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PHILOSOPHY OF MANAGEMENT OF OLIVER SHELDON

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Abstract: The present-paper entitled ‘**Philosophy of Management of Oliver Sheldon**’ is an attempt to present the overall-ideas of Oliver Sheldon regarding the management. Sheldon was a British-management-philosopher. This paper is divided into four-parts. First-part is the introduction of Oliver Sheldon; second-part is concept of management; third-part is management-functions; and fourth-part is the conclusion. Oliver Sheldon presents notion upon seventeen-management-functions (preparation, production, facilitation, distribution, planning, objective, decision-making, organizing, control, leader/leadership, managerial-job, manager-subordinate-relations, training-development, efficiency, coordination and accuracy).

Keywords: Science of Management, Humanization of industry.

INTRODUCTION OF OLIVER SHELDON

Oliver Sheldon was a British-management-philosopher. He was born on July 13, 1894 and died on August 07, 1951; educated at King's College, Oxford. In first-world-war, he served as an officer in the East Surrey Regiment. He joined the Rowntree Company in 1919 as personal-assistant to Benjamin Seebohm Rowntree and in the year 1931 appointed to the general Board of Directors at Rowntree. George Claude says in his book ‘History of Management Thought’ that Oliver Sheldon did more than any prior individual to conceptualize management and promoted it to a higher theoretical-level.¹

CONCEPT OF MANAGEMENT

For Sheldon, management is “a matter of principles, both scientific and ethical.”² “It primarily deals with the determination of policy and coordination of functions, execution of policy and the process of consigning the work of individuals or groups with the faculties necessary for its execution.”³ It is helmsman of a giant schooner which it steers amid winds and waves towards the harbor of its communal end, this is the fundamental-purpose of management.⁴ In its general sense, it is the natural-outcome of human-association, whether in industry, household or state; and in its proper-sense, it is the practice of policy within the limits set-up by administration; and the employment of the organization for the particular objects set before it.⁵ It is the determining-factor in the trio of management, capital and labor. In the opinion of Sheldon, it is more important than capital because emergence of the factor of organized-labor completed the triumph of management over capital as primary-power. It is not simply a function concerned with machines, layout, accounts and scientific-methods but it is primarily the management of men and it is indeed above all, the art of directing and regulating the activities of human-beings, during great-portions of their waking hours, for the satisfaction of the material-needs of their fellows, and for the satisfaction and development of their own material requirements and moral and mental-faculties.⁶ According to Sheldon, “it has within its grasp to make or to unmake men; to lift them or to throw them upon the social dust heap; to build them up or to destroy them. It may make a State great, because of its citizens; homes happy, because of their parents, communities high minded, because of their counselors; or it may crush State, home, and township under the weight of an apathetic, careless, toil worn, degraded or selfish mentality among the mass of the people.”⁷ He views management in an industrial-context, but perceives it as inherent to any activity process. It is a stable-process that performs a stable-function needed in all work-situations; and responsible for adjustments to change.

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Oliver Sheldon divides management into three main-parts viz. administration; management-proper and organization.⁸ Administration is the determination of policy, coordination of finance, production and distribution, direction of organization, and ultimate control of the executive; management-proper is the execution of policy and employment of the organization; and organization is combining the work to be performed with the necessary faculties so their execution provides for efficient, systematic, positive, and coordinated-effort. About their inter-relationship, Sheldon says, administration makes the design; organization is the design and management uses the design and it is always analytical. Thus, management is inclusive of both administration and organization.

Sheldon mentions four-factors that establish management as a separate-entity. First-factor is, the rise of a professional-morality in management; second-factor is, due to the system of distributed-ownership, actual-leadership of the industry depends on manager; third-factor is, growth of industrial-legislation; and fourth-factor is, emergence of the factors of organized-labor completes the triumph of management over capital as the primary-power.⁹ He presents seven points that influences the complexity and responsibility of management. Firstly, the progress of industrial-science; secondly, the post-war economic-situation; thirdly, the stirring of social-conscience; fourthly, the electrifying impulse from America; fifthly, the urgent necessity for economical-production, sixthly, the recognition of importance of conferences; and seventhly, the continual-growth of innovations.¹⁰ Thus, Sheldon focuses on separating management from other entities and disciplines. Preeminent-task of management is the direction of the activities of human-beings.

Sheldon presents three-principles of management.¹¹ Firstly, there exists a scientific-basic of management and it is an entity in industry, clearly distinguishable alike from capital and labor; secondly, management is operated by scientific means rather than by the autocracy of the Boss, management is no longer the welding of the whip; it is rather the delving into experience and the building upon facts, its leadership is based upon knowledge rather than upon force. Its task is no longer solely that of getting the job through, rather, in many of its activities, it operates through the application of a capacity trained in the investigation and solution of problems; management, in fact, instead of being a law unto itself, has found that there are laws which it must obey; and thirdly, practice of management can no longer be entrusted to incompetent individuals, it is no sinecure for the eldest son; no path for leisurely parasites, if management is founded upon a science, if its practices is a profession, then in the future its exponents will be men of high ability and fullest-knowledge.

Sheldon presents the concept of science of management. "It analyses the task of industrial-management and each-branch of that task and lays down a basis of knowledge upon which management may act in its use, organization and coordination of other sciences, to the common end of production."¹² Sheldon stresses upon analysis which is the root of science. He says, more the spirit of analysis comes to actuate management, the closer are we drawing towards the formation of science. He focuses on the need for patient study in management and teaching of science of management in universities.

He suggests two-things are essential for the evolvement of science of management. First is, those who practice management should contribute to the common-pool of knowledge; and second is, whatever is known and established should be widely disseminated.¹³ He presents three-limitations of science of management. First, it has at present none of the definite-features of Medicine or Law. It is chaotic; it has no accepted text-books or principles. It has no accepted ideals, no proven methods. Just as there are formulae for chemistry, so must there be formulae for management. As the chemist mixes a definite-quantity of this and definite-amount of that, and he has what he knew would be the result of the combination of the elements. Second, it does not touch the immediate human-relations. Third, scientific-methods can't solve the day-today problems. Scientific-facts can affect problems by indirect-means.¹⁴

Further, Sheldon says, only science is not enough to management because "where human-factor exists, there must always remains a field outside the province of science. When it deals with men and women, it can only use scientific-principles to the extent that the men and women are willing to subject themselves to them. He says, "where human-beings are concerned, scientific-principles may be so much paper-waste."¹⁵ He emphasizes on the human-element in management. For Sheldon, practice of management is not a science but the human-application of that science. He emphasizes on the use of human-faculty by stating, there is no system however scientifically founded, can lead to success unless the human-faculty of applying that system is sound. Management is an art because it exercises the human-faculties and governs the relations between all the various-grades engaged in the conduct of management. Further, Sheldon asserts, it is the art of the manager alone which will induce the man to put scientific-conclusions into practice. Scientific-methods are as likely to fail as to succeed. It is the manager who tries to twist around these methods to meet the situation. Sheldon says, if management is indeed a science, and in its practice is an art, we must not only elaborate the science, but also provide training in the art.

Sheldon focuses upon making management a profession. For him, "management is in some direction is already a profession and the new management is coming to be profession in itself, and professional in all its grades."¹⁶ In his words, a profession presupposes the existence of a science or codified arrangements of facts, truths and principles and a professional-man studies that science and attains some standard in his learning. Study and training are essential for becoming a professional.¹⁷ He emphasizes upon experience and learning in becoming a true-management-professional and stresses, the exercise of management requires human-faculties and its necessary-quality is human-understanding.¹⁸

Thus, Sheldon presents a totalistic-approach towards management and its logical-position in the society. He melds the social-ethics with the practicability of scientific-management. He presents the three principles of management, science of management and practice of management is an art. Management is primarily a human-art to manage men for their well-being.

MANAGEMENT FUNCTIONS

According to Sheldon, functions of management-proper include a group of interdependent-functions that are based upon fundamental-divisions of the task of production. He presents two principles that determine the functions of management. First-principle is of natural-lines of growth; and second is indissoluble connections between related activities.¹⁹ He mentions five-types of human-faculties are involved during performing the functions namely, determinative, administrative, executive, service and consultative. Determinative-faculty determines the policy; administrative-faculty controls the general-application of that policy; executive-faculty provides local-supervision and coordinates data; service faculty investigates and coordinates data and upon those data, is able to act in an advisory capacity and consultative-faculty actually performs the task and applies the skill to actual-operation.

Sheldon stresses on the constancy of management-functions by stating, “whether capital be supplied by the individuals or by the state, whether labor be by hand or by the machine, whether the worker assume a wide control over industry or are subjected to the most autocratic-power, the functions of the management remains constant.”²⁰ He accentuates three-characteristics of functions of management. Firstly, each function forms a compact-group of intimately associated activities; secondly, each-function is clearly distinguishable from other functions; and thirdly, each-function is suitable for single-control.²¹ He mentions four-functions of management-proper namely. preparation, production, facilitation and distribution. Apart from these four, he speaks about other management-functions viz. planning, objective, decision-making, organizing, control, leader/leadership, managerial-job, manager-subordinate-relations, training-development, efficiency, coordination and accuracy.

[1] Preparation: It includes two-activities which are necessary before manufacture, namely, design and equipment. Design contribute to the original-idea of the product and it specifies its appearance, size, shape, weight etc. according to the nature of product; as well as specifies mixings of ingredients and determines decoration of the boxes, wrappers or tins in which the product is to be put on the market. Equipment is concerned in the provision, erection, installation and maintenance of buildings, machinery, power, light, heat and fittings.”²² It contributes to the necessary plant, machines and tools.

[2] Production: It is the actual making of products and comprises only one activity namely manufacture. Manufacture is the original activity from which all other activities develop and it makes use of plant. It is the actual doing of the work. It consists of the application of skill and effort for the transformation of the material. Every function is devolution from the function of manufacture. According to Sheldon, manufacture-manager has four-duties, coordination of functions, output, leadership and work-efficiency.²³

[3] Facilitation: It facilitates the actual-production and is common to the administration of every-factory, irrespective of the nature of the product. It includes the activities which are contributory to the production. It includes four-activities, transport, planning, comparison and labor. Transport makes the most efficient transportation, disposition and controls the use of transport-facilities. It is responsible for the storage, transport outwards and internal-traffic of the factory. Planning is concerned with the “progress of work from the reception of customer’s orders, through the various-processes of manufacture until ready for the delivery.”²⁴ It draws up arrangements according to which manufacture is carried on. It issues the necessary instructions as to the volume and method of the work to be done and regulates the efficiency of the operation on the work in progress. As well as it directs the progress of work from process to process. It determines that a certain volume of products shall be manufactured according to a certain schedule by a certain time. It makes the scheme for production. Comparison is concerned in the observation and recording of the activities of all the other functions and the comparison of such records with definite standards. There are two-parts of comparison viz. technical-side and administrative-side. Technical-side includes the analysis and research into materials, processes and methods. On the other hand, administrative-side covers the recording and comparison of facts and figures of time, quantity and value. It is not only concerned with the compilation of statistics but also with their comparison to show certain fact, just as research is concerned with the compilation of technical-data to reveal other facts. This function is closely related to the planning. Last-activity of this function is labor and it is concerned in the “proper-treatment of the human-element in industry.”²⁵ It is purely a selective function and concerns with the “engagement, transference, dismissal of employees, the fixing and payment of wages, the control of the human-conditions of work, the training of the workers, the fostering of cooperation and the well-being of all engaged in production.”²⁶ On the other hand, administration treats workers only in their functional-sense, purely as a contributory-factor to manufacture and concerned only with his work nothing else.

[4] Distribution: It is the business of disposing of the manufactured-product. It is inherently associated with two-functions namely, sales-planning and sales-execution. Former covers and devises of sales plans, the study of market-conditions and of products and the provision of collated data on all the factors that affects the execution of a sales-policy; and latter is the actual-execution of sales-plans, and records both sales and of advertising; and takes such immediate steps necessarily more closely allied to execution than to planning.

[5] Planning: “The main reason for planning is the necessity for scientific-treatment of control. It assures systematic, complete and detailed-control of production.”²⁷ Sheldon divides planning into three-parts. First is, accumulation of data to show how work is being carried-out; second, elaboration of a plan to cover whole-process from receipt of customers’ orders to the shipment of finished goods; lastly, establishment of administrative-machinery to notify the planning department of adherence to or divergence from the plan of action. Planning establishes the production-system in which administration has the responsibility for operations. He believes in necessity of divided analysis of the process into two-parts. First, What is to be made? Second, How is it to be made? For Sheldon, major-characteristic of planning is standardization and consistency. About standardization, he says, it is the basis of scientific-control. Upon standards alone may the whole-task of planning the work of the factory, and combining materials and men in the performance of the common-task in the most economical-fashion, be built-up with some prospect of success. About consistency he says, planning

in fact cannot be effective unless the same-system of planning applies through the whole-route. Thus, centralization of planning is necessary to assure the achievement of good-plans and localized-planning has distinct drawbacks for achieving consistency.

Sheldon is a strong supporter of coordination and subordinate-participation in the planning-process as well as suggests, workers should be allowed to participate as well as managers. For him, workers should be allowed some degree of participation in the formulation of policy within firms on the grounds that industry is an extension of society. Since all citizens are entitled to participation in the establishment of community ideals, so, "the worker is justified in claiming that the principles which govern the controls of himself as a citizen shall all apply to the control of himself as a worker."²⁸

[6] Objectives: For Sheldon, profit alone is not the objective. It definitely flows from efficient-operations and successful-satisfaction of human-needs. For him, "aim of management must be to render industry more effectively human more truly a corporate-effort of human-beings, united for a common-object and moved by a common-motive."²⁹ For him, maintaining an economic-basis, development of both personnel and impersonal-efficiency is the objective of management. Personal-efficiency is achieved by the workers, managerial-staff and in the relations between the two; on the other hand, impersonal-efficiency is in the methods and material-conditions of the factory. The objective of industry is not, therefore, pure production of goods but the production of those goods which in the eyes of a part or the whole of the community have some value. These goods must be produced at reasonable-prices and be adequate to satisfy needs. "This constitutes a demand from the community for efficient-production by means of efficient-administration, management and organization, skilled-workmanship, fair-profits, and legitimate-wages."³⁰ Thus, efficiency, humanization of industry and service to the community are the main-objectives of management.

[7] Decision-Making: Sheldon speaks about identifying the available-alternatives to a given-decision. Then it is necessary for the manager to evaluate their relative-merit. According to the situational-merit, decision ought to be made by the appropriate-authority.

[8] Organizing/Reorganizing: For Sheldon, organizing is an activity essential but distinct from management. The distribution of work to be done according to individual-capacities is organizing.³¹ During organizing, work precedes man. It considers layout and procedure according to which work is passed from one individual or group to another individual or group. In the words of Sheldon, "it is no business of the organizer, for instance, to consider whether the product is good, fair or bad, whether the office machinery is efficient, whether the engines are old or new, whether the workers are efficient or inefficient. Those are tasks of management. The organizer must accept these as fundamental and constant."³² His concept of organization consists of process of combining the work individuals or groups must perform with the necessary resources so as to provide the best channels for positive, efficient, and coordinated application of effort. He mentions five basic ingredients that have to be introduced into any attempt at organization namely, functions (work to be done), an objective (the ideal and object), human-faculties, relationships and methods.³³

Sheldon stresses upon scientific organizing and mention its five main advantages namely, permanence, concentration, individuality combination and human standards.³⁴ Permanence is the capacity of the organization to endure and develop in spite of changes in personnel and methods. It makes possible the continuous and economical development of the best methods of management. Concentration springs from a proper allocation of related duties, a precise delegation of responsibility and a concise definition of individual-faculties. It provides the manager with every aid in the pursuit of his objective and assures him of the place that objective holds in the aim of the whole concern. Individuality is the sense of personnel proprietorship and pride in work and the surety of responsibility, authority, scope and status. It makes possible personnel-leadership and confidence. Combination is the close and economical working between units which results from a definition of duties and relationships. It makes possible effective corporate-working. Human-standards are the fixing of individual-scope according to the knowledge, skill and character of human-beings so that not too much is required of one individual and not too little of another. It make possible a management which whilst efficient is not overworked and is so divided as to provide positions within the range of normal human-capacity.³⁵ The above mentioned advantages are conducive to good-management.

Sheldon mentions four-principles of organizing. Firstly, organizing according to the principle of function (Functional-Organization); second is, organizing according to the principle of decentralization (Departmental-Organization); third is, organizing according to the principle of specialization (Staff/Line-Organization); fourth is, organizing according to the principles of conference (Committee-Organization). Forms of organization are based on the principles on which they are being organized. It can be based on merging a single-principle or multiple-principles. Thus, these four-principles are the basis of organizing on which an organization is built up. Once organizing is complete then it needs reorganizing.

Reorganizing requires time as well as genius and it demands deliberate and purposeful effort towards it as well as the determination of what is intended about organization.³⁶ One can reorganize a business when he knows how it is organized. A comprehensive and detailed-chart of the present-form of organization is wholly essential to any scheme of reorganization. He presents eight necessary conditions for a complete ideal-organization.³⁷ First, the main-division of the functions of the business should be based upon a scientific-analysis of the work to be accomplished; second, like functions should be grouped together and clearly defined, especially, border-line duties; third, positions should be determined by a proper-interlocking of work and faculty, job and man; fourth, coordination should be the sole-concern of the chief-executive, such coordination being continued lower down the organization; fifth, the leadership of workers should be single, direct and intimate; sixth, the executive management should be supplemented in two ways, firstly, by a committee-organization to provide coordination, facilities for advice and investigation, and the training of sub-ordinates; secondly, by such expert staff-organization as circumstances require. seventh, positions should be determined irrespective of individuals and so graded as to allow of a methodical-progression from one to another; and eighth, the whole form of organization should be charted, published to all concerned, and kept up to date. Thus, both organizing and reorganizing are essential for the

formation of an organization. He presents four-principles for organizing and an organization may be either a combination of these principle or based on a single-principle.

[9] Control: For Sheldon, control is a means of waste-elimination. For Sheldon, waste is of four-types. First, waste in personnel; second, waste in operative-methods; third, waste in machinery, materials and layout; and four, waste in management.³⁸ First type of waste can be combated by methods of employment and welfare-work. These two should be applied with the knowledge of psychology and of experience. Second-type of waste can be arrested by the psychological-study of the worker at his work, conditions of work, movements and habits in working and the incidence of fatigue, together with an investigation as to where machines can replace handwork, and the time study of both mechanical and hand-operations. Third-type of waste can be overcome by accurate-measurement of volume, speed and time. Last-type of waste can be eliminated by a detailed-analysis of each aspect of management and a more methodical-control, based upon reliable-data.

For Sheldon, there are five-weapons of science that battle against waste, research, planning, costing, time study and motion study. First is research. There are three-factors of research, machine, material, and human. Machine-research calls for an engineer, material-research calls for a chemist or metallurgist and human-research calls for a psychologist. Second is planning and third is costing. Fourth is time-study, it is a means to operative efficiency as well as of managerial-efficiency.³⁹ It is not an end in itself, but a mean to an end and that end is the smooth and efficient working directed by the management. The essential ingredient of time-study is the cooperation of the workers. Its outcome is a standard-task or schedule-time. It is of preliminary-value to planning, costing, wage-setting and selection of employees. It selects that individual who best-fit for the execution of the job. It enables in five-actions. Firstly, enables wage-rates to be fixed upon a scientific-basis in this way obviates the need for rate-cutting; secondly, enables planning to be conducted according to accurate and reliable data; thirdly, enables costing to develop its value by permitting that necessary comparison, for which costing exists, between actual costs and the costs of standard-task; fourthly, enables the engagement of personnel to be made on the basis of an accurate-knowledge of the jobs for which such personnel is being engaged; and fifthly, enables an organization to be built up, founded upon a detailed-study of the work involved in every-operation. The last-weapon is motion-study. It is the timing of the job. In determining the motions, the element of time is as important as element of fatigue. Sheldon says, it is a task of man who is trained by and working under a psychologist. It is not a mechanical-process; it requires even more than common-sense. It calls for the capacity for winning and interesting the workers; it calls for the quality of sympathy, humor and understanding; it calls for knowledge of muscular and mental-reaction. Both these studies (time and motion) call for psychological-capacities and contribute the data for the selection of employee. One another point which needs attention is of standardization. It is the common ingredient in research, costing and planning. Thus, research, planning, costing, time study and motion study determine the efficient working and fight against waste.

[10] Leader/Leadership: Management requires more than production engineers and efficiency experts, more than scientist, and statistician, its primary need is for leaders and for the methods which conduces to the best-leadership.⁴⁰ By saying this, Sheldon presents the importance of leadership. It is complex because it is associated with humans and human is a complex-entity. Its common task is the concentration of humans upon a common-task. It calls for patience, courage and sympathy.⁴¹ It is sympathetic, conscious of its responsibility to the worker, wholly human, inspired by high motives, open eyes to everyday weaknesses, working towards an ideal are included in leadership. It is the awareness of the gulf between the actual and that ideal. Progress towards ideal can only come by successive-step of consolidation, research and construction. Without leadership, science and organization are of no avail. It is needed to direct the interests of other men and comprises of appreciation of subordinates and good-organization. A higher manager can direct the interests of foremen into profitable channels by means of leadership. A leader must have a clearly defined job and be left to do it. For Sheldon, "leaders of men come to light as a result of a combination of natural-ability and the subsequent development of that ability. The born-leader has normally contributed more than native genius to his own success."⁴² Technical-skill is not enough for the leader, although a minimum-knowledge is required.

Sheldon presents the concept of managerial-leadership; it is praise with judgment and criticism with inspiration. It has three-elements, firstly, leadership of the foremen and their efficiency; secondly, adequate methods for keeping in touch with facts; and thirdly, personality. Out of these three, personality is of utmost-importance. It should be that which will aspire foremen to emulate and "managers shall be men of no petty personal prejudice. They must be big 'men' – not only 'big' to command, but 'big' to study the science of management, 'big' to grip and kindle the spirit of their men, 'big' to inspire by the sheer-leadership of personality and by the possession of trained-understanding of all conditions and movements."⁴³ Broadmindedness and initiative are the two-characteristics of managers and a leader creates enthusiasm, confidence, vigor, and cheerfulness.⁴⁴ Thus, Sheldon mentions six qualities for managerial-leadership.

[11] Motivation: Sheldon emphasizes upon moral reason to work harder. He criticizes the concept of incentive because it retards the progress of cooperation.⁴⁵ Cooperation will come not by management sharing in the work, but rather by the workers sharing in the management. When society has declared worker a man then industry must treat him as such. On this spirit of management, all employee relations must be based. Thus, Sheldon speaks about motivation through participation.

[12] The Managerial-Job: Sheldon speaks about production-manager and mentions his four primary-duties. First, coordination of functional-activities in so far as they affect his department; second, responsibility for producing the planned-output with the maximum of efficiency; third, responsibility for the effective-workmanship and team-spirit of his workers; and lastly, responsibility for the quality of the product.⁴⁶ For performing these duties manager must rely on leadership of his foremen by keeping in touch with the facts and the utilization of a good-personality. Manager must deal as a coordinator with all functions. In his opinion, "intimate knowledge of how each function operates is hardly to be expected, nor would it be necessary; but knowledge of what to expect from

the activities of a function, and of how to utilize the services each function provides is a primary qualification in the manager of a functional-concern."⁴⁷ Regarding manufacturing-manager, Sheldon says, he has the outstanding-personality in the factory, prevents specialization from overriding coordination; and coordination is his primary duty.

According to Sheldon, a manager acknowledges public-will of the community as the masters and deals with every management-function with coordinating-capacity. He should be a man of mature-judgment and large-vision and determines ease-question of the education of the workers, the time-study of his processes, the costing of his products and the planning of his operatives. He mentions some requisite for a manager these are: the gregarious-instinct, the instinct for cooperation with other men, attracting them to him, welding them together, knowledge won by study and applied by that natural-ability which study quickens.⁴⁸ Thus, Sheldon mentions main-qualities of a manager for performing the managerial-job.

[13] Manager-Subordinate Relations: Sheldon emphasizes upon need for cooperation from the subordinates of a group. He speaks about fellowship than iron-hand and emphasizes upon cooperation and says, it can be achieved through conciliation, fellowship and mutual understanding. Cooperation results from when humanity is put before wealth. The development of cooperation is dependent on the adoption of mutually acceptable motives for the joint-endeavors undertaken. He says, "without some general motive, the appeal for cooperation in industry is a voice in the wilderness. The motive for cooperation must be accepted before cooperation can become effective."⁴⁹ Thus, Sheldon stresses upon fellowship and cooperation for the proper-management of relations between manager and sub-ordinates.

[14] Training and Development: Ideal-training is probably a combination of practical-experience and theoretical-study. Sheldon mentions three-causes that increases need for training of heads of enterprises. Firstly, science of business-administration; secondly, increased-size of firms; and thirdly, intricate-organization. It is essential to management because management is a science and development of every-science demands a higher-standard of training. He emphasizes on the training of future-manager. He says, "the training of next-generation of managers is of greater-importance than that of present-generation. It should be devoted to preparing individuals for the positions which the illogical groupings of today have brought about."⁵⁰ As the knowledge of science becomes wider, it becomes difficult to acquire and science grows in the teaching. It develops with the dispersion of its data through an increasing number of minds, each of which may contribute fresh data to the common-stock. Training should provide the best-knowledge after research and study. It has two basic preliminary necessity viz. first is definition of those to be taught; and second. definition of what they are to learn. First is related to the notion of what constitutes the management and second is concerned with what is to be taught those who have been selected for training. Sheldon presents different types of training for the different-grades of management.

Training of Clerks: Sheldon proposes the concept of apprenticeship-system for clerical-work. For their training, he says, they should gain experience in many branches of the work. By training, they can take legitimate-positions in the ranks of the highly developed-system of management.

Training of Foreman: Training of foreman makes industry efficient and stable. Employment officer can assist in the selection of those foremen who needs training out of present-foremen. It should be provided to those who possess sufficient general-ability and a certain degree of natural-aptitude of leadership. Sheldon says, "if our choice of foremen has been wise, we may expect at any rate a proportion of them ultimately to qualify for posts as managers."⁵¹ A foreman must study three-subjects, general-education, spirit of business and actual-techniques of management.

Training of First-Line-Managers: Sheldon says, training of first-line-managers develops initiative, broadmindedness, knowledge of administrative techniques and practical technical-ability. First-line-managers should be given a certain-amount of general-education such as history, economics and psychology; as well as the actual-techniques of management, both personal and impersonal, and training in the spirit of the business, such as its history, motives, organization and policies. After getting training, he must be able to formulate a philosophy of his task, his motives, satisfactions, and the like. To achieve this, devices of education such as classes, discussion groups, social groups, social functions as well as by individual-study.

Training of Middle-Level-Managers: Sheldon asserts, young managers should have conferences with more intelligent workers and discuss working difficulties with the foremen; in this manner he could perhaps benefit from the experiences of workers. For Sheldon, the university-trained-man has special-abilities which business should attempt to employ more effectively. The method of education is more important to Sheldon than the subjects studied. In his words, "the important-point is that the student should be enabled to use his brain more fully in observation, in reasoning, in drawing conclusions from given facts, in balancing the pros and cons of an argument and in seizing on the vital-points of strength or weakness in any situation."⁵² For Sheldon, any essential parts of any curriculum should have these four-courses of study. Firstly, the science of management; secondly, industrial-history; thirdly, economics; and fourthly, business-ethics. For development, Sheldon recommends reading (as a must), attending lectures, mixing with other executives from other establishments, visiting other factories, mixing with individuals (both theoretical and practical) who bring intellectual-influence to bear upon industry from outside, having conferences with the more intelligent-workers and discussing difficulties with the foremen.

Training of Higher-Executive: Sheldon emphasizes on study and education for the training of higher-executives.⁵³ He suggests following four-subjects essential for curriculum of training of higher-executive, industrial-history, economics, business-ethics and the science of management. Technical-training is much less important to a person higher in the organization.

In this way, Sheldon presents training (general and vocational) of various-grades of management. Training is vital for functional-management and can affect the whole-management of the business in the future and it is an invaluable-asset.

[15] Efficiency: It is always cheapest in the long-run. Management achieves efficiency only when workers have achieved approximately the same efficiency and leads society to a higher-standard where the practice of the higher-faculties and virtues becomes necessary.⁵⁴ Sheldon asserts that efficiency is limited only by the human-genius and toil; as well as ignorance is the root cause of managerial-inefficiency.⁵⁵

[16] Coordination: It is the necessary basis for leadership and not an end in itself. Sheldon opines, it is better obtained by establishing machinery whereby it may be rendered almost automatic.⁵⁶

[17] Accuracy: It can only be obtained by analysis of each process, its division into its component elements, the determination of the time taken over each element, the time to be taken over all the elements in combination and the fixing of the allowance to be made for necessary rest intervals.⁵⁷ Thus, Sheldon emphasize on scientific means for accuracy.

CONCLUSION

Management is a separate, distinct function in industry. It revolves about a given set of principles which can be analyzed and studied. Sheldon gives a conceptual framework to management instead of materialistic outlook. He proclaims a philosophy of management as a guide in its practices and evolution. Good-management is about more than technique it should be concerned with human-understanding. Service to the community is the primary-motive and fundamental-basis of industry. He advocates a human-relations-style of management which places the individual in a human context involving a range of emotional and psychological needs. He emphasizes on ethical-consideration of management and it is more important than financial. He stresses on the need of efficiency, service and democracy as complementary to this. He emphasizes communal-welfare of the worker, corporate-spirit of loyalty, employ self-development and ethics. He proposes a creed or code of principles for middle-management. He has a firm belief in communal-welfare and focuses upon the role of government in maintaining global balance. His philosophy is management is based on dual-approach of humanity and things. It has three-characteristics. Firstly, industry exists to provide the commodities and services that are necessary for the good-life of the community in the volume required; secondly, industrial-management must be governed by principles based on the concept of service to the community; and thirdly, management as a part of industry is separate from capital and labor.

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