

1941

HOLDEN, FISH, and SMITH TOP MANAGEMENT
ORGANIZATION AND CONTROL (1941)

HOLDEN, PEDERSON, and GERMAN TOP MANAGEMENT (1968)

Two field studies of Top Management attempting to determine the composition, purpose, and functioning of top management (Board of Directors, General Management and Divisional Management).

1941 study surveyed 31 Cos.

1968 looked at 15 industrial firms.

1941 Findings

Responsibilities of Top Management include:

1. Farsighted planning
 - a. Good organization charts
 - b. Written specification of duties of each level of management
 - c. Proper management structure
2. A sound organization guided by objectives
3. Fully qualified persons in key positions
4. Control through delegation of authority and responsibility

1968 Study

1. Long range planning
2. Corporate planning more comprehensive to include product lines, sales, facilities, etc.
3. Plan for organizations
 - a. Reduced use of restructuring to solve problems
 - b. Increased use of:
 1. product and program management
 2. V.P. is to reduce spans of control
 3. merger and acquisition
 - c. Selection of qualified personnel
 1. more in house management programs
 2. more attention to development of upper and middle level managers through seminars, committee work, etc.
 3. increased job rotation
 - d. Control greatly aided by computers