

Machiavelli's The Prince

and

Modern Management:

A modern comparison of uniform principles

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The modern-day manager, in order to be successful, often must use harsh and ruthless tactics to seize an opportunity and remain or become successful. Many people would call these characteristics "Machiavellian" (Buskirk ix-x). The 1981 edition of Webster's Dictionary defines Machiavellian as "unscrupulous" and "crafty." However, as I will use the term, based on my reading of The Prince, Machiavellian is equivalent to motivated, opportunistic, intelligent, and cognizant. Making use of these characteristics may, however, cause others who are not sympathetic to perceive one as unscrupulous and crafty. Any effective manager runs such a risk. Machiavelli's work, The Prince, was originally written in 1513 to express his political theories, but about two years ago, I realized, after reading The Prince for the first time, that some of Machiavelli's political theories might also be applicable to professions other than just politics. As an accounting major, I have been trained in the study of management basics, statistics, and strategy. My general knowledge of management practices based on experience, media portraits, and my management courses have lead me to undertake this study. Much of Machiavelli's advice seems to make perfect business sense.

Niccolò Machiavelli died a bitter man in 1528 after having spent thirteen years attempting to better his own country, Italy, and not himself (Gauss 30). In exile, however, he collected startling intellectual rewards, and more importantly, we, the human race, are fortunate enough to have the opportunity to

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harvest those same intellectual dividends. Machiavelli discovered that in the best interest of Italy, a leader should do all that he can to better himself through the methods he describes in a "little work" called The Prince that he wrote in his exile (Gauss 30). Although Machiavelli was not himself a "leader;" he held a high government position before his exile; that the government could have possibly saved if the leader at the time had followed the practices that Machiavelli later developed.

Born in 1449 in troubled and unstable Florence, young Machiavelli followed the political beliefs of his father, a lawyer. He grew up under the rule of Lorenzo the Magnificent, the greatest of the Medici Regime who ruled over the five major Italian units of power including Naples, Rome, Venice, Florence and Milan. These units, however, were at constant odds with smaller cities within Italy, such as Pisa. The "balance of power" in Florence shifted often in such delicate situations and, thus, there was constant political instability (Gauss 10).

Because the Medici were driven out of Florence in 1494, and the Great Council composed of representative Florentines-took over, opportunity knocked for Machiavelli in 1498. In 1498, Machiavelli was elected as the Secretary to the Second Chancery of the Republic of Florence and took over the responsibilities of military and foreign affairs. In 1511, however, the French army threatened Florence, and the Florentines panicked and called back the Medici, forcing Machiavelli, after thirteen years of service,

into his exile (Atkinson 4).

In exile, Machiavelli lived in the country and spent his time conversing and sharing ideas with the "assembly of men of old times." From these readings and reflections, Machiavelli developed his political theories. He realized that the best way for a leader to hold his position is to do all that he can, using all means available, to better himself and his position as a leader. A leader (a Prince), Machiavelli believes, in order to maintain his position, must be selfish, ruthless, and resourceful. He needs to put his own interest above all else, but in doing so, he should not overlook the interests of his subjects, for often bettering their interests also better his own (Gauss 11).

Machiavelli dedicated The Prince to the ruler of Florence at the time, Lorenzo the Magnificent, in hope that he would ask Machiavelli to return to public service. Lorenzo died in 1519, however, and it is unclear whether or not Machiavelli was able to present it to him before his death (Gauss 11). Machiavelli's main purpose for writing The Prince was to dissect and study the political practices that had succeeded in the past and relate to other princes the practices that had succeeded in the past and relate to others the principles that need to be followed for current political success (Jay 24).

Machiavelli also wrote other works. The Discourses on the First Ten Books of Titus Livius, most of which was written before The Prince, more broadly expressed Machiavelli's political ideals

in the form of a critical essay on the history of Rome written by Titus Livius called From the Founding of the City which originally contained 142 books (Adams 93). Machiavelli also wrote a few poems during the Florentine Renaissance period in which he lived. "Carnival Songs" and "Occasion" (a rewritten poem from 4th century A.D.) also reiterate Machiavelli's strong ties to his country and other political feelings (Adams 100). But, it was Niccolo Machiavelli's work, The Prince, which was originally written in order to emphasize his political theories, that is best known and is the focus of this study.

Many obvious similarities between political and management practices are evident today. The real beginnings of industry as we know it developed during the sixteenth century the time in which Machiavelli lived. Moreover, Florence was one of the first centers of the emerging capitalist economy. Perhaps those factors may have played some role in the development of his views. Today, of course, management structure is much more complex than just the boss and the labor force that was characteristic in early capitalism. There has developed a system called the "chain of command" or "hierarchy" in modern corporate structure, and these hierarchies possess many similarities to the political hierarchies and monarchies that existed during Machiavellian times (Jay 2). In fact, general similarities between political and management practices are striking. Almost all books concerning successful management practices discuss the topic of authority. For example, Theodore Caplow in his book,

How to Run Any Organization, devotes one fifth of its contents directly discussing the subject of maintaining authority (Caplow 19). Because governments and corporations operate in several general similar manners, and Princes and modern managers are usually motivated by the same things. Few, if any, professional individuals enter their preferred field (politics or corporations) with the honest intent to do all that they can to benefit the public or their organization without any dreams of attaining power or prestige. Concern with effective management of people and subordinates is another common denominator.

Machiavelli devotes much of The Prince to this subject, of course. It is widely recognized that politicians and managers, in order to gain success, obviously must take advantage of excellent opportunities available to them. For example, most managers or politicians who recognize the emergence of a "once in a lifetime" opportunity do not hesitate to take advantage of such given occasions, unless risk outweighs the chances of success. These general similarities become quite obvious after short analysis of each profession's own operating activities.

Some differences, however, also exist. For example, politics is very involved in military affairs. These affairs involve the protection of the country, and while it could be said that corporations need to protect themselves, their means of protection come in quite different forms from those of a state. For example, a corporation can often best protect itself by successful management of its employees who then contribute to

a company's success, and the more successful and strong a company, the better their protection against loss of market share or corporate take over. Therefore, for the purposes of this study, Machiavelli's discussion of purely military issues are not relevant.

Machiavelli organized The Prince in twenty-six chapters. Each chapter discusses ways in which a successful prince should behave under various circumstances in order to achieve and maintain great power. Again, not all of these chapters are relevant to this discussion, and others reiterate what has already been said in previous chapters of the book. The concepts that I have chosen from the relevant material, however, revolve around and build on one another. The method by which I approached the work was fairly simple. I first read the full text of The Price objectively. I then read it again with possible management applications in mind that I learned from my limited experience and management courses. I then jotted down several passages and the chapter in which the possible correlation existed. I read the passages one more time and limited the chapters to total of nine eliminating the irrelevant chapters. The chapters remaining include 3, 15, 16, 17, 18, 19, 21, 23, and 25. My research then began in earnest, and I located a book that directly discusses management and Machiavelli. I have cited the book, Modern Management and Machiavelli, by Richard Buskirk, frequently and it, indeed is my main secondary source. The book, published in 1974, is, however, outdated in

some of its points, and I, therefore, have referenced many other sources to assist in this study of modern management and Machiavellian principles. I have related passages from each of the nine chapters of The Prince relevant to modern management cases and issues and I examine real and hypothetical cases to justify or, in some cases, refute the idea that Machiavelli's ideas are indeed relevant to management today.

Chapter III

"Of Mixed Monarchies"

In this chapter Machiavelli addresses the ways in which princes can hold and maintain newly acquired dominions and states: "But when dominions are acquired....the better remedy is to plant colonies in one or two of those places...."(36-37). This passage made me recall, from my management classes, a technique used by managers when the head manager's (CEO) company sends entire teams from the company to manage the newly acquired organization and replace the old management. Machiavelli also states:

....he (the prince) can send and maintain them; he only injures those whose lands and houses are taken to give to the new inhabitants, and these form but a small proportion of the state....(37).

This practice, as learned in those classes, is used widely after corporate takeovers. For example, if a firm acquires a subsidiary in another state or area, some of the existing

employees normally are fired, and new managers are sent to replace them in order to establish authority and often simultaneously to instill a sense of fear into other employees. This fear is good and necessary to an extent as I shall later discuss. The documented case of "The Rider Tire Acquisition" (1972) serves as a relevant application of this part of Machiavelli's theory. To summarize, Rider Tire Company acquired all of the assets of Collington Tire Company. Subsequent to the acquisition, Rider Tire head management fired all of the employees of Collington. This action cause the mass of unemployed people to raise a lot of trouble when they turned to the union and media for help, and then halted the operation of the plant. Rider Tire's head management then hired back most of the old employees but the new managerial team stayed on with the company. This tactic left only a few employees out in the cold, but the ones who had regained their jobs were content and productive (Schuler 146-155).

This concept of managerial teams used to maintain the company may also apply to new managers entering an unfamiliar existing division as well as to corporate acquisitions. A new manager of an existing division may often replace lower-level managers and bring a new management team to help him continue to hold his own position. In fact, a manager without this team may not be able to successfully administer new policies without the help of such a team. The Bard Med Systems Company case illustrates this point. A new manager was sent to take over the

operations of a struggling division. The manager, Richard Klein, fired the existing division managers and set up his own managerial team in place of the old division managers. Klein vehemently explained that this is a necessary step in such a situation (Aquilar 122-124). The replacement of some of the existing managers in newly acquired or newly entered divisions is often used in management practices today. As we see, then, a definite correlation exists between this chapter of The Prince and techniques used in management textbooks and applications.

Chapter XV

"Of the Things for Which Men,
and Especially Princes, are Praised or Blamed"

In this chapter, Machiavelli begins to describe methods and actions that a Prince should address to his subjects and friends. Here in particular, Machiavelli devotes his attention to the question of whether or not a prince should be "good".

Machiavelli says:

A man who wishes to make a profession of goodness in everything must necessarily come to grief among so many who are not good. Therefore it is necessary for a prince, who wishes to maintain himself, to learn to use this knowledge and not to use it, according to the necessity of the case (84).

The knowledge of how to be good or not good is an extremely important key to the understanding of Machiavellian logic. This logic is also relevant to management practice. A good manager may have to resort to "bad" deeds at times to save or maintain

his business, no matter how bad he feels about his actions. In fact, the appropriate use of the application of "good" and "not good" in certain situations determines the manager's success (Buskirk 65). Machiavelli talks further about such situations in later chapters of The Prince. In this chapter, however, "good" and "bad" can be defined differently by people depending on their ethical base. Likewise, a manager may administer a decision that may not seem pure or righteous to some but that does not mean that he is totally unethical. Machiavelli goes so far as to say that an individual should be injured deliberately by the administrator if the situation is such that either the individual or the administrator will be injured (84).

The rationale of "better him than me" is often necessary to maintain that leadership position in business. If, for example, a manager of a company realizes that some of his labor positions have proved to be inefficient and unnecessary to the company, the manager should not be considered unethical if he fires all of the employees in that position. If he does not, the inefficiency could lead to his own downfall and harm to the company. The manager may be considered "not good" by the members fired or other employees who do not fully understand the reasoning, but the act is nonetheless necessary. Of course this is just one simple scenario, and far more dubious examples exist that cut a finer line between being considered ethical and unethical behavior by a manager.

In practice, truly unethical actions by managers occur every

day. A survey of the readers of Industry Week, 1987, resulted in a few of the following statistics and comments: seventy percent of the readers have witnessed unethical behavior in their company; thirty percent of the readers in response to a different question indicated that their boss had asked them to act unethically; one reader commented that "we have a policy regarding ethics, but management ignores the rules by rationalizing 'that it is not unethical its just smart business'"; another respondent stated "my observations suggest that the more successful the businessman, the more unethical the behavior" (Smith 32-33). The last point, however, does not reflect Machiavelli's view, and it does not accurately reflect today's business world. Most successful managers are overwhelmingly ethical, but a "good" manager may be trapped in a situation that calls for questionable (unrighteous or not good) actions or the possible loss of his leadership position. The rare case of questionable behavior may be justified only in such a situation as this, but frequent unethical behavior will ultimately lead to a leader's downfall (Silk 12).

Chapter XVI

"Liberality and Niggardliness"

Should a leader flaunt his wealth and extravagance or should he be stingy with his wealth? Machiavelli proclaims:

But one who wishes to obtain the reputation of liberality among men, must not omit every kind of

sumptuous display, and to such an extent that a prince if this character will consume by such all his resources, and will be at last compelled, if he wishes to maintain his name for liberality,and to do everything possible to obtain money. This will make his subjects begin to hate him.... (86).

Being liberal with money expends personal and business resources. Although being considered miserly may not cause others to look upon an administrator with admiration, he need be respected, for a man or business with no resources has no power. This liberality can lead to a business' chief executive officer (CEO), for example, to spend all of the company's resources for his lavish office and personal expenses. This extravagance hurts the company's liquidity and may cause barriers to other factors of success such as rare business opportunities that require immediate reaction and capital. If the capital is tied up, the opportunity may be lost. This lavishness can also cause employees who work in moderately poor working conditions to voice and act on their dispositions (Buskirk 69-73).

I researched many cases to attempt to find a documented situation that correlated, but I could not locate such a documented case. The lack of such documented evidence, I have determined, is due to the fact that this advice, although applicable, is mostly common sense in the business environment. Rarely will a manager act ~~to~~ so extravagantly and totally deprive his employees of a comfortable working climate. However, when a company does have a small surplus of cash at its disposal, and operations are running smoothly, it may be appropriate, in order

to show off its success and gain some respect, to make some additional expenditures for luxurious items and update and improve its current operating facilities.

Chapter XVII

"Of Cruelty and Clemency,

And Whether It is Better to Be Loved or Feared"

Manager's opinions differ about whether it is better to be loved or feared by subordinates (Caplow 9). Machiavelli declares: "...one ought to be both feared and loved, but it is difficult for the two to go together, it is much safer to be feared than loved....(90)."

Theodore Caplow, in his book How to Run Any Organization, agrees that the best possible situation is indeed to be loved and feared (Caplow 9). A manager can still be feared and loved when that fear establishes respect which, in turn, contributes to the employees' amount of like or dislike of the manager (Buskirk 79). In the case of Food Merchandising Corporation (1972), one of the foremen, "Hank", was considered a "terror" by his subordinates but also a good manager. He encountered some confrontations with some of the employees, and he began to change and leave the workers alone. Their work deteriorated and caused the "Hank" to be "relieved" (Schuler 179-181). Machiavelli states that:

....men have less scruple in offending one who makes himself loved....for love is held by a chain of obligation which, men being selfish, is broken whenever it serves their purpose, but fear is

maintained by a dread which never fails (90).

Further research indicates that the above cited case from 1972 may be outdated. Modern management and theories have been developing tenancies that are not of such traditional beliefs. Being feared, according to most recent managerial textbooks, makes employees less than willing to suggest productive change and creativity. This topic of whether to be feared of loved bears close resemblance to the Theory X and Theory Y assumptions about human nature, developed by an American scholar named Douglas McGregor. Traditionally, (Theory X) it has been assumed that people liked to be told what to do and must be coerced and threatened before they work, and they require close supervision. Modern assumptions (Theory Y) suggest that people can use self-direction, and they need rewards rather than punishment to encourage productivity (Keitner 69).

TABLE 1

| Theory X (Traditional) | Theory Y (Modern) |
|---|--|
| <ol style="list-style-type: none"> 1. People dislike work and will avoid it when possible. 2. Most people need to be threatened with punishment to work. 3. People prefer to be directed and have little ambition. | <ol style="list-style-type: none"> 1. Work is natural. 2. People are capable of self direction if they set objectives. 3. Rewards contribute to commitment of objectives. 4. People accept and seek responsibility. 5. People possess creativity and imagination. |
| (Keitner 70) | |

McGregor criticized Theory X and being pessimistic, outdated

and stifling (Keitner 69). Most recent management basics textbooks specifically include discussion on Theory X and Y and suggest and teach methods closely related to Theory Y such as participatory management techniques (Keitner 70). Heavy research, classroom and personal experiences have enabled me to determine that for this particular theory, it is not better nor safer for modern managers to establish a larger amount of love than fear. Too much fear can stifle creativity and efficient criticism, which can in turn, cause a manager to lose his secure position.

This chapter also addresses cruelty and punishment.

Machiavelli mentions:

A prince, therefore, must not mind incurring the of cruelty for the purposes of keeping his subjects united and faithful; for, with a very few examples, he will be more merciful than those who, from excess of tenderness, allow disorders to arise, from whence spring bloodshed and rapine; for these as a rule the whole community, while the executions carried out by the prince injure only individuals (89).

When punishment is necessary, it should be distributed on an individual, private, and immediate basis. A manager who humiliates an employee in front of his co-workers, may install fear into the other employees, but he loses respect from the employee and creates a hateful feeling that is overwhelmingly counterproductive (Buskirk 86). A manager who, on the other hand, swiftly and privately disciplines an employee and individually administers the punishment so the rest of the employees cannot see it saves his respect by the employee and other employees (Luthans 145). The witnessing of a murder is

more overwhelming and causes more feeling against the offender than reading about the killing in a newspaper.

Chapter XVIII

"In What Way Princes May Keep Faith"

Machiavelli strikes up a load of controversy in this chapter when he justifies deceit: "Therefore, a prudent prince ought not to keep faith when by doing so, it would be against his interest....(92)." Agreement with this passage through their actions keeps many managers successful (Buskirk 87). Buskirk claims that managers should lie at times when it is sensible to do so. Management leaders, he says, should break faith when it is to the company's advantage (Buskirk 87). A manager's (a prince's) gains, Machiavelli says, justifies the means of its attainment (Machiavelli 92). Recently, some movements in management have occurred that make deceit an unwise act for successful managers. With the increasing attention of the media to unethical business practices and the required need for trust in the modern corporate arena, deceit should not be a part of a manager's business activities. Leonard Silk directly addresses this Machiavellian principle and points out that people are not so easily manipulated in today's business world (Silk 12). An organization's people and customers help a leader maintain or lose their position, and lying can unseat the cleverest of leaders (Silk 12). If stockholders or employees do not trust a

business leader, they can cause him to lose his or her position (Silk 13). The ever-developing attention from the media, the Better Business Bureau (BBB), and other agencies has begun to invalidate in business practice, Machiavelli's theory concerning the keeping of faith and has started to install fear into the manager. A customer will probably run without hesitation to the BBB or the media if a manager or a company head has committed a serious enough untruth.

Chapter XIX

"That We Must Avoid Being Despised and Hated"

This discussion similarly discusses issues covered in Chapter XVII, but explains how, if a prince is hated, the people can destroy him (Machiavelli 95).

He must only guard against committing any grave injury to anyone he makes use of, or has about him for his service (101-102).

....I say that whoever studies the preceding argument will see that either hatred or contempt were ruin of the emperors....(103).

If a manager continues to discipline and demote an employee, and, in the process, humiliates him in front of his peers, the employee's now overwhelming despise for the manager could possibly make the employee seek revenge through possible embezzlement or other methods that can hurt the organization and the manager. Rather than continue punishment, the manager should

fire (eliminate) the employee in order to avoid such a problem (Buskirk 102). Eliminating a problem rather than putting it off stops it from coming back to hurt someone. Machiavelli briefly discusses this at the end of Chapter VIII when he says:

Whence it is to be noted, that in taking a state the conqueror must arrange to commit all his cruelties at once, so as not to have to recur to them every day, and so as to be able, by not making fresh changes, to reassure people and win them over by benefiting them (62).

Chapter XXI

"How a Prince Must Act

In Order to Gain Reputation"

"Nothing causes a prince to be so much esteemed as great enterprises and giving proof as prowess (Machiavelli 110). People like to work for established winners, and informing people about a manager's success is another way to maintain that success (Kobert 45). Knowledge by his employees of a manager's outstanding accomplishments help the employees maintain heavy faith and trust in the manager and also helps them be proud of working in such an environment where they can also make positive contributions that will only strengthen the manager's power position (Kobert 45).

Chapter XXIII

"How Flatters Must be Shunned"

If a manager surrounds himself with flattery all day and accepts nothing but such flattery, his ego will obstruct his

efficiency and proper administration of the division or company (Buskirk 106).

A prudent prince must therefor take a third course, by choosing for his council wise men, and giving these alone full liberty to speak the truth to him, but only of those things that he asks and of nothing else....(116).

A constant flatterer can severely effect a manager's professional judgment, therefore, a wise manager will choose trustworthy men to advise him for actions or ideas in total honesty (Buskirk 106). The first thing a recently promoted Northeast Data Resources, Inc. (1982) manager did in a recent case, was to hand pick a management team of trustworthy employees to assist him with current problems of the division (Schuler 103). Machiavelli mentions that the leader be addressed for only what "he asks and nothing else." An intelligent manager will allow his team to bring open suggestions to him, but this should be done after a manager states that he is open to such suggestions at all times (Buskirk 106).

Machiavelli also states:

The counselors will all think of their own interests, and he (the prince) will be unable either to correct or to understand them. And it cannot be otherwise, for men will always be false to you unless they are compelled by necessity to be true (117).

Managers need to direct their questions in a straight forward manner to the management team members of relevance to the questions, and others who answer from outside of their area of competence should not have relevance to the question. For example, marketing problems should be addressed to marketers and

not engineers who should not have a large say in the question (Buskirk 107).

Chapter XXV

"How Much Fortune Can Do in Human Affairs and How it May Be Opposed"

As I had mentioned earlier, few managers do not take advantage of obvious "once-in-a-lifetime" opportunities. Probably the most famous quotation from Machiavelli addresses this issue:

I certainly think that it is better to be impetuous than cautious, for fortune is a woman, and it is necessary, if you wish to master her, to conquer her by force; and it can be seen that she lets herself be overcome by the bold rather than those who proceed coldly (123).

Men who do not take risks do not let fortune come to work for them. This ability to be bold is absolutely necessary to attain power. It opens up opportunities for managers to achieve success (Buskirk 115). Employers rarely hire any potential managers who behave timidly during an interview or at work.

Instinct plays a large role in the application of this theory. Instinct and intuitiveness are often confused with one another, but instinct implies positive, spontaneous aptitude, whereas intuitiveness refers to perception without reasoning (Mueller 39). The element of managerial instinct determines the outcome of a decision involving a possible fortunate opportunity. The manager who ponders too long on an opportunity to acquire a

vulnerable company targeted for takeover loses that opportunity when a competitor company snatches it up. The indecisiveness may hurt future opportunities and the managers job. A well known example is the actions of General Grant during the Civil War. While other Union generals were very cautious, Grant made things happen and forced Fortune to reward his actions, and as a result, he is regarded as one of the most esteemed generals in United States History (Buskirk 116).

CONCLUSION

The term management, for the purposes of this study, generally describes the controlling body that administers policies and procedures by which its employees follow in order for the company to continue its operation. This definition is a compilation and evolution of specific definitions that have been taught to me in the business courses I have enrolled in during my college career. This study has lead me to verify that Machiavellian principles from The Prince certainly apply in many instances in management practices and theory today. These principles, however, should not be used as a complete guide by modern managers so that they may obtain and hold great power. These principles, rather, display the dark reality that many managers do fit the dictionary definition of "Machiavellian". Deceit and unethical practices are widely used by managers across the United States in order to retain and gain power. The misuse of unethical behavior is due to the amount of use of unethical

behavior. I do not agree that deceit and widespread unethical behavior has any room in the area of correct and successful management practice. Different people define unethical behavior in different ways. Doing something that is "not good" in Machiavellian terms does not mean that it is unethical. The fine line between unethical and "bad" cannot be defined the same by everyone, but highly unethical actions can be easily recognized by everyone. Highly unethical behavior and deceit, because of the growth of the media and public awareness has made these practices extremely dangerous to a managers position.

As I have discussed other Machiavellian principles that are still applicable to modern management practices include: certain actions subsequent to acquisition of a management position, such as new team management of the acquired company; certain actions that may not be considered "good" by all people, but must be done to keep the position; delegating expenses appropriately and not flaunting one's wealth; administering cruelty or punishment on an individual private basis; avoidance of hatred by employees so as not to cause revolution; proper acknowledgement of a manager's outstanding accomplishments for respect; establishment of a good, knowledged, and honest team of immediate counselors; and the necessity of outgoing behavior to open up opportunities.

In The Prince, the underlying theory that Machiavelli indirectly stresses concerns the leaders critical analysis of situations that help him maintain his position. Machiavelli stresses the Prince's use of prudence throughout the text of The

Prince. Careful and critical analysis of an individuals situation and goals, and the establishment of possible actions and solutions to the situation determine a leader's prudence underlying the Machiavellian thought process. Managers too need to apply this kind of critical analysis to their everyday actions in order to remain successful. This critical thinking process is, in fact, an asset to all individuals who use it in any occupation. The broadening of horizons by analyzing a situation clarifies questions which can, in turn, cut costs including opportunity costs. Machiavelli's underlying principle of the proper use of critical analysis in The Prince apply's most critically to today's managers who wish to remain successful.

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