

Administrative Management Gulick, Urwick, Fayol

Luther ~~Hale~~ Halsey Gulick Jr.

born in Osaka, Japan in
1892

obtained his PhD 1920
from Columbia University.

secured his Litt.D in
1939

conferred his LL.D. in
1954

He served on the
National Defense Council
during the WWI.

Later for about 40 years,
he was associated with
the City Research Institute
at New York.

He served as the Administrator
of New York City during
1954-56

Then, chairman,
emeritus.

} President of the Institute
of Public Administration,
New York, during

1920-62.
Its chairman from 1962-82.

He served as a Professor in Several Universities

Also served as a Consultant in administration for Several Countries.

He was a member of the President's Committee on Administrative Management.

His several books and Research Articles ↴

- ① Administrative Reflections from World War II
- ② Metropolitan problems and American Ideas
- ③ Modern management for the city of New York
- ④ Papers on the Science of Administration.

Lyndall Fownes Urwick

born in Britain in 1891

educated at the Oxford University

A Lt. Col. during the WWI
in the British Army.

He was associated with a number of
International management
Associations

An outstanding consultant
in industrial management.

His books ↴

- ① Management of Tomorrow
- ② The Making of Scientific management (3 volumes)
- ③ The Elements of Administration
- ④ The Patterns of management and Leadership in the XX Century organisations.

His edited papers ↴

- ① The Science of Administration
- ② Dynamic administration
- and ③ Freedom and coordination.

① Gulick and Urwick had rich experience in the working of the civil service and also military organisations and Industrial Undertakings.

Because of this, one finds continued references to discipline and efficiency in their writings.

They borrowed certain concepts like line and staff from the military organization.

② Gulick and Urwick influenced by the machine model of man developed by F.W. Taylor and the studies in Industrial management conducted by Henry Fayol.

Gulick and Urwick developed the classical theory of organisation which is also known as the

"Administrative management" Theory.
 They believed it to be possible to develop a science of administration based on principles.

(3) One notable feature in the writings of these authors is the importance they attached to the structure of administration while almost neglecting the role of men in the organisation.

(4) Urwick defined organisation as determining activities that are necessary for a purpose (or plan) and arranging them in groups which may be assigned to individuals.

(5) Having stressed the importance of the structure as a designing process Gulick and Urwick devoted their attention to the discovery of principles based on which the structure may be designed.