

But Al Sloane, in 1921, faced with a reorganization of General Motors, reversed it and applied it to the top instead of the operative work, and the management consultants for years have been making a good living introducing and explaining this to other firms who need this type of organization because of their growth and success and more complex markets. This, of course, makes use for a great many management development programs through the country.

Once the organization was established by administration policy, the organization became the mechanism of management for carrying out the work assignment through the system, which was conceived of a network of routine, operating, and control procedures. So, administration policy set up the organization. Then enters management. You need the two terms.

Management represented the control point of view to assure the proper performance of work within the organization in accordance with prescribed work standards. The scientific management theories continued to be applied to work at the operative level for the purposes of separating waste and inefficiency from the operating procedures by devising the best possible network of operating procedures or routines.

Now, as an aside, we could say that during this same period, the 1930's-- I doubt if any of you are old enough to remember--military officers or managers of company and field grade used tables of organization, tables of equipment, standard operating procedures similar to the manner in which the industrial managers used organization and system as a way of management thinking.

The vital or organic functions of management were inherent in this organization and system conceptual framework of management. Administration performed the functions of goals and planning for policy, the organizing function and a general