

➤ Administrative Management Theory

Administrative Management is a major approach in the development of Classical Public Administration. It focuses on the principles of organization, management, coordination, authority, and administrative efficiency. Unlike Scientific Management, which primarily concentrates on improving the efficiency of individual workers, Administrative Management examines the organization as a whole. Three important contributors are Luther Gulick, Lyndall Urwick, and Henri Fayol.

1. Luther Gulick — POSDCORB

Luther Gulick was an American political scientist and public administration scholar. He is particularly famous for his concept of **POSDCORB**, which explains the major functions performed by administrators.

POSDCORB stands for:

P – Planning: Deciding what has to be done and determining the methods for achieving organizational objectives.

O – Organizing: Establishing the formal structure of authority and arranging personnel and activities.

S – Staffing: Recruiting, training, developing, and maintaining personnel within the organization.

D – Directing: Guiding and supervising employees and providing leadership.

CO – Coordinating: Bringing together different activities and departments to ensure unity of action.

R – Reporting: Keeping superiors informed about organizational activities through records, reports, and communication.

B – Budgeting: Preparing financial plans, accounting, and controlling expenditure.

Gulick emphasized division of work, coordination, hierarchy, span of control, and unity of command. He argued that administrative organizations should be structured rationally so that responsibilities and authority are clearly defined.

Gulick also discussed departmentalization, suggesting that organizations could be structured according to purpose, process, clientele, or place.

His contribution was particularly important because POSDCORB provided a systematic framework for understanding the functions of public administrators. However, critics argue that it gives excessive importance to formal structure and administrative techniques while giving insufficient attention to human behavior and informal relationships.

2. Lyndall Urwick — Principles of Organization

Lyndall F. Urwick was a British management thinker who developed and systematized classical principles of administration. His major contribution was to establish general principles for creating an efficient organizational structure.

Urwick emphasized the importance of clear organizational relationships, authority, responsibility, coordination, and specialization. He believed that administration should be based on rational and universal principles.

Some of his important principles include:

1. **Principle of Objective:** Every organization should have a clearly defined objective.
2. **Principle of Specialization:** Work should be divided according to specialization to improve efficiency.
3. **Principle of Coordination:** Different activities must be integrated toward common organizational goals.
4. **Principle of Authority:** Authority should be clearly defined and properly distributed.
5. **Principle of Responsibility:** Individuals should have clearly defined responsibilities corresponding to their positions.
6. **Principle of Span of Control:** A superior should supervise only a manageable number of subordinates.
7. **Principle of Definition:** Duties, authority, and relationships should be clearly defined.
8. **Principle of Correspondence:** Authority and responsibility should be appropriately balanced.
9. **Principle of Unity of Command:** Each employee should receive orders from only one superior.

Urwick also supported the idea of a scalar chain, meaning a clear line of authority from the highest level to the lowest level.

His major work, *Papers on the Science of Administration* (1937), co-edited with Luther Gulick, became an important contribution to classical administrative theory.

Urwick's approach sought to identify general principles applicable to different organizations. However, later scholars criticized this approach for assuming that administrative principles are universally applicable and for paying insufficient attention to psychological, social, and informal aspects of organizations.

3. Henri Fayol — Principles of Management

Henri Fayol was a French mining engineer and one of the most influential classical management thinkers. His major work, *Administration Industrielle et Générale* (1916), later translated as *General and Industrial Management*, presented a systematic theory of administration.

Fayol identified five major functions of management:

1. **Planning** – Looking ahead and preparing a course of action.
2. **Organizing** – Establishing the organizational structure and arranging resources.
3. **Commanding** – Directing employees and providing leadership.
4. **Coordinating** – Harmonizing different activities and efforts.
5. **Controlling** – Ensuring that activities conform to plans and established rules.

Fayol also proposed 14 principles of management:

1. Division of Work
2. Authority and Responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of Individual Interest to General Interest
7. Remuneration
8. Centralization
9. Scalar Chain
10. Order
11. Equity
12. Stability of Tenure of Personnel
13. Initiative
14. Esprit de Corps or team spirit.

Fayol believed that these principles could be applied to different types of organizations. His theory emphasized efficiency, discipline, authority, coordination, and organizational order.

Fayol's contribution is significant because he shifted attention from the efficiency of individual workers to the overall process of management. His ideas influenced both public administration and private management.

However, his theory has been criticized for being too formal and mechanistic and for paying inadequate attention to informal groups, human motivation, organizational culture, and changing environmental conditions.