije s propagando stekel širši proces, ki ga je kasneje J. Burnham formuliral kot managersko revolucijo.

Ključne besede: Propaganda, odnosi z javnostmi, množična družba, znanost, javnost, demokracija, totalitarizem

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Julija Magajna

Art of the state – state of the art: vladanje, vodenje in management kot tehnike (umetnosti) ohranjanja političnih razmerij moči

V pričujem besedilu avtorica izpostavlja poglobitve tehnike oblasti, ki obstajajo z namenom ohranjanja določenega političnega stanja, oziroma natančneje, obstajajo z namenom ohranjanja določenih porazdelitev političnih odnosov moči. Te tehnike obravnava z vidika grškega koncepta *téchne*, torej kot veščine oziroma znanja, katerih obstoj je izključno povezan z dosegom določenega cilja: z udejanjanjem namena, z zadovoljitvijo interesa, s pridobljeno koristjo ali z izdelavo končnega produkta. Problem tehnik oblasti vidi v dejstvu, da ohranjajo določene politične odnose moči, hkrati pa jih omogoča prav obstoj teh odnosov oziroma njihovo konkretno stanje. Vzroke za nastanek te dvojne zanke išče s pomočjo raziskave razvoja različnih tehnik oblasti, ki učinkujejo v naših zmožnostih oziroma v moči ustvarjanja, omogočanja, ohranjanja in spreminjanja političnih odnosov moči. Iz tega vidika razume management države kot najbolj izpopolnjeno tehniko oblasti oziroma kot najbolj učinkovit način ohranjanja določenih političnih relacij moči.

Ključne besede: tehnike oblasti, management države, vladanje, vodenje, upravljanje, biopolitika, tehnike sebstva, subjektivizacija

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Marijana Koren

Druckerjeva antropologija: o svobodi v mejah zgolj organizacije

Članek preučuje implikacije in predpostavke tega, kar je Peter F. Drucker razumel kot edino resnično revolucionarnost sodobne managerske paradigme: vodenje samega sebe (*managing oneself*). Ta nova zahteva, s katero se sooča sodobni delavec, je razložena v okviru tega, kar ekonomska teorija imenuje menjava ključnega produkcijskega faktorja nekega gospodarstva. Na tem mestu članek primerja industrijsko dobo, kakor jo je razumel Marx, s sodobno realnostjo, kakor jo koncipira Drucker. V kontekstu menjave paradigme produkcije se izrisuje nova podoba človeka, ki je neločljivo povezana s svobodo, ki jo po Druckerju omogoča sodobna organizacijska družba.

Ključne besede: Drucker, management samega sebe, managerska revolucija, Marx, management, aktivnost, svoboda, antropologija, organizacija, delo

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## **MANAGERIAL REVOLUTION**

Primož Turk

Management: evolution or revolution? A contribution to critical history of management

Article discusses the critical analysis of the history of management. The analysis is carried out through a comparison of the managerial and non-managerial notion of history. Both notions are formed on the basis of secondary literature. Research shows that history of management is considered by the managerial view as evolution. This view therefore closes any possibility of history since it finds management in all historical periods. On the other hand the non-managerial view considers the history of management as a revolution. Consequently, it argues for an identification of a historical period which is crucial for the formation of management. This identification is the first and unavoidable step in the formation of the history of management.

Keywords: management, history, evolution, revolution

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Tonči Kuzmanić

Managerial revolution: how to grasp it, its function and interpretative horizons

Proceeding from his previous research, the author puts forward the »phenomenon« of managerial revolution as one of the central problems of our post-capitalist age. Managerial revolution represents something that is not yet being grasped, but could become a useful analytical tool in the future, even more suitable than the concept and conceptions of »capitalism« which have already become entirely exhausted and counter-productive. Firstly, the problems of language (»language games«) concerning the managerial revolution (and capitalism) are dealt with, in order to escape out from the dominant economic and quasi economic language of capital (capital-language). Author proceeds with identification of the place of managerial revolution within the processes of self-revolutionizing of the West. The problems of science and knowledge (their mysticism included) are of central importance in this kind of development (progress as such). The author stresses the distinction between the

capitalist and the manager as well as the distinction between capitalism and managerial revolution. Central emphasis is on the manager as a special kind of priest of the managerial revolution. The conclusion shows the lack of distinction between government (governing, in terms of politics) and leadership (in terms of policy) as a central feature of managerial revolution. With this dangerous masking of a very important difference, the managerial revolutions destroy the very possibility of politics and democracy and are therefore a genuinely post-totalitarian and a post-fascist phenomenon.

Keywords: managerial revolution, manager-priest, capitalism, post-capitalism, post-fascism

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Tonči Kuzmanić

On this side of capitalism - Burnham's managerial revolution: »turning« his perspective and opening new horizons of thinking

Author is dealing with the problem of the reinterpretation of Burnham's questioning of the managerial revolution, of the comprehensive concept that has emerged at the beginning of the Second World War. Through the critical examination of his macro theory which is targeting big transformation, the author develops a new and essentially different approach. Managerial revolution is not something exterior to the American gaze (events in Europe of that time), but something which emerged in the USA, takes place there and »expands« from the USA themselves (today this is called globalization, and managerial revolution can be read as a »translation« of this seemingly »natural« phenomena). With this turning of Burnham's idea(s), the author argues radically differently about post-capitalism and gives the opportunity to put aside the exhausted capital-babbling which can only lead toward brute social violence. The key author's emphasis is on political interpretation, political thinking and reasoning, and on the abandoning of empty socially determined capital-babbling (social sciences as such, post-modern included). From the perspective of critical encounter with Burnham's views the gaze is redirected toward politics and political instead of dealing with social/economic problems. Capitalism is not the sole problem anymore; rather it is the republic itself. The perspective is not this or that kind of socialism or communism any more, but democracy itself. What we live here and now is not defined as the »crisis of capitalism« (which is main-stream blunting of our mental capacities) but as a »permanent depression of republic«.



Key words: Burnham, managerial revolution, capital-babbling, anti-politics, depression of republic, new horizons of thinking

Primož Turk

Taylor and the managerial revolution of efficiency: contribution to micro-physics of managerial revolution

The article discusses two questions, linked to Taylor's scientific management. The first is concerned with the determination of management as scientific. The thesis, developed by the author, is: rather than understanding management as science we should consider it as engineering. Author firstly contextualizes modern science and shows the connection between science and engineering. In the next step he shows the transition from engineering to scientific management. The second question deals with Taylor's analysis of human labor activity through his scientific–engineering perspective. The author starts from the following thesis: Taylor's principal analysis is focused on the study of »how« laborer labors. In order to perform this analysis he has to »measure« the labor activity and this »measure« has to be placed in absolute and measurable time. The aim of Taylor's scientific–engineering analysis of the labor activity is to increase the efficiency of labor.

Key words: scientific management, Taylor, engineering, efficiency

Mirt Komel

On managerial realism: critique of managerial realism trough Orwell's critique of Burnham's Managerial Revolution

Article analyses »managerial realism« from the assumption that it is analogous to Baudrillard's »hiperrealitiy«. It is a phenomena, where »managerial hiperrealitiy« substitutes reality through the discourse of »managerial realism«. Article is based on Orwell's critique of Burnham's theory of »managerial revolution«, which posits the coordinates of understanding the managerial conception of »reality« and consequently also of »realism«. Even contemporary protagonists of management try to implement this conception as »the most effective and successful world-view«. Management is consequently conceived as not only a »total social fact« but also a »total world-view«.

Keywords: managerial revolution, management, Marxism, realism

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Kristina Egumenovska

Athenian *polis* distorted: democracy and management of our time

Article deals with the question of politics in terms of self-management, while relying on the relevant critique developed on that subject by Cornelius Castoriadis. Essential characteristic of managerial production is antinomy: the tendency to *deny* a worker the ability to govern herself or himself *while relying* on that very same ability in order to secure the functioning of a system. Even when this ability is alienated (phenomenologically it *is not*), it *is* still operative as a condition for the establishment of such a management of production, which ultimately relies upon the possibility of human beings to live with such antinomy. The later conclusion argues against the implicit thesis of Burnham: ultimately, humans can neither be reified nor can society be managed. The antinomy of managerism is found in politics as well, making it conducive to the same (double) demand: to not genuinely direct one's own activity while being absurdly asked to »participate« in it. Precisely the overall (not only in economy) presence of this antinomy is what radically differentiates the present-day politics from the democracy of the Athenian *polis*. What are the implications for any radical political change of the ongoing multiplication of state?

Keywords: politics, self-management, technology, antinomy

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Igor Bijuklić

Development of propaganda and PR as disablement of democracy: example of Edward Bernays, the father of modern propaganda and public relations

This paper is an attempt to set modern propaganda and public relations in the context of their origins in order to put an end to evolutionist theories, which assume that these entirely modern phenomena exist in different forms from the beginning of human history. Consequently propaganda is not something that by natural course goes along with totalitarian regimes, but is historically very closely linked to the crisis of democratic values of

that time. Thus, the main focus is not oriented toward European totalitarian regimes, but to Lippmann's concept of »Great Society«, i.e. of technologically perfecting society, in which the »scientifically« based disqualification of citizens from public affairs suspended the democratic tradition and created the platform for management of society by propaganda experts. The accurate reading and analysis of the key authors of that time like W. Lippmann and E. Bernays indicate that in the background of the so called scientific reparation of democracy through propaganda a broader process was developed. Later it was conceptualized by James Burnham as the managerial revolution.

Keywords: propaganda, public relations, mass society, science, public, democracy, totalitarianism

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Julija Magajna

Art of the state – state of the art: reign, leadership and management as techniques (arts) of maintenance of political power relationships

In the present article the author exposes the main techniques of power, which aim to preserve the particular political state or, more precisely, the particular static disposition of political relations of power. Her understanding of these techniques is analogous to the old Greek understanding of the concept *téchne* (art), namely, the skill or know-how, which is exclusively goal-oriented: on attaining an aim or a particular gain, satisfying an interest or creating an end product. She sees the main problem of techniques of power in the fact, that they aim at preserving the particular political state, but at the same time they are enabled by the State itself, namely by its relations of power. Consequently, the author looks for conditions of this double binding by tracing the evolution of different modes of techniques of power, which effectuate in our ability or power of constructing, enabling, maintaining or changing the political relations of power. From this point of view she considers management of the State as the most efficient technique of its preservation, as the most perfectible art of the State, namely as its state of the art.

Keywords: techniques of power, management of the State, reign, leadership, management, biopolitics, techniques of self, subjectivization

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Marijana Koren

Drucker's anthropology: on freedom in the boundaries of exclusive organization

Article examines the implications and presuppositions of what Peter F. Drucker has denoted as the only authentic revolution of the contemporary management's paradigm: the managing of oneself. This new demand, which is imposed on the contemporary worker, is framed in the shifting of the crucial elements of the production's function. At this point the article compares the production in the industrial era (as Marx has understood it) with the contemporary reality as observed by Drucker, with special emphasis on the changing role of labor. In the context of the shifting production's paradigm a new perception of the worker emerges, which is inseparable from freedom as the inevitable condition of the new organization society.

Keywords: Drucker, managing oneself, managerial revolution, Marx, management, activity, freedom, anthropology, organization, corporation, labor, work

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