

- ii. The principle of specialisation. It means that people or workers should perform functions which are related to their areas of specialisation.
- iii. The principle of coordination. There should proper coordination in an organization.
- iv. The principle of responsibility. The superior must be responsible for the acts of his/her subordinates.
- v. The principle of definition. Jobs with their duties and relationships should be clearly defined.
- vi. The principle of continuity. The structure should provide for the continuation of activities.

Human Relations Theories of Management

The theories are concerned with the human factor in management. The human relations theories were developed by human relations theorists. The human relations theorists were academics or behavioural scientists. They were university professors. The theories talk about individual motivation, group behaviour and leadership.

Some of the theories are described as follows:

Elton Mayo's theory of management

Mayo was born in Australia. He was a university Professor in industrial research at Harvard Graduate School of Business Administration. He is the founder of the human relations movement. From 1927-1932 he conducted studies at the Hawthorne plant of the Western Electric Company in Chicago, USA. The emphasis in the Hawthorne studies was the worker rather than on work that is the social relationships at work. He found that man is a social animal at work and that membership of a group is important to workers or staff and according to Mayo concern for people should be given top priority.

Between 1924 and 1936 the Hawthorne Studies were done in different stages by Mayo and others. Some of the findings were as follows:

- Individual workers should not be treated in isolation, but instead be seen as a member of a group.
- The need to belong to a group and have status within it was more important than monetary incentives or physical working conditions.
- Informal groups at work exercise a strong influence over the behaviour of workers.

According to Mayo managers of organisations like early childhood education programmes should be aware of the social needs and cater for them if workers are to collaborate with them and not work against them.

The Hawthorne experiment begun as a study into physical conditions and productivity. It ended as a series of studies into social factors like membership of groups and relationships with supervision. One of its important findings was that social relations at work were as important as monetary incentives and good physical conditions. They also demonstrated the powerful influence of groups in determining behaviour at work.