

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## METHODS AND PROBLEMS OF DELEGATION\*

### I. GENERAL

Baker, Helen and Robert R. France. *Centralization and decentralization in industrial relations*. Princeton, N. J. Princeton University, Industrial Relations Section. 1954. In press. Approximately 225 pp.

In this intensive study of the locus of decision making in industrial relations in multiplant companies, delegation of authority and responsibility is discussed throughout as a key aspect of decentralization.

Brown, Alvin. *Organization: a formulation of principle*. New York 16. Hibbert Printing Company (271 Madison Ave.). 1945. 308 pp. \$3.00. Especially Chapters 3, 4, 5, and 11. pp. 25-58 and 116-126.

The author defines the core of the function of a top executive as the definition, division, and distribution of the parts of the aggregate responsibility which that official holds. Problems and methods of delegation are discussed in that light and a number of relevant organizational principles are summarized at the end of the book.

Davis, Ralph Currier. *The fundamentals of top management*. New York 16. Harper & Brothers (49 E. 33rd St.). 1951. 825 pp. \$6.00. Especially Chapter 9. "Authority, decentralization and accountability." pp. 281-322.

A textbook discussion of the principles, process, advantages, and limitations of the delegation of authority and responsibility as related to the trend toward decentralization in industry.

### 2. MATERIAL EMPHASIZING METHODS

American Management Association. General Management Series No. 136. *Planning the organization structure*. New York 36 (330 W. 42nd St.). 1946. "Administrative planning—a method of management." By Eugene D. Mapel. pp. 3-18. Out of print.

\* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

Outlines various steps in organizational planning. Includes a discussion of the determination of functional delegations, effect of delegation on line-staff relationships, and the possibilities of efficient decentralization through delegation.

*British Management Review* (8 Hill St., London W. 1), December, 1950. "Use of personal assistants." By A. G. Hayek. pp. 53-61. Five shillings.

Argues for the advisability of delegating problems involving "functional specialization" to staff assistants reporting directly to the chief executive in smaller organizations. The variety of advantages of this method to the firm as well as to the economy are also discussed.

*Harvard Business Review* (Soldiers Field, Boston 63), March-April, 1954. "Control and freedom in a decentralized economy." By R. H. Villers. pp. 89-96. \$2.00.

Discusses the control and coordination of the activities of subordinates under delegation and outlines four essential steps in the development of a control system. Three case studies illustrate the theoretical discussion.

Learned, Edmund P., David N. Ulrich, and Donald R. Booz. *Executive action*. Boston 63 (Soldiers Field). Harvard University, Graduate School of Business Administration, Division of Research. 1951. 218 pp. \$3.25.

In this analysis of executive action with emphasis on the human relationships involved, the authors deal extensively with the process of delegation, various common attitudes toward it, and the use of delegation as an effective tool in management.

*Public Management* (1313 E. 60th St., Chicago 37, Ill.), December, 1943. "How to delegate authority." By John M. Pfiffner. pp. 351-353. 50 cents.

One of a series of articles on organizational problems in which the author sets down and discusses eight specific steps to be followed in a program of developing greater delegation of authority.

### 3. MATERIAL EMPHASIZING PROBLEMS

American Management Association. General Management Series No. 142. *Organization controls and executive compensation*. New York 36 (330 W. 42nd St.). 1948. "Organization as the mechanism for management." By Lounsbury Fish. pp. 14-26. \$1.00.

A top executive of the Standard Oil Company of California considers delegation one of the key problems of modern organizational planning in growing industrial enterprises. Proper span of control, the function of staff officers, and the direction of delegation are discussed as primary problems in planning for delegation.

*British Management Review* (Management House, 8 Hill St., London W. 1), Vol. 11, No. 1 [October, 1952]. "The delegation of responsibility and its control." By R. H. Coates. pp. 37-46. Five shillings.

In a large organization failure to delegate responsibility consciously forces on subordinates parts of their superior's responsibilities by default, thus resulting in "unconscious delegation." With this distinction in mind, the author discusses the problems resulting from "unconscious delegation" and the advantages of conscious delegation, particularly as a means of defining organizational relationships and thus facilitating control.

*British Management Review* (Management House, 8 Hill St., London W. 1), April, 1953. "Centralization and the individual." By Mark H. Taylor. pp. 46-58. Five shillings.

The author maintains that excessive centralization and failure to delegate can have adverse psychological effect on subordinates and frequently results in the frustration of the potentially able and the eclipse of the individual.

Copeland, Melvin T. *The executive at work*. Cambridge 38. Harvard University Press (44 Francis St.). 1951. 278 pp. \$3.75. Chapter 3. "Coaching the lieutenants." pp. 43-61.

Discusses the problems and procedure involved in training assistants. "The ability to coach others" is stressed as a key requisite for the development of dependable "lieutenants."

Dimock, Marshall Edward. *The executive in action*. New York 16. Harper & Brothers (49 E. 33rd St.). 1945. 276 pp. \$3.00. Especially Chapters VIII and XV. pp. 95-112, 174-180.

Drawing on his experience as an executive in the War Shipping Administration during World War II, the author suggests delegation as a means of relieving executives' work load, developing subordinates, and utilizing the division of labor. Differences in temperament of executives are the reasons given for variations in actual methods used, with fear of mistakes, lack of confidence, and personal vanity responsible for insufficient delegation.

Mooney, James D. *The principles of organization*. New York 16. Harper & Brothers (49 E. 33rd St.). 1947. 223 pp. \$3.00.

Describes in detail the manner in which large organizations have historically solved their organizational problems, including that of delegation. The author stresses the psychology of delegation by distinguishing between leaders who find it psychologically more or less easy to delegate responsibility and authority to subordinates.

Newman, William H. *Administrative action*. New York 11. Prentice-Hall, Inc. (70 Fifth Ave.). 1951. 483 pp. \$6.35. Especially Chapter 10. "The process of delegation." pp. 158-177.

Distinguishing between various meanings of authority, the author finds that the authority commonly delegated in administrative organization is "operational authority." Since such delegation is usually restricted by standing plans, specific limits on permission granted, or the limited authority that can be delegated, he concludes that a key aspect of delegation lies in clear definition of the new relationships thus created and their specific limitations.

Raymond, John. *Problems of delegation of authority*. Birmingham (England). College of Technology. Industrial Administration Group. January, 1954. 15 pp. Two shillings.

Outlines the steps necessary for a program of delegation and gives an account of the problems raised, citing some practical examples from companies of various sizes in Great Britain.

#### 4. EXPERIENCE IN SPECIFIC ORGANIZATIONS

Dale, Ernest. *Planning and developing the company organization structure*. Research Report No. 20. New York 36. American Management Association (330 W. 42nd St.) 1952. 232 pp. \$3.00 to members; \$4.50 to non-members. Part One. pp. 21-119.

Sets up seven stages in the growth of a company at which different organizational problems, including that of delegation, are likely to be encountered. A description of the practical experience with delegation in a number of companies is used to illustrate the analysis.

Drucker, Peter F. *Concept of the corporation*. New York. The John Day Company (40 E. 49th St.). 1946. 297 pp. \$3.50. Chapters 2 and 3. pp. 41-97.

A study of the managerial policies and organization of General Motors. Chapters 2 and 3 present an excellent account of the methods by which delegation, through the decentralization of decision making, has been employed to overcome the problem of giant size.

*The Manager* (Management House, 8 Hill St., London W. 1), August, 1952. "Shedding the load." By Lt. Col. L. Urwick. pp. 467-469. Three shillings.

One of the hardest problems for the executive concerns the delegation of the responsibility to coordinate. Citing British army experience the author suggests the staff officer as coordinator between the "line" and the "specialists" as a possible solution.

Truman, David Bicknell. *Administrative decentralization*. Chicago 37. The University of Chicago Press (5750 Ellis Ave.). 1940. 211 pp. \$2.50. Especially Chapters IV and V. pp. 56-104.

In this analysis of administrative decentralization in the Department of Agriculture, the author dwells in detail on problems of delegation between headquarters and field offices and lists a number of factors favoring decentralization through delegation.