

Henri Fayol's 14 Principles of Management

- 1. Division of Work** – When employees are specialized, output can increase because they become increasingly skilled and efficient.
- 2. Authority** – Managers must have the authority to give orders, but they must also keep in mind that with authority comes responsibility.
- 3. Discipline** – Discipline must be upheld in organizations, but methods for doing so can vary.

EXPERIMENTS AT HAWTHORNE

In 1927, researchers were trying to determine the optimal amount of lighting, temperature, and humidity for assembling electronic components at Western Electric's Hawthorne plant. The results showed that lighting had no consistent effect on production. Researchers were frustrated to discover that increasing light increased output, but reducing light also increased output. The common factor, it seemed, was that something in the work environment was changed, and that positive effects were then observed.

STRENGTH

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Interactions and relationships of parts that make up the whole can be studied

CONTINGENCY MANAGEMENT SCHOOL

A. Contingency School

1. Variables, flexibility, and adaptation are ingredients in contingency management.
2. Using the past to predict the can be used in contingency thinking.

B. Assessment

1. The approach helps managers to develop fallback positions and think creatively. It has contributed to quality management theory.