

## The Search for Principles of Management

In this recording we summarise the content of chapter 3 The Search for Principles of Management. Studying this chapter should help you Identify the general principles of management defined by classical theorists; Evaluate the principles of Scientific Management; Evaluate Urwick's principles of management; .

Introducing the chapter, the authors start with 1. The search for universally applicable principles of management began in the industrial heartlands of Europe and America in the last years of the nineteenth century. This chapter firstly describes the most important ideas on management proposed by the Frenchman, Henri Fayol, at the beginning of the twentieth century. Particular attention is paid to his definition of management, and to his general principles of management, which may then be compared with similar principles proposed by other classical writers. The chapter continues with an account of Taylor's ideas concerning 'scientific management' in the workplace, together with some brief references to other individuals sharing his viewpoint. The chapter ends 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..

The key concepts discussed within this chapter are:

Management, principles of - 14 elements of what being a manager involved, developed by Fayol .; Scientific management - 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; .

Other terms discussed include:

Authority; Behaviouralism; Efficiency; Flow Chart; Gantt chart; Management; McGregor's Theory X and Theory Y; Mechanistic system; Productivity; Rational model of organization; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'The Search for Principles of Management'.

There are a number of references for this chapter where further reading opportunities are identified

for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter