Summary

This paper describes and gives some evidence of two related concepts:
Firstly: what has been called socio-psychological and habit infra-structures and
Secondly: the concept of the "availability" of skill

It was argued that socio-psychological and habit infra-structures can be identified in a business organization by the way in which they facilitate (like roads and railways in the macro economy) the exploitation of existing resources and skills. Examples were given of the pre-circulation of agendas and minutes of Boards of Directors and the habit of dictating letters instead of writing them out in long-hand.

The concept of the "availability of skills" differentiates between possessing an ability and using it. While it is recognized that there is always likely to be a gap between knowledge and skill on the one hand and their use in practice on the other, it is argued that in developing countries this gap has often become so great as to constitute a major bottleneck in the efficient development of a business unit.

The absence of certain socio-psychological and habit infra-structures is identified as one important element in the process of preventing knowledge and skills from being "available".

This problem should be explored and considered in connection with the Galbraith-Harbison-Myers-Schultz argument for strategic human capital as a major resource scarcity in the process of economic development.

It would seem to follow that one of the critical roles of modern business management in developing countries may be to build these habits and procedures which have here been called infra-structures.

The Changing German Family

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Analysis of German political systems has frequently been related to analysis of the traditional authoritarian German family, the basic proposition being that the authoritarianism of the Hitler Era was spawned and supported by the authoritarian system of the German home.1 Hitler was interpreted as the father figure around which a nation of followers could rally.

Many people still think that the German people have not really changed. They argue that underneath the obvious democratic proceedings in government, the Germans are still authoritarian in their basic attitudes. Some of the proponents of the opinion base their arguments on the belief that the home is the source of authoritarian attitudes and that the family system in Germany is still basically authoritarian and headed by an authoritarian father. The fol-

lowing research contradicts the assumption that a monolithic authoritarian family system exists in Germany today.

There are in Germany today approximately three million children without fathers. Seventy percent of these children lost their fathers through death, thirteen percent through divorce, nearly six percent through separation, and ten percent are children of unwed mothers. There are also 219,000 widows in the twenty to forty age group and 587,000 widows between the ages of forty and fifty.1 These women and children, out of necessity, formed non-paternalistic types of family groups as substitutes for the traditional family. Mother-children and grandparent-children families are common examples. Among the refugees, other types of kinship groupings were formed.2

It is relatively easy to predict that the two-parent-and-child family will again become typical (barring cataclysmic events). Nevertheless, the importance of the structural variations cannot be overlooked. These circumstances freed millions of Germans from the direct control of fathers.

Another factor which militates against and will probably continue to militate against the father-dominated family is the phenomenon of working women and children. Statistics from the 1961 German census3 indicate the scope of this change. Of the approximately one million married women between the ages of twenty and twenty-four, fifty percent of them were employed outside the home. There were 1,400,000 married women between the ages of twenty-five and twenty-nine. Forty percent of these women worked. Among the older married group, ages thirty through forty, a smaller percentage (33 percent) were in the labor force.

Children started leaving home for work at the age of fifteen. In this age group (fifteen through nineteen), there were about 3,500,000 children. Two million (fifty-seven percent) earned enough money to support themselves. About half of the remaining youths in this age bracket had partial incomes derived from apprenticeships and other training programs. Among the older age groups, economic dependency upon parents was unusual. Among the 4,600,000 aged twenty through twenty-four, eighty percent of them were employed outside the home. The 900,000 without outside work were mostly women (700,000).

The above statistics are not sufficient to make one conclude that the authority of the father has decreased. Other studies directed towards this question have been made. C. M. M. Tan-Coumans has reviewed German sociological research in this area and reported the basic position of the researchers and writers. There is consensus among them that the husband-wife relationship is changing. The previously male-dominated relationship is become a partnership of equality.4

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