

1935

RALPH C. DAVIS

Professor of Business Organization at Ohio State University. M.E. Cornell University; M.A. Ohio State.

He started his career as a machinist's apprentice; moved on to be an Industrial Engineer in an arms company, Head of Management Dept. at General Motors Institute, Asst. Labor Commissioner for the Cleveland Chamber of Commerce and Lt. Col. in the Air Force. He has served as V.P. of the Society for the Advancement of Management and President of the Academy of Management.

Principles of Factory Organization and Management. (1928).

1. Administration sets goals, policies, and makes general plans
2. Discussed functional relationships
 - a. Functions
 - b. Division and location of responsibility
 - c. Flexibility
 - d. Provision for future growth
 - e. Personal characteristics and abilities
 - f. Creation of an ideal
 - g. Quality of leadership

Principles of Business Organization and Operation. (1935).

- a. First book by an American in which the functions of management were presented, that is planning, organizing, and controlling.
- b. First to identify and relate the various basic factors of business to function of management.
- c. He classified business objectives as follows:
 1. Primary Objectives - the economic benefits supplied to its customers
 2. Collateral Objectives- personal objectives, values that individuals and groups associate with it and seek to distribute among themselves
 3. Secondary Objectives - concerned with economy and effectiveness in accomplishing above 2 objectives
- d. Principle Functions of Control - planning, scheduling, preparation, dispatching, direction, supervision, comparison, connective action

The Fundamentals of Top Management-

1935

RALPH C. DAVIS (cont.)

Management - function of leadership has 3 organic functions:

1. Creative Planning - determine original and economic basis of action to achieve objectives
2. Organizing - providing basic conditions and relationships for execution of plan
3. Controlling - regulating action in accordance with a plan

Management

- a. Administrative - work of managing activities of individuals and groups
- b. Operative Management - management of the activities of people with reference to a specific objective

Functional Differentiation and Integration

Functional Differentiation - line vs. staff

Functional Integration - recombine functions in the parent organization as business volume declines

Cross Functionalization Fayol's Bridge - cross contacts between functions

Authority, Decentralization and Accountability

delegate response = to authority

Principles of Decentralization - varies with:

1. size of organization and complexity of functionalization
2. physical dispersion of activities
3. availability of competent personnel
4. morale in organization
5. quality of planning
6. quality of leadership