

Chapter Review

3

The Search for Principles of Management

Objectives...

- 1 Identify the general principles of management defined by classical theorists
- 2 Evaluate the principles of Scientific Management
- 3 Evaluate Urwick's principles of management

Key Terms

Management, principles of Scientific management

14 elements of what being a manager involved, developed by Fayol .

a school of classical management theory, dating from the early twentieth century, based on the application of work study techniques to the design and organization of work in order to maximize output - increased productivity (to find the 'one best way' of performing each task); it is a form of job design theory and practice which stresses short, repetitive work cycles; detailed, prescribed task sequences; a separation of task conception from task execution; and motivation based on economic rewards (see also Taylorism, after Frederick Taylor who was influential in founding its principles).

Span of control

A measure of the number of employees who report to one supervisor or manager

Specialization

The degree to which an organization's activities are divided into specialist roles

43. This chapter considered early thoughts and important ideas on management - coordinated activities (forecasting, planning, deciding, organising, commanding) to direct and control an organization - and the search for universally applicable principles of management; 14 elements of what being a manager involved, developed by Fayol. Several of these principles are considered later in the book. For example authority is considered in chapter 4. Next, we considered Taylor's ideas concerning 'scientific management' considered later in chapter 21. This is a school of classical management theory, dating from the early twentieth century, based on the application of workstudy techniques to the design and organization of work in order to maximize output - increased productivity (to find the 'one best way' of performing each task); it is a form of job design theory and practice which stresses a separation of task conception from task execution and motivation based on economic rewards (see also Taylorism). We introduced McGregor's Theory X and Theory Y considered later in chapter 5, theory Z considered in chapter 6. We also introduced the terms mechanistic system and specialization, considered later in chapter 10. Finally, the chapter ended with summaries of the ideas of two latter-day scientific managers, Urwick and Brech, who developed many of the ideas of Fayol and Taylor in the period following the Second World War.