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A STUDY OF BIBLICAL SOURCES OF MANAGEMENT PRINCIPLES.(U)
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THESIS

GSM/SM/76S-7 JOHN R. GARRISON

CAPTAIN USAF

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THESIS

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Preface

The subject of management principles became an area of much interest to me personally from having worked in a number of managerial positions. New or recycled innovations are continually being added to the theory and practice of management. Time has proven that unless innovations are built upon a solid foundation of principles such innovations are doomed to ultimate failure. It has been both gratifying and educational to find management principles in the Biblical source which add a time-tested perspective to the principles of management. I am deeply grateful for the opportunity to combine my background as both a student of management and a student of the Bible in the development of this thesis.

A number of people have contributed to the completion of this thesis, and the efforts of these deserve special acknowledgement.

A special word of thanks is given to Dr. Raymond H. Klug, thesis advisor. Dr. Klug provided the thesis topic, extensive guidance, support, and motivation during the research effort. He aided in formulating the research approach, locating source materials, and editing manuscripts. Dr. Klug's willingness to give this study priority treatment has been invaluable to its final completion. Dr. Michael J. Stahl performed a vitally important role as second reader, providing an objective viewpoint with comments and criticisms which aided in the development of both the writer and the thesis. I have greatly appreciated Mrs. Diana Howdyshell, who typed all of the draft and final manuscripts associated with this thesis. Finally, my most heartfelt appreciation and love are extended to my life partner and wife, Becky. I am indebted to her for her understanding, personal sacrifice, and moral support throughout this endeavor.

Table of Contents

Preface ii

Abstract v

I. Introduction 1

Definitions 4
Assumptions 5
Background 5
Statement of the Problem 7
Objectives 8
Research Questions 8

II. Research Methodology 10

Scope and Limitations 10
Data Collection 11
Data Treatment 15
Presentation of Findings 16

III. Biblical Principles of Management Concerning the Function of Planning 18

Forecasting 22
Establishing Objectives 23
Programming 25
Scheduling 26
Budgeting 27
Establishing Procedures 28
Developing Policies 30

IV. Biblical Principles of Management Concerning the Function of Organizing 37

Developing Organizational Structure 37
Delegating 41
Establishing Relationships 44

V. Biblical Principles of Management Concerning the Function of Directing 46

Decision Making 49
Communicating 50
Motivating 53
Selecting People 61
Developing People 64

VI. Biblical Principles of Management Concerning the Function of Controlling 66

Establishing Performance Standards 66
Performance Measuring 69
Performance Evaluating 70
Performance Correcting 76

VII. Summary Listing of Principles Found in the Biblical Source 80

Discussion 87

VIII. Summary, Conclusions, and Recommendations 92

Summary 92
Conclusions 93
Recommendations 94

Bibliography 96

Vita 99

Abstract

There is a need for the investigation and identification of management principles from Biblical sources to aid the understanding of the management principles of today and their origins. This thesis develops and presents a set of management principles from the Biblical source to help satisfy this need.

The lives of three Biblical leader/managers, Moses, David, and Nehemiah, were examined. The criterion for analysis was a carefully considered definition of principle. Each principle found was examined in the light of the definition of principle and compared for currency to a source set of principles.

This thesis is the fourth in a series of related studies investigating and identifying principles of management and their sources. Additional research is envisioned to update the current list of principles and to investigate other early sources of management principles, notably from the New Testament.

Findings indicate that a wealth of principles were identified in the Biblical source. Seventy principles were identified under the four functions of management: planning, organizing, directing, and controlling. At least one principle was found in each of the nineteen sub-activities of management. Sixty-five of these principles were identical to, or similar to, currently identified and accepted management principles. The remaining five principles found in the Biblical source have definite United States Air Force application and are offered as proposed principles of management.

A STUDY OF BIBLICAL SOURCES OF MANAGEMENT PRINCIPLES

I. Introduction

The literature of management abounds with references to Biblically based principles of management. Professional managers and educators have recognized Biblical writings as a source of management principles. Lawrence Appley, Chairman of the Board, American Management Association (and its president from 1948 to 1968), stated (4:31):

> "Do unto others as you would have them to unto you." There, in one sentence, in the greatest book ever written, on the greatest subject there is, by the greatest author that ever lived...There is the main principle of good management in its simplest form. Why do we need more? Why do we require tons of books to explain something so simple?

Even so, research findings indicate that little success has been achieved in identifying those management principles which have, as their source, Biblical writings. Although some facets and distinct areas of management principles (primarily personal qualities and qualifications of the Biblical leader/manager) have been explored, the present literature does not contain an identification of a set of principles of management derived from Biblical sources.

This thesis is a follow-on study to a 1970 thesis sponsored by Dr. Raymond H. Klug, Professor of Management for the Department of Systems Management, to investigate sources of management principles. The previous effort was entitled, "A Three-Part Study of Management Principles and Terminology". Part 1, performed by Brown and Mascarella, was titled,

"Research and Development of a Set of Management Principles in the Area of Management Functions" (8). During the same period, Daniels and Penfield wrote Part 2, "Research and Development of a Set of Management Principles in the Area of Business Functions" (13), while Meyers wrote Part 3, "Research and Development of a Working Glossary of Management Terms" (29). The research effort reported in this thesis builds upon these three studies and others to compare and determine if those principles of management identified in Biblical sources reflect the current literature of management.

The manager today is an important keystone of any academic, governmental, industrial, marketing, service, or any other type organization which relies on people working together to achieve an objective. This applies to any man or woman responsible for the work product of other employees, at any level of the organization, regardless of whether this person is called a foreman, a leader, a supervisor, an administrator, a manager, a commander, or an executive.

The successful manager has a growing role which includes an expanding range of responsibilities, and an increased need for certain requisite attitudes, knowledge, and skills. Recognition of the importance of successful management, has been aptly described by Glen Hale Bump (9:10):

> Success! Whether measured in money, prestige, a sense of accomplishment, or in other terms, it's sought by persons in every size company - from the one-man operation to the multi-national corporation.

The Bible, in Joshua 1:8, claims the answer for the way to success. (Unless otherwise specified, all Biblical quotations will be from The New American Standard Bible.)

> This book of the law shall not depart from your mouth, but you shall meditate on it day and night, so that you may be careful to do according to all that is written in it; for then you will make your way prosperous, and then you will have success.

The Bible claims to be the eternal standard of Truth. As the Bible purports to be The Standard, an examination of Biblical sources should result in identifying some management principles contained therein. Stanley Ford, president of the Ford Meter Box Company and Director of the Honeywell Foundation, brought this concept into focus (42:51):

> Much Biblical advice on leadership is neither new nor startling to the businessman who recognizes the same truths stated in various ways in current literature on management methods. What is amazing, perhaps, is how few regularly practice these principles. The modern businessman, a lover of challenges by nature, can promote his profession and himself by daring to manage by the book, the Good Book.

Don F. Keene, in an article in The Personnel Administrator, stated (43:36):

> If the writings (Biblical sources) are truly inspired of God, then it seems reasonable that theorists today attempting to find solutions to job satisfactions are not likely to find success in their present directions.
>
> But to do otherwise would require a professed acknowledgment of God, and a commitment to that solution offered in the scriptures.

Research findings indicate much commonality among the principles of management available in current literature and those principles of management available in Biblical sources. There is evidence, in fact, that a number of these principles are universally applicable to all managers, regardless of rank or organizational level at which they are assigned.

Lawrence Appley adds (5:4):

> Why are (management) principles important? Well, a principle is something which can be accepted as fundamentally true, something which, if you follow and observe it, will keep you from making mistakes. A principle is built out of the experience of our predecessors as something we can rely upon.

This thesis develops one approach for investigating sources of management principles. It develops an approach which identifies some management principles that exist in Biblical sources and compares and determines if these principles reflect the current literature of management. This approach involves (1) a review of the existing management literature for principles of management which are identified as being from a Biblical source, and (2) a direct study of Biblical sources for management principles as exemplified in the lives of Moses, David, and Nehemiah.

This thesis expands upon the efforts of others who have investigated various sources of management principles. Before further discussing the background of this problem, key definitions and assumptions are presented.

Definitions

The following terms are critical to the understanding of this study, and are therefore defined:

Biblical Source: any translation of the Bible as recognized by the Protestant, Roman Catholic or Jewish religions.

Management: the process by which people guide human effort in the use of resources to achieve objectives. (29:144)

Manager: a person whose primary responsibility is to plan, organize, direct, and control the efforts of others to achieve objectives (29:145). For the purpose of this thesis, the terms manager and leader will be used interchangeably.

Principle: a fundamental truth, that identifies a cause-and-effect relationship and provides guidance to thought or action (29:153).

Assumptions

The following assumptions underlie the research approach, conclusions, and recommendations in this thesis:

Assumption 1: There are principles of management generic to all supervisors, regardless of the level within the organization, or type of organization to which assigned.

Assumption 2: Biblical sources of management principles are not the only sources of management principles; however, as a source of management principles, the Biblical source is worthy of investigation.

Assumption 3: Management principles involve attitudes, knowledge, and skills that can be defined, taught, and learned to improve the ability of the manager.

The assumptions underlying this thesis reflect the importance of principles of management to successful management. The role of Biblical management principles is also a theme which is common to past research efforts on management. Some of these efforts are now briefly discussed as background to the problem.

Background

Specialists in the management field have identified some of the contributions the Bible has made to the principles of management. Wallace A. Erickson recognized the Bible as a source of successful management principles. In an address at Hillsdale College, Michigan, Erickson stated (16:94):

> Somehow ungodly men have developed systems of organization which permit them to work together in states of relative harmony and unity, whereas godly men, refusing to admit that these organizational structures are needed, live in states of chaos and disunity. The tragedy of this fact becomes evident when we realize that many of the successful systems of organization under which the ungodly men work and which the godly men refuse to accept are Biblically based.

The Brown and Mascarella thesis recognized the existence of earlier sources of management principles but chose to limit their investigation to the 1900's as this period created the greatest quantity of management writings (8:3). Other authors have addressed individual facets of management principles found in Biblical sources. In the book, The Measure of a Man, Gene Getz gives an excellent expose' on the character qualifications of the leader/manager found in the New Testament books, I Timothy and Titus. This book addresses nearly 30 areas of character development qualifications of the Biblical leader/manager (21). Lieutenant Colonel Homer Benton (United States Army) in an Army War College Thesis, noted (7:4):

> Truths derived from the Bible can be a challenge to anyone engaged in the field of management. Here can be found divine injunctions for one to apply on his own level and in his own enterprise. He should follow these in choosing goals, controlling, directing and implementing his program as wisely and therefore as efficiently as it is humanly possible.

Stanley Ford discussed the timeless and relevant quality of Biblical statements (42:48):

> Decision-making today is far more complex than in ancient times, but people, their behavior, and the

> best methods of directing personnel have changed but little. Two thousand years ago large corporations did not exist, yet small business flourished. There were few, if any management courses or even books; but men were discussing employee relations, work incentives, and the desirable qualities of a good executive. Relevant statements on these subjects are abundant in the Bible.
>
> Far from obsolete, they are as true and applicable today as centuries ago when it was written "that which has been is that which will be, and that which has been done is that which will be done. So there is nothing new under the sun". (Ecclesiastes 1:9).

In spite of wide recognition of the contribution of Biblical sources to management and although some aspects have been explored, research findings indicate that the present literature does not contain an identification of a set of principles of management from Biblical sources.

This study represents a research effort into a source of management principles not covered by previous studies within the Department of Systems Management.

Statement of the Problem

Though a variety of references to management principles found in Biblical sources exists, these principles have not been identified. The problem identified in this thesis is:

> There is a need for the investigation and identification of management principles from Biblical sources to aid the understanding of the management principles of today and their origins.

Several research objectives established to help resolve this problem are presented in the following section.

Objectives

The efforts of this research are directed toward the accomplishment of three objectives. The primary objective is to identify management principles that may exist in Biblical sources. A secondary objective is to compare and determine if these principles reflect the current literature of management. Success in achieving these objectives will provide the third objective, a set of principles, existing in Biblical sources, relevant to the managerial duties of planning, organizing, directing, and controlling. A sequential listing of the research objectives follows:

Objective 1: To search and identify management principles that may exist in Biblical sources.

Objective 2: To compare and determine if these principles reflect the current literature of management.

Objective 3: To build a set of management principles relevant to the management process from Biblical sources.

To fulfill these objectives, this research effort requires answers to several pertinent research questions, which follow.

Research Questions

The research questions which this study has been designed to answer are grouped below by the objective being addressed:

Questions Related to Objective 1: Do management principles exist in Biblical sources? What are those principles?

Questions Related to Objective 2: Do the management principles existing in Biblical sources reflect the current state of the literature of management? Are those principles complete?

These questions conclude the introductory material in this thesis. The research methodology is designed to provide answers to these questions and thus fulfill the objectives of this study. Chapter II is a discussion of the scope and limitations of this research effort, and an explanation of the research methodology, which involves three phases: data collection, data treatment, and presentation of findings.

II. Research Methodology

This research was conducted during an eleven week research quarter under the auspices of the Department of Systems Management of the Air Force Institute of Technology, with Dr. Raymond H. Klug, (Professor of Management) as advisor, and Dr. Michael J. Stahl (Instructor in Management) as second reader. The research methodology was designed to fulfill the objectives of this project as stated in Chapter I, and was performed in three stages: (1) Data Collection, (2) Data Treatment, and (3) Presentation of Findings. This chapter identifies the scope and limitations of this research effort, and discusses each stage of the research methodology in turn.

Scope and Limitations

This research involves the investigation of the principles of management found in Biblical sources. The scope of this effort was limited to:

1. The search, identification, or establishment of a set of management principles from Biblical sources applicable to the managerial duties of planning, organizing, directing, and controlling.
2. A comparison of those principles identified with the principles of the Brown and Mascarella thesis for their currency in practice and in the literature.
3. A time and travel restriction which prevented extensive interviewing, verification, and interpretation of some writings with respective authors.
4. The Biblical source subjects were limited to Moses, David, and Nehemiah.

In order to research the Biblical source in an orderly, workable, and systematic manner, the writer chose to focus the research effort on the Old Testament, with particular emphasis on the three aforementioned leaders. These individuals were chosen for study because of their success as leaders under a broad spectrum of conditions and covered the period of time 1500-400BC. Moses led a group of former slaves from slavery to an emerging nation. David was king over the nation Israel at its zenith and was its most successful war-time leader. Nehemiah led his people from exile and ruin to a reemergence as an independent nation. Other Biblical leaders were considered but the lives of these three leaders covered the majority of the Old Testament period from the Exodus to the Return from Captivity. The basis for selection of data sources is discussed in the next section, Data Collection.

Data Collection

The research for this thesis was conducted in two phases: the first being a review of the existing management literature in the excellent libraries of the immediate area as well as management association libraries and libraries of selected religious institutions. The second phase consists of a review of Biblical sources with particular attention placed on those portions of the Biblical source which dealt directly with principles of management. Further discussion of the specific methodology of data collection of this research effort follows in two parts: the literature search and the Biblical source review.

Literature Search

The literature search included the following:

1. A bibliographical survey conducted through the Defense Documentation Center.

2. A review of available literature to become familiar with existing fundamentals of management.

3. On-site research was conducted at the following libraries:

Air Force Institute of Technology
Dayton, Ohio

American Institute of Management
New York, New York

American Management Association
New York, New York

Cedarville College
Cedarville, Ohio

Earlham College
Richmond, Indiana

National Management Association
Dayton, Ohio

New York Public Library
New York, New York

New York University
New York, New York

University of Dayton
Dayton, Ohio

University of Toledo
Toledo, Ohio

Other sources of data were pursued on an individual basis. Graduate level thesis and research studies were retrieved for review through the library of the School of Engineering. Three pertinent theses, prepared by graduate students at the Dallas Theological Seminary, Dallas, Texas, were obtained through the School of Engineering Library on inter-library loan from that institution. An Army War College thesis was also pertinent

to this thesis effort. Theses used in preparing this thesis are referenced in the text of this report and listed in the bibliography.

The Brown and Mascarella thesis was reviewed to familiarize the writer with the existing fundamentals of management. Brown and Mascarella conducted extensive literary research which identified, reviewed, and critically analyzed existing sources of management principles. The model for analysis was a carefully considered definition of principle. The principles thus identified were presented in a summary listing. These principles were presented to provide an intelligent basis to the resolution of management problems and a guide to further thought or action to subsequent scholars and practitioners (8:xi-xii).

A number of indices at the libraries of the AFIT School of Engineering and the New York University Graduate School of Business Administration were reviewed to aid in locating current sources of data. The Business Periodicals Index yielded only two pertinent sources under the key words "Church", "Bible", "Success", "Religion", "Management", and "Leadership". Business periodicals which were used in the completion of this thesis are referenced and documented where appropriate (10).

The Readers Guide to Periodic Literature was reviewed and found to be too general to be of practical value for locating references relating to Biblical sources of management principles. This was also true of the Social Sciences and Humanities Index. U. S. Government Reports yielded a single pertinent article which was subsequently used. This relative lack of attention to Biblical sources of management principles underscores the need for additional research.

Card catalogues were searched at each of the libraries visited. Of twenty-eight sources reviewed, eighteen were especially helpful. Those used in the preparation of this thesis are documented in the bibliography.

Two personal libraries were included in the portion of the literature search conducted in the Department of Systems Management. The personal library of Dr. Raymond H. Klug, Professor of Management, contained copies of past theses, term papers, and research papers completed by students and faculty members assigned to the department. The office and home library of Dr. Klug house excellent published source materials including the most extensive and current collection of management texts located during the literature search. The other personal library was that of the writer. Due to prior interest in this area the library of the writer contained 27 pertinent volumes in the areas of Biblical sources, leadership, management, and success. Those references used in the completion of this thesis are referenced in the text and listed in the bibliography.

Several informal interviews were conducted. The most notable were those with Mr. John Kelly, Vice President of the American Institute of Management, and Dr. William Levy, Institute Manager of the National Management Association.

Biblical Source Review

The Biblical source review consisted of the search, identification, and collection of management principles from the Biblical source. All Biblical references to the leaders Moses, David and Nehemiah were examined. These included the books of Exodus, Leviticus, Numbers, Deuteronomy, I Samuel, II Samuel, I Kings, I Chronicles and Nehemiah. The management

principles thus identified were collected and analyzed as presented in the Data Treatment section.

Data Treatment

The data treatment phase of this research involves reviewing and analyzing the principles of management identified in the Data Collection phase. The data treatment was directed toward answering the research questions related to the objectives identified in Chapter I of the thesis.

In relation to Objective 1, references in the Biblical source to the individual leader were examined in light of the definition of principle. Principle is defined as a fundamental truth, that identifies a cause-and-effect relationship and provides guidance to thought or action (29:153). Those references which either exemplified or specifically stated a management principle were identified. In several instances, the writer chose not to include additional examples when clarity of the principle would have been hampered. In the opinion of the writer, the strongest example of examples were included in each principle presented.

In relation to Objective 2, each principle from the Biblical source is compared to management principles identified in extra-Biblical sources, primarily, the Brown and Mascarella listing of principles. This approach was chosen as the literature search determined that the Brown and Mascarella thesis identified the latest and most exhaustive listing of management principles existing in the literature of the 1900's. The Brown and Mascarella thesis identified 112 principles which readily lent itself to comparison with those principles identified in the Biblical source (8:224).

This concludes the discussion of the data treatment phase of the research methodology. The remainder of this chapter describes the methodology for presenting research findings.

Presentation of Findings

By way of general organization, the development of the findings of the research outlined in earlier parts of this chapter are presented in the text of the next four chapters. A large portion of this research study is devoted to identifying management principles and demonstrating their existence in Biblical sources. A summary listing of these principles logically follows and is presented as a separate chapter. Specific organization of the presentation portion of this thesis follows.

Principles pertaining to the management functions of planning, organizing, directing, and controlling are developed and presented in Chapters III, IV, V and VI, respectively. Each chapter is opened with a quote of interest which is not developed further. The management function is then defined and classified by its component activities of management. These activities are defined and the principles from Biblical sources are then presented under these activities. Each individual principle is named and an appropriate passage of Scripture is quoted. A discussion follows with the development of, or restatement of, the principle in a formal manner as the result. This principle is then compared to a corresponding principle, if it exists, from the Brown and Mascarella thesis.

In order to present the results of this research in an organized manner, the writer has coded the statements of the principles. Each is consecutively numbered as it appears in the respective chapter. The coding used in this paper is:

BP = Biblical Planning Principle
BO = Biblical Organizing Principle
BD = Biblical Directing Principle
BC = Biblical Controlling Principle

The Brown and Mascarella principles that are used to compare with the Biblical principles are also included. The numbering of the Brown and Mascarella principles are according to the numbering system of that document. The Brown and Mascarella coding is set off with parentheses and is as follows (8:11);

(P1) = Planning Principle
(O) = Organizing Principle
(D) = Directing Principle
(C) = Controlling Principle

The following is an example of how a principle is coded and stated:

BP.1. (P1.1) Principle of Coding. To the extent that a principle is properly coded and stated, it will be more easily recognized and classified.

BP.1. would signify that this is the first principle given in the planning chapter. (P1.1) would signify that this was also the first principle given in the planning chapter of the Brown and Mascarella thesis (8).

A composite listing of all principles found in the Biblical source and a discussion of their significance is presented in Chapter VII. Chapter VIII summarizes the text of the thesis, and offers a number of conclusions and recommendations derived from the research reported within this thesis.

This concludes the discussion of the research methodology used in this study. The next chapter, Chapter III, deals with the principles of management found in Biblical sources concerning the managerial function of planning.

III. Biblical Principles of Management Concerning The Function of Planning

> "For which one of you, when he wants to build a tower, does not first sit down and calculate the cost, to see if he has enough to complete it? Otherwise, when he has laid the foundation, and is not able to finish, all who observe it begin to ridicule him, saying, 'This man began to build and was not able to finish'" - JESUS (Luke 14:28-30).

Louis Allen defines planning as "the work a manager performs to predetermine a course of action." He divides the function of planning into seven activities: forecasting, establishing objectives, programming, scheduling, budgeting, establishing procedures, and developing policies (2:68). These activities will provide the framework under which the principles concerning the planning function will be presented. Several principles concerning the planning function in general are considered first.

Principle of Planning

David was a careful planner. David planned the temple that Solomon was to build (I Chronicles 28:11-13):

> Then David gave to his son, Solomon, the plan of the porch of the temple, its buildings, its storehouses, its upper rooms, its inner rooms, and the room of the mercy seat; and the plan of all he had in mind, for the courts of the house of the Lord, and for all the surrounding rooms, for storehouses of the house of God, and for the storehouses of the dedicated things; also for the divisions of the priests and the Levites and for the work of the services of the house of the Lord and for all the utensils of service in the house of the Lord...

Before the first block was laid, David had fully planned the entire temple construction which was subsequently build by Solomon.

Nehemiah was also a careful planner (Nehemiah 1:1-3).

> Now it came about in the month Chislev, in the twentieth year, while I was in Susa the Capitol that Nanani, one of my brothers, and some men from Judah came; and I asked them concerning the Jews who had escaped and had survived the captivity, and about Jerusalem. And they said to me, "The remnant there in the province who survived the captivity are in great distress and reproach, and the wall of Jerusalem is broken down and its gates are burned with fire."

It took Nehemiah four months of planning before approaching the King of Assyria with the plan for rebuilding the city (Nehemiah 2:1).

> And it came about in the month of Nisan, in the twentieth year of King Artaxerxes...

Before taking action to rebuild Jerusalem, Nehemiah had to lay a definite plan before King Artaxerxes. Nehemiah did this and accomplished the rebuilding of the wall of Jerusalem in 52 days (a project that the prophets Ezra, Malachi, Zechariah and Haggai were unable to accomplish in the preceeding 100 years).

To summarize:

BP.1. Principle of Planning. To the extent that planning increases the effectiveness of accomplishing goals, planning should precede action.

This principle is nearly identical to the Brown and Mascarella principle (8:36).

(P1.1) Principle of Planning. To the extent that planning reduces mental and physical activity, and increases effectiveness of accomplishing goals, planning should precede action.

Planning should also precede the other managerial functions.

Principle of Primacy of Planning

Nehemiah planned the work well before starting to rebuild the wall (Nehemiah 2:12-13).

> And I arose in the night, I and a few men with me. I did not tell anyone but what my God was putting into my mind to do for Jerusalem and there was no animal with me except the animal on which I was riding. So I went out at night, by the Valley Gate in the direction of the Dragon's Well and on to the Refuse Gate inspecting the walls of Jerusalem which were broken down and its gates which were consumed with fire.

Nehemiah saw the importance of careful planning before informing the subordinates of the task to be completed. Nehemiah 2:16 adds that no one, especially those who would do the work, was aware of this planned operation. This resulted in a carefully laid plan which was unfolded before the subordinates of Nehemiah who immediately accepted those plans (Nehemiah 2:18). The principle here is the same as that which is expressed in the Brown and Mascarella thesis (8:37).

BP.2. (P1.2) Principle of Primacy of Planning. To the extent that the managerial functions of directing, organizing, and controlling are designed to support objectives which are established by plans, planning becomes a prerequisite of these functions.

Once a plan is put into action, changing circumstances must be considered.

Principle of Navigational Change and the Principle of Flexibility

The attempt by Nehemiah to rebuild the wall of Jerusalem was not without problems (Nehemiah 4:12, 13).

> And it came about that when the Jews who lived near them (Nehemiah's enemies) came and told us ten times, "they will come up against us from every place where you may turn", then I stationed the men in the lowest parts of the space behind the wall...

Faced with an attack, Nehemiah had to stop the work on the wall completely, stationing the men as guards. This course of action could not continue for long as the primary objective was to rebuild the wall. Therefore, Nehemiah changed the plan to accomplish both the objective of completing the wall and security (Nehemiah 4:16):

> And it came about from that day on, that half my servants carried on the work while half of them held the spears, the shields, the bows, and the breastplates; and the captains behind the whole house of Judah.

By checking on events and redrawing the plans, Nehemiah was able to accomplish both of the objectives. The principle is:

> BP.3. (P1.8) Principle of Navigational Change. To the extent that plans represent a commitment of resources to achieve a desired goal, it becomes important that a manager periodically check on events and expectations and redraw plans to maintain a course toward these goals.

This principle is identical to the Brown and Mascarella Principle of Navigational Change (8:42).

A second principle found in this passage is the principle of flexibility. Nehemiah changed the original plan into a flexible one which would

satisfy both of the objectives. This principle is identical to the Brown and Mascarella principle of flexibility (8:42).

> BP.4. (P1.7) Principle of Flexibility. The more flexibility that can be built into plans, the less danger of losses incurred through unexpected events.

The first activity of planning will now be examined.

Forecasting

Allen defines forecasting as "the work a manager performs to estimate the future" (2:69). The manager is assisted in determining future plans by knowledge of the environment and the competition.

Principle of Intelligence

Moses realized that knowing the strength of the enemy would aid the plans to conquer the land of Canaan (Numbers 13:17-19).

> When Moses sent them to spy out the land of Canaan, he said to them, "Go up there into Negev; then go up into the hill country. And see what the land is like, and whether the people who live in it are strong or weak, whether they are few or many. And how the land in which they live, is it good or bad? And how are the cities in which they live, are they like open camps or with fortifications?

Future actions should be developed in light of sound intelligence estimates. Ten out of the twelve spies gave a bad report (Numbers 13:32) and it resulted in the Israelites spending 40 more years in the desert (Numbers 14:33).

The principle is now stated.

> BP.5. Principle of Intelligence. To the extent that having knowledge of the competition aids the planning process, plans should be developed in light of sound intelligence estimates.

No such principle exists in the Brown and Mascarella thesis. This principle was the only principle in the area of planning forecasting found by the writer. A second activity of planning, establishing objectives, will now be examined.

Establishing Objectives

Edward Dayton described establishing objectives as "an attempt to move from the 'Now' to 'Then', to change things from the way 'Things are' to the way 'Things Ought to Be'" (41:2). Louis Allen describes it as "the work a manager performs to determine the end results to be accomplished" (2:69). The first step of the "Scientific Method" is to define the problem, so it is the first step in establishing objectives.

Principle of Definition

Nehemiah found that once the problem was defined, the course of action was clearly laid out (Nehemiah 5:7-8).

> And I consulted with myself, and contended with the nobles and the rulers and said to them, "You are exacting usury, each from his brother!" Therefore, I held a great assembly against them, "We according to our ability have redeemed our Jewish brothers who were sold to the nations; now would you even sell your brothers that they may be sold to us?" Then they were silent and could not find a word to say.

Clearly defining the problem, in this case the exacting of usury, led directly to the resolution of this problem. In Nehemiah 5:12, the nobles and rulers gave in.

> Then they said, "We will give it back and will require nothing from them; we will do exactly as you say".

The principle is:

BP.6. Principle of Definition. The resolution of a problem is facilitated by clearly defining the problem.

This corresponds to the Brown and Mascarella principle (8:60):

P1.22 Principle of Definition. To the extent that a problem is clearly defined, decision making will be facilitated.

Once the objective is defined, the primacy of the objective should be understood.

Principle of the Objective

Nehemiah understood the necessity of clearly defining the objective to his subordinates (Nehemiah 2:17).

> Then I said to them, "You see the bad situation we are in, that Jerusalem is desolate and its gates burned with fire. Come let us rebuild the wall of Jerusalem that we may no longer be a reproach".

Before the rebuilding could be started, the objective had to be clearly defined to the members of the organization. Nehemiah accomplished this by describing the present situation and then defining the objective (rebuild the wall). This supports the principle of the objective as defined by Brown and Mascarella (8:46).

BP.7. (P1.10) Principle of the Objective. Objectives are a prerequisite to the determination of any course of action and should be clearly defined and understood by the members of the enterprise.

Not only should these objectives be clearly defined and understood by the members of the organization, but they should be accepted by those members.

Principle of Acceptance of Objectives

In Nehemiah 2:18, Nehemiah gained the acceptance of the objectives by the group.

> And I told them how the hand of my God has been favorable to me, and also about the king's words which he had spoken to me. Then they said, "Let us arise and build". So they put their hands to the good work.

The objectives of Nehemiah became the objectives of the people. The people fully accepted those objectives and that resulted in their overcoming many obstacles to the rebuilding of Jerusalem. This is the same principle as written by Brown and Mascarella (8:52).

> BP.8. (P1.14) Principle of Acceptance of Objectives. Objectives must be fully accepted by the members of the organization to be fully effective.

This principle concludes those found by the writer in the area of establishing objectives. The next activity of planning, programming will now be examined.

Programming

Thinking through the problems one must face and the activities one must follow will assist the manager in achieving the objectives. Allen defines programming as "the work a manager performs to establish the sequence and priority of action steps to be followed in reaching objectives". (2:69) Only one principle in this area was found by the writer. The recognition of limiting factors by the Biblical leaders enabled them to adjust their plans and reorder their steps to attain their objectives.

Principles of Limiting Factors

Jethro saw the limitations of the centralized decision making policy of Moses (Exodus 18:18).

> You will surely wear out, both yourself and the people who are with you, for the task is too heavy for you, you cannot do it alone.

Jethro goes on to suggest an alternative course of action not subject to the centralized limitations (Exodus 18:19-23).

David also saw the limitations of having Hushai with the people (II Samuel 15:33).

> And David said to him, "If you pass over with me, then you will be a burden to me".

David turned this limitation (burden) into effective use by leaving Hushai the Archite behind as a spy (II Samuel 15:34-37).

BP.9. Principle of Limiting Factors. Recognition of limiting factors aids the manager in developing more effective courses of action.

This compares with the Brown and Mascarella principle (8:68).

(P1.30) Principle of Limiting Factors. To the extent that a manager can recognize limiting factors, he possesses the potential for more effective alternative course selection.

Knowing the limitations and developing a more effective course of action also requires a timing consideration for effective action.

Scheduling

Scheduling brings the time consideration into the planning process. Allen defines it as "the work a manager performs to establish a time sequence for program steps" (2:69). The manager should consider time as a

major resource to the planning process.

Commitment Principle

Nehemiah set a definite time frame for the completion of the plan (Nehemiah 2:5, 6).

> And I said to the king, "If it please the king and if your servant has found favor before you, send me to Judah, to the city of my father's tombs, that I may rebuild it". Then the King said to me, the queen sitting beside him, "How long will your journey be, and when will you return"? So it pleased the king to send me, and I gave him a definite time.

Nehemiah presented the king with a definite plan which committed resources to the rebuilding of Jerusalem. This corresponds directly to the Brown and Mascarella principle (8:39):

> BP.10. (P1.4) Commitment Principle. To the extent that plans represent a commitment of resources, planning should cover a period of time in the future to realize a fulfillment of these commitments.

This principle was the only one found by the writer in the area of scheduling. Closely aligned to the activity of scheduling is that of budgeting.

Budgeting

Allen defines budgeting as "the work a manager performs to allocate resources necessary to accomplish objectives" (2:69). Resources should be planned to assure the accomplishment of the goal. The single principle in this area found by the writer concerns the contribution to objectives.

Principle of Contribution to Objectives

David understood the necessity of a plan to contribute to the successful attainment of an objective (I Chronicles 22:5).

> And David said, "My son Solomon is young and inexperienced, and the house that is to be built for the Lord shall be exceedingly magnificent, famous and glorious throughout all lands. Therefore, I will make preparations for it". So David made ample preparations before his death.

The successful attainment of an objective is directly related to the plans and preparations made for it. This leads to this principle.

> BP.11. Principle of Contribution to Objective. The purpose of every plan is to contribute toward the successful attainment of the objective.

This principle is similar to the Brown and Mascarella principle (8:37):

> (Pl.3) Principle of Contribution to Objectives. The purpose of every plan and all derivative plans is to contribute positively toward the accomplishment of enterprise objectives.

Also assisting in the attainment of the objective are the procedures necessary to accomplish that objective. The next section concerns the planning activity of establishing procedures.

Establishing Procedures

Procedures are set up to insure uniform and predictable results. Louis Allen defines establishing procedures as "the work a manager performs to develop and apply standardized methods of performing specified work (2:69). The two principles in this area found by the writer concern the procedures a manager should consider for decision making. The first considers the value of getting assistance in making decisions.

Principle of Decision Assistance

David knew the value of getting advice from trusted counselors (I Chronicles 27:32, 33).

> Also Jonathan, David's uncle, was a counselor, a man of understanding, and a scribe; and Jehiel, the son of Hachmoni tutored the king's sons. And Ahithophel was counselor to the king, and Hushai the Archite was the king's friend.

David surrounded himself with competent counselors. In addition, when going to battle, David sought the direction of God (I Samuel 30:8, II Samuel 5:19 and others). David also saw the value of thwarting the competent counsel of the enemy. Speaking to Hushai the Archite, David said (II Samuel 15:34):

> But if you return to the city, and say to Absalom (David's son who usurped this throne), "I will be your servant, O King, as I have been your father's servant in time past, so I will be your servant." Then you can thwart the counsel of Ahithophel for me.

The principle here is as stated in the Brown and Mascarella thesis (8:64):

> BP.12. (P1.26) Principle of Decision Assistance. To be fully effective, decisions should not be rendered, time permitting, until all persons able to contribute to the decisions have been consulted.

The other principle concerns decentralization of decision making.

Principle of Decentralized Decisions

All three Biblical leaders demonstrated the principle of decentralized decisions. The advice of Jethro to Moses is a classic example (Exodus 18:22).

> And let them (selected leaders) judge the people at all times; and let it be that every major dispute they will bring to you, but every minor dispute they themselves will judge. So it will be easier for you, and they will bear the burden with you.

David also shows a decentralized decision making system in I Chronicles 28:1.

> Now David assembled at Jerusalem all the officials of Israel, the princes of the tribes, and the commanders of the divisions that served the king, and the commanders of thousands, and the commanders of hundreds and the overseers of all the property and livestock belonging to the king and his sons, with the officials and the mighty men, even all the valiant men.

Nehemiah, as soon as it was feasible, turned certain decision making responsibilities over to others (Nehemiah 7:1, 2).

> Now it came about when the wall was rebuilt and I had set up the doors, and the gatekeepers and the singers and the Levites were appointed that I put Hanani my brother and Hanaiah the commander of the fortress, in charge of Jerusalem, for he was a faithful man and feared God more than many.

All three leaders found decentralized decisions a most effective manner in which to run their nation.

BP.13. Principle of Decentralized Decisions. In order to make best use of the time of the manager, decisions should be made at the lowest level possible with only the difficult decisions being raised to the top executive level.

This principle corresponds to the Brown and Mascarella principle (8:62):

(P1.24) Principle of Decentralized Decisions. In order to make better utilization of executive time, decisions should be made at the lowest level of competency and authority.

The final activity of planning to be considered is the developing of policies.

<u>Developing Policies</u>

Policies assist the members of an organization to understand the

position of management on matters of interest to the organization as a whole. Allen defines the development of policies as "the work a manager performs to interpret standing decisions that apply to repetitive questions, and problems of significance to the enterprise as a whole" (2:69). This leads directly to the principle of policies.

Principle of Policies

David drew policies from Moses and passed them on to Solomon (I Chronicles 22:13).

> Then you shall prosper, if you are careful to observe the statutes and the ordinances which the Lord commanded Moses concerning Israel. Be strong and courageous, do not fear nor be dismayed.

The law of Moses provided a set of clear and stable policies recognized by David as a consistent guide and road to success if followed.

> BP.14. Principle of Policies. If top management provides and administers a system of clear and stable policies, and if those policies are followed by both management and the members of of the organization, management will find those policies to be a consistent guide for successful attainment of the goals of the organization.

The Biblical principle differs mainly in the application of this principle with the Brown and Mascarella principle of policies (8:54).

> (P1.15) Principle of Policies. If top management provides and administers a system or network of clear and stable policies, the members of the organization will find them a consistent guide and source of direction that is essential to their participation in the organizational effort.

The manager not only has the responsibility to have policies, but also to communicate those policies to the subordinates.

Principle of Stating Policies

Nehemiah insured the understanding of the law by the people (Nehemiah 8:7, 8).

> Also Jeshua, Bani,..., and the Levites, explained the law to the people while the people remained in their place. And they read from the book, from the law of God, translating to give the sense so that they understood the reading.

Nehemiah made every effort to insure that the correct and explicit meaning of the law would be transmitted to the people. This was done by appointing trained men to explain these policies (the law) so that they would be understood by all the people.

> BP.15. Principle of Stating Policies. To facilitate acceptance, management should explain policies to those affected by the policies in an explicit and understandable manner.

This principle is similar to the Brown and Mascarella principle of stating policies with the addition of the requirement for management to explain their policies (8:55).

> (P1.16) Principle of Stating Policies. To facilitate acceptance, the statement of policy should be explicit and understandable to those affected by the policy.

Policies should be specifically tied to the needs of those affected by those policies.

Principle of Policy Influence

In Deuteronomy 6:24, Moses stated:

> So the Lord commanded us to observe all these statutes, to fear the Lord our God for our good always and for our survival, as it is today.

Moses recognized the necessity of tying the policies to the needs of subordinates. The policies thus made were both necessary for the survival and for the good of the group.

Nehemiah, in Nehemiah 7:3, also tied the policies to the needs of the group.

> Then I said to them, "Do not let the gates of Jerusalem be opened until the sun is hot, and while they are standing guard, let them shut and bolt the doors. Also appoint guards from the inhabitants of Jerusalem, each at his post, and each in front of his house".

Nehemiah insured that the guards of Jerusalem would have a vested interest in the security of that city by choosing only inhabitants of Jerusalem as guards. In addition, Nehemiah placed them on guard duty on the portion of the wall nearest their homes.

BP.16. Principle of Policy Influence. To be effective, policies should be formed to insure the vested interest of those groups or individuals most impacted by the policy.

No such principle was addressed in the Brown and Mascarella thesis.

Policies are accepted also by insuring the soundness of their basis. Two principles were found in this area. The first was the principle of ethical policies.

Principle of Ethical Policies.

In Deuteronomy 4:8, Moses said, "On what great nation is there that has statutes and judgments as righteous as this whole law which I am setting before you today"? To gain acceptance of the policies, Moses pointed out the unquestionably high ethical and moral standards under which the policies were promulgated.

BP.17. Principle of Ethical Policies. To facilitate acceptance, a policy should be based on the highest ethical and moral standards possible.

No such principle was identified in the Brown and Mascarella thesis.

The second principle in this area of sound policy basis is the principle of facts in policies.

Principle of Facts in Policies

Moses understood the necessity of basing policies on sound reasoning. For example, in Deuteronomy 16:20, Moses stated:

> Justice and only justice, you shall pursue, that you may live and possess the land which the Lord your God is giving you.

The policy is pursuit of justice and the reason is, very practically, the continued success of the nation. This principle here is the same as expressed by Brown and Mascarella (8:56).

BP.18. (P1.18) Principle of Facts in Policies. To encourage acceptance and instill confidence, policies should be based on facts and sound judgment.

New facts and new situations may arise that will have an impact on the existing policies.

Principle of Currency of Policies

Moses had a policy of hearing every dispute, both major and minor, that arose (Exodus 18:17-20).

> And Moses's father-in-law said to him, "The thing that you are doing is not good. You will surely wear out, both yourself and these people who are with you, for the task is too heavy for you, you cannot do it alone. Now listen to me..."

Jethro went on to describe a new policy to handle the existing situation, placing the lesser matters in other hands and limiting only important matters to the concern of Moses. The currency of policy principle is now stated.

> BP.19. Principle of Currency of Policies. To the extent that policies can become outdated, policies should be examined and, if found deficient, changed to aid the accomplishment of the objective.

This principle is nearly the same as written in the Brown and Mascarella thesis (8:57):

> (P1.19) Principle of Currency of Policies. To the extent that policies can become outdated, policies should be periodically reappraised, realigned, and restated in line with current trends.

Not only should policies be current,but stability of policies should be a major consideration of every manager.

Principle of Stability of Policies

> Then the Lord said to Moses, "Write down these words, for in accordance with these words I have made a covenant with you and with Israel (Exodus 34:27).

When the Lord made a covenant with Moses, that covenant was unchanging. In Numbers 23:19, it is stated:

> God is not a man, that He should lie,
> Nor a son of man, that He should repent;
> Has He said, and will He not do it?
> Or has He spoken, and will He not make it good?

The policies of the Lord are noted as consistent and reliable. The people could count on those policies being the same year after year. This leads to the principle of stability of policies as stated by Brown and Mascarella (8:57).

BP.20. (P1.2C) Principle of Stability of Policies. To the extent that constantly changing policies may be detrimental to business success, stability of policies is essential.

This concludes the findings by the writer of management principles concerning the function of planning. For the convenience of the reader, a composite listing of all principles found in Biblical sources is contained in Chapter VII of this thesis.

The next chapter, Chapter IV, deals with the principles of management concerning the managerial function of organizing.

IV. Biblical Principles of Management Concerning The Function of Organizing

Go to the ant, O sluggard,
Observe her ways and be wise,
Which, having no chief,
Officer and ruler,
Prepares her food in the summer,
And gathers her provision in the harvest.
Solomon (Proverbs 6:6-8)

Grouping of people to perform tasks is a major responsibility of the manager. Louis Allen defines organizing as "the work a manager performs to arrange and relate the work to be done so that it can be performed most effectively by people". (2:70. Allen further identifies the activities of organizing as developing organizational structure, delegating, and establishing relationships (2:70). Those principles concerning the function of organizing found in Biblical sources are presented under these three activities. The first of these activities, developing organizational structure, is now discussed.

Developing Organizational Structure

Efficient performance is dependent upon the ability of the manager to know what must be done and to see to it that the right people are assigned to do it. Allen defines developing organizational structure as "the work a manager does to identify and group the work to be performed" (2:70).

The first consideration of any manager in the area of organization should be to insure that the organizational structure is designed to achieve the objective of that organization.

Principle of Organization Objective

All three Biblical leaders clearly understood and emphasized the necessity of organizing their people into a structure which would aid in the achievement of the objectives of their respective organizations.

Moses created an organizational problem by establishing a flat-structural organization. Moses was the leader to whom everyone else reported directly. Jethro, in Exodus 18:14-17, brought this problem to the attention of Moses.

> Now when Moses's father-in-law saw all that he was doing for the people, he said, "What is this thing that you are doing for the people? Why do you alone sit as judge and all the people stand about you from morning until evening...The thing that you are doing is not good."

Moses heeded the suggestion of Jethro and restructured the organization to a more effective one.

David had an organization designed to take care of any situation. When warned of an emminent attack by 33,000 Syrians, David sent the army to take care of the situation (II Samuel 10:7).

> When David heard of it, he sent Joab and all the army, the mighty men.

Security of the people was the objective of David. David organized the people to achieve that objective.

On the other hand, Nehemiah concerned himself with the minute details by appointing men as guards, stock clerks, and tax agents (Nehemiah 12:44).

> On that day men also were appointed over the chambers for the stores, the contributions, the first fruits, and the tithes, to gather them from the fields of the cities the portions required by the law for the priests and Levites; for Judah rejoiced over the priests and Levites who served.

The organization of Nehemiah saw to the needs of the priests and Levites, which was an objective of the organization defined by law. The principle derived from the above example is the same as that defined by Brown and Mascarella (8:73).

> BO.1. (0.1) Principle of Organizational Objectives. Organization structure is more effective when the structure is designed to facilitate the achievement of the specific objectives of the organization.

In addition to insuring that the organizational structure assists the achievement of the objective, the manager should insure that the structure of the organization is set up in such a way as to limit the number of subordinates directly supervised.

Principle of Span of Management

Jethro saw that Moses had exceeded the number of subordinates that could be effectively supervised (Exodus 18:18).

> You will surely wear out, both yourself and the people who are with you, for the task is too heavy for you; you cannot do it alone.

In Exodus 18:24-25, the outcome of the advice of Jethro is readily seen.

> So Moses listened to his father-in-law, and did all that he had said. And Moses chose able men out of all Israel, and made them heads over the people, leaders of the thousands, of hundreds, of fifties, and of tens.

David was aware that the army was too large for the direction of one man alone (II Samuel 18:2).

> And David sent the people out, one third under the command of Joab, one third under the command of Abishai the son of Zeruiah, Joab's brother, and one third under the command of Ittai the Gittite. And the king said to the people, "I myself will surely go out with you also."

David found the limit of effective supervision to be three men. The principle is as follows:

> BO.2. Principle of Span of Management. A manager is limited in the number of subordinates that can be effectively and directly supervised.

This principle is similar to the Brown and Mascarella principle of span of management (8:76).

> (0.2) Principle of Span of Management. There is a limit to the number of subordinates one person can directly and effectively supervise, but the exact number will vary in accordance with the effect of underlying conditions.

The manager should also identify and assign personnel to those tasks which they are best suited to perform.

Principle of Specialization

Moses saw the need to assign men to tasks in which they were specialists (Exodus 36:4).

> Now Bezald and Oholiab and every skillful person in whom the Lord has put skill and understanding to know how to perform all the work in the construction of the sanctuary shall perform in accordance with all the Lord has commanded.

The principle of specialization then follows:

BO.3. Principle of Specialization. Tasks should be assigned to skillful persons (specialists) on an individual basis to accomplish the work more efficiently.

This is similar to the principle defined by Brown and Mascarella (8:83).

(0.5) Principle of Specialization. The more specialized the work assigned to individuals, within the limits of human tolerance, the greater the potential for efficient performance.

Another consideration of the manager is to insure that the staff feels free to make recommendations.

Principle of Staff Independence

Ahithophel, counselor to Absolom, the son of David, was that his recommendation was not being heeded (II Samuel 17:23).

> Now when Ahithophel saw that his counsel was not followed, he saddled his donkey and arose and went to his house, to his city, and set his house in order, and strangled himself; thus he died and was buried in the grave of his father.

Ahithophel realized that despite giving good advice, the tenure enjoyed by Ahithophel was over as a counselor to Absolom. The principle is the same as identified by Brown and Mascarella (8:90).

BO.4. (0.8) Principle of Staff Independence. The ability of the staff to recommend action demanded by the situation is dependent on its existence without fear that conflict of ideas between the line and staff will jeopardize the position or tenure of the staff.

This principle concludes this section on developing organizational structure. The next organizational activity is that of delegating.

Delegating

As a manager would find it very cumbersome to make all the decisions, as many routine and repetitive functions and details as possible should be

assigned to the subordinates. Allen defines delegating as "the work a manager performs to entrust responsibility and authority to others and to create accountability for results" (2:20). In order to delegate, definite channels of supervision should be established.

Principle of Definite Supervisory Channels

Moses recognized the necessity of specifying the lines of formal authority (Exodus 24:14).

> But to the elders he said, "Wait here for us until we return to you. And behold, Aaron and Hur are with you; whoever has a legal matter, let him approach them."

Anticipating absence, Moses appointed Aaron and Hur as replacements so that the organization could continue to function.

The principle is now stated.

> BO.5. Principle of Definite Supervisory Channels. If the line of formal authority are clearly defined, the organization can continue to function effectively.

This is similar to the Brown and Mascarella principle (8:100):

> (0.12) Principle of Definite Supervisory Channels. If the lines of formal authority from the ultimate authority for management to every subordinate position is clearly defined, then decision-making and organization communication will be more effective.

After supervisory channels are established, the manager should insure that the authority to complete a task be delegated to the individual who is held responsible for performing the task.

Principle of Parity of Authority and Responsibility

As the time came near for Moses to turn over the leadership position to Joshua, Moses recognized that Joshua should be delegated some

responsibility (Numbers 27:18-20).

> So the Lord said to Moses, "Take Joshua the son of Nun, a man in whom is the Spirit, and lay your hand on him, and have him stand before Eleazar the priest and before all the congregation; and commission him in their sight. And you shall put some of your authority on him, in order that all the congregation of the sons of Israel may obey him."

Moses recognized that Joshua would need the authority of Moses to accomplish the responsibilities that were being turned over. The principle is:

> BO.6. (O.14) Principle of Parity of Authority and Responsibility. If an individual is to be held responsible for performing a task, he should be granted authority commensurate with the responsibility assigned.

This principle is precisely the same principle enunciated by Brown and Mascarella (8:104).

In delegating authority, the manager needs to recognize that the ultimate accountability for insuring the completion of that task is retained by the manager.

Principle of Absolute Accountability

As the leader of the people, David accepted personal accountability for the actions of all subordinates (I Chronicles 21:17).

> And David said to God, "Is it not I who commanded to count the people? Indeed, I am the one who sinned and done very wickedly, but these sheep (people), what have they done? O Lord my God; please let Thy hand be against me and my father's household, but not against Thy people that they should be plagued."

Although David had delegated the actual counting of the people to a subordinate, David accepted the ultimate accountability for the action.

BO.7. Principle of Absolute Accountability. If delegation is to be effective, the ultimate accountability for the actions of subordinates should rest with the delegator.

This principle agrees with the Brown and Mascarella principle (8:105):

(0.15) Principle of Absolute Accountability. If delegation is to be effective, the accountability for performance of subordinates should remain with the delegator.

This principle was the last principle found from the Biblical source under the activity of delegating. The next activity to be considered is that of establishing relationships.

Establishing Relationships

Effective group effort requires teamwork. Teamwork requires the establishment of relationships. Allen defines establishing relationships as "the work a manager performs to create the conditions necessary for mutually cooperative efforts of people" (2:70). Only one principle was discovered in the Biblical source concerning this activity. One way to facilitate the establishment of relationships within an organization is to insure the participation of all major segments of the organization.

Principle of Organizational Participation

Moses faced the problem of getting twelve separate tribes to cooperate with one another. In Numbers 31:3-5, this cooperation was achieved by insuring equal representation of each tribe in the army.

> And Moses spoke to the people, saying, "Arm men from among you for the war, that they may go against Midian, to execute the Lord's vengeance on Midian. A thousand from each tribe of all the tribes of Israel you shall send to war." So there were furnished from the thousands of Israel, a thousand from each tribe, twelve thousand armed for war.

With each tribe having an equal interest in the outcome of the war, the tribes were united as one nation.

BO.8. Principle of Organizational Participation. If an organization is to be effective, direct involvement of all major segments of the organization should be secured in a manner that encourages equal participation of all segments.

No such principle is contained in the Brown and Mascarella thesis.

This concludes those principles found in Biblical sources containing the function of organizing. A composite listing of all principles found in Biblical sources is contained in Chapter VII of this thesis. The next chapter, Chapter V, contains those principles found concerning the managerial function of directing.

V. Biblical Principles of Management Concerning The Function of Directing

> Behold, a king will reign righteously,
> And princes will rule justly.
> And each will be like a refuge from the wind,
> And a shelter from the storm,
> Like streams of water in a dry country,
> Like the shade of a huge rock in a parched land.
> -Isaiah (Isaiah 32:1-2)

Ted Engstrom points out that the best organized endeavor, equipped with the finest materials, following the latest methods, and backed up by adequate financial support, would be critically hampered without the direction required to combine all of these elements into an effective endeavor (16:123).

The writer has chosen the term, directing, to describe the third management function in order to be consistent with the Brown and Mascarella thesis (8:15-18). Brown and Mascarella defined directing as "the management function which initiates and sustains purposeful action and unifies effort to the end of efficiently accomplishing organizational objectives" (8:107). Allen uses the term, leading, for the managerial function of directing. The definition of leading presented by Louis Allen is used, for the purposes of this paper, as the definition of directing. Allen, therefore, defines directing as "the work a manager performs to cause people to take effective action" (2:70). Allen divides the function of directing into five activities: decision making, communicating, motivating, selecting people, and developing people (2:70. These activities provide the framework under which the discussion of principles concerning the direction function are presented in this thesis.

Three principles concerning the direction function in general are presented first.

Managers are required to give orders. The first principle discussed concerns the giving of those orders.

Principle of Issuance of Orders

In Deuteronomy 30:11, Moses assured the people,

> For this commandment which I command you today is not too difficult for you, nor is it out of reach.

As a manager, Moses gave clear orders (commandments) which were within the capabilities of subordinates to perform. This leads directly to the principle:

> BD.1. Principle of Issuance of Orders. Orders to be carried out effectively should be clearly stated and within the capabilities of the subordinates to perform.

This compares favorably with the Brown and Mascarella identified principle (8:138):

> (D.16) Principle of Issuance of Orders. If orders are to be carried out effectively, they must be clear, complete, and within the capabilities of subordinates to accomplish.

The manager also must be accepted as both the formal and the informal leader of the group.

Principle of Formal and Informal Leadership

David was given formal leader status by King Saul (I Samuel 18:5).

> So David went out wherever Saul sent him, and prospered; and Saul set him over the men of war. And it was pleasing in the sight of all the people and also in the sight of Saul's servants.

David also gained acceptance by the people as both the formal and informal leader. This leads directly to the principle of formal and informal leadership.

BD.2. (D.14) Principle of Formal and Informal Leadership. To the extent that a leader can gain acceptance by the group members, he then becomes a genuine leader of the group.

This is identical to the Brown and Mascarella principle (8:137). In addition to gaining the acceptance of the people, the manager should become directly involved with the people.

The organization of David demonstrated direct contact and supervision of selected personnel (I Chronicles 13:1).

> Then David consulted with the captains of the thousands and the hundreds, even with every leader.

Nehemiah also saw the value of direct personal contact with the people (Nehemiah 4:22-23).

> At that time I also said to the people, "Let each man with his servant spend the night within Jerusalem so that they may be a guard for us by night and a laborer by day." So neither I, my brothers, my servants, nor the men of the guards who followed me, none of us removed our clothes, each took his weapon even to the water.

Both leaders used direct personal contact as an effective method of supervision. The principle is now stated.

BD.3. Principle of Direct Supervision. Effective direction requires that managers utilize direct personal contact with immediate subordinates for effective supervision.

This principle is similar to the Brown and Mascarella principle (8:135):

(D.12) Principle of Direct Supervision. Effective direction requires that managers supplement objective methods of supervision with direct personal contact.

Decision Making

Allen defines decision making as "the work a manager performs to arrive at conclusions and judgments" (2:70). Wisdom on the part of the leader/manager is helpful for arriving at good conclusions.

Principle of Wise Leadership

David recognized the need of the king to rule wisely (I Kings 2:1-4).

> As David's time to die drew near, he charged Solomon his son, saying, "I am going the way of all the earth. Be strong, therefore and show yourself a man. And keep the charge of the Lord your God, to walk in His ways, to keep His statutes, His commandments, His ordinances, and His testimonies, according to what is written in the law of Moses, that you may succeed in all that you do and wherever you turn, so that the Lord may carry out His promise which He spoke concerning me saying, 'If your sons are careful of their way, to walk before Me in truth and with all their heart and with all their soul, you shall not lack a man on the throne of Israel."

David understood that wise leadership was the key to success. This is the same principle as enunciated by Brown and Mascarella (8:134):

BD.4. (D.10) Principle of Wise Leadership. To the extent that an organization has wise leadership the accomplishment of established objectives tends to be successful.

Wise leadership considers all possible consequences and effects to the decisions arrived at.

Principle of Sacrifice

Nehemiah was faced with a morale problem that threatened to stop the rebuilding of the wall (Nehemiah 5:1-3).

> Now there was a great outcry of the people and of their wives against their Jewish brothers. For there were those who said, "We, our sons and our daughters, are many; therefore, let us get grain that we may eat and live." And there were others who said, "We are mortgaging our fields, our vineyards, and our houses that we might get grain because of the famine."

Had Nehemiah not resolved this problem, the work would have stopped. Too much was being asked of the people in the way of personal sacrifice. The principle is now stated.

> BD.5. Principle of Sacrifice. To the extent that employees make personal sacrifices for the accomplishment or organizational objectives, the sacrifice should not be perceived greater than the objective or morale and productivity will suffer.

This is similar to the Brown and Mascarella principle of sacrifice (8:131).

> (D.9) Principle of Sacrifice. To the extent that employees make personal sacrifices for the accomplishment of organizational objectives,the compensation for this sacrifice should be commensurate with the sacrifice or morale and productivity may decrease.

This principle concludes those found by the writer in the area of decision making. The next activity of directing, communicating, is now examined.

Communicating

Allen defines communicating as "the work a manager performs to create understanding." (2:70). Six principles were found by the writer in the activity of communicating. The first four principles were found in a single passage.

Principle of Communication, Principle of Clarity, Principle of Attention, and Principle of Direct Contact

Nehemiah was faced with the problem of intermarriage between foreigners

and the people of Israel. Nehemiah took a definite stand and communicated that stand to the people (Nehemiah 13:25).

> So I contended with them and cursed them and struck some of them and pulled out their hair, and made them swear by God, "You shall not give your daughters to their sons, nor take of their daughters for your sons or for yourselves."

There are four principles to be derived from this passage. All four principles are identical to those identified by Brown and Mascarella.

First, Nehemiah conveyed the message to the people in a manner that insured the same meaning would be communicated to both the sender and the receiver (8:149).

BD.6. (D.24) Principle of Communication. If communications have the same meaning for both sender and receiver, these communications are more effective.

Second, the message was communicated by in straight forward terms, both verbal and non-verbal (8:155).

BD.7. (D.30) Principle of Clarity. To increase the effectiveness of communication, commonly understood language should be used.

Next, Nehemiah demanded the attention of the listeners (8:156).

BD.8. (D.31) Principle of Attention. To increase the effectiveness of communication, the receiver should give full attention to the sender.

Finally, Nehemiah delivered the message through direct personal contact (8:162).

BD.9. (D.33) Principle of Direct Contact. To the extent that direct personal communication is more efficient than by any other method, coordination should be achieved through interpersonal, vertical, and horizontal relationships of people in an enterprise.

Along with contacting subordinates directly, Nehemiah communicated in the emotional arena.

Principle of Emotional Appeal

Nehemiah recognized emotional appeal as an effective technique for communicating the message (Nehemiah 4:14).

> When I saw their fear, I rose and spoke to the nobles, the officials, and the rest of the people: "Do not be afraid of them; remember the Lord who is great and awesome, and fight for your brothers, your sons, your daughters, your wives and your houses."

By appealing emotions of the people and to their faith in God, Nehemiah was able to direct the people against their external enemies.

BD.10. Principle of Emotional Appeal. Since appeals to emotion tend to be readily communicated, emotional appeal is an effective communication technique.

This differs slightly from the Brown and Mascarella principle of emotional appeal (8:153).

(D.27) Principle of Emotional Appeal. Since appeals to emotion tend to be communicated more readily than appeals to reason, emotional appeal is an effective communication technique.

The writer could find no Biblical example of appeals of emotion being more readily communicated than appeals to reason. Nehemiah 2:5, 6 demonstrates the effectiveness of the appeal to reason.

> And I said to the king, "If it please the king, and if your servant has found favor before you, send me to Judah, to the city of my father's tombs, that I may rebuild it." Then the king said to me, the queen sitting beside him, "How long will your journey be, and when will you return?" So it pleased the king to send me and I gave him a definite time.

Both techniques seem to have equal effectiveness, depending on the situation.

People are also motivated by communicating the expected results of the proposed action to them.

Principle of Communication Results

David communicated matters to the people, informing the people of the benefits to be derived by joining together with common goals. David demonstrated this by speaking to Abiathar, the priest (I Samuel 22:23).

> Stay with me, do not be afraid, for he who seeks my life seeks your life; for you are safe with me.

Abiathar joined with David and was motivated toward the same goal, security. The principle is now stated.

BD.11. Principle of Communication Results. Motivation to accomplish planned results tends to increase as people are informed about how they are affected by matters affecting those results.

This principle differs only in the personal application (how they are affected) from the Brown and Mascarella principle (8:127).

(D.5) Principle of Communication Results. Motivation to accomplish planned results tends to increase as people are informed about matters affecting those results.

This concludes the section of principles concerning the activity of communicating. The third activity of directing, motivating, is now examined.

Motivating

Getting people to do things because they want to is a skill that every manager should develop. Louis Allen defines motivating as "the work a manager performs to inspire, encourage, and impel people to take required action" (2:71). Nine principles were found concerning the activity of motivating. A primary consideration in the area of motivation is recognition of the efforts of individuals.

Principle of Motivation

Moses knew that recognition of a job well done is a great motivator (Exodus 39:43).

> And Moses examined all the work and behold, they had done it; just as the Lord had commanded, this they had done. So Moses blessed them.

This leads us directly to the principle of motivation.

> BD.12. (D.3) Principle of Motivation. In order to motivate men more effectively, accomplishment of specified objectives should be rewarded with appropriate recognition.

This was precisely the same principle as enunciated by Brown and Mascarella (8:125). A second motivating force is recognition on the part of subordinates of the authority of the manager.

Principle of Authority

Nehemiah was a man who got things done through people (Nehemiah 2: 17, 18).

> Then I said to them, "You see the bad situation we are in, that Jerusalem is desolate, and its gates burned by fire. Come let us rebuild the wall of Jerusalem that we may no longer be a reproach." And I told them how the hand of my God had been favorable to me, and also about the king's words which he had spoken to me. Then they said, "Let us arise and build." So they put their hands to the good work.

Nehemiah combined the authority of position (conferred upon him by God and king) with the authority of leadership ability. This resulted in subordinates not only accepting the orders of Nehemiah, but assuming the goals of Nehemiah as their own.

BD.13. (D.15) Principle of Authority. Subordinates will accept orders beyond the zone of indifference if the authority of leadership is combined with the authority of position.

This was identical with the principle identified by Brown and Mascarella (8:137). The manager must also know how much leadership force to apply to the situation in order to attain the objective.

Principle of Leadership Force

Moses applied force whenever necessary for group unity (Exodus 32: 25-27).

> Now when Moses saw that the people were out of control - for Aaron had let them get out of control to be a derision among their enemies - then Moses stood in the gate of the camp and said, "Whoever is for the Lord, come to me!" and all the sons of Levi gathered together to him. And he said to them, "Thus says the Lord, the God of Israel, 'Every man of you put his sword upon his thigh, and go back and forth from gate to gate in the camp, and kill every man his brother, and every man his friend, and every man his neighbor.'"

Though an admittedly drastic action (three thousand were killed), Moses secured both the allegiance and the cohesiveness of the people in realigning individual objectives with the objectives of the group as a whole.

As previously cited in Nehemiah 13:25, a similar problem was faced.

> So I contended with them and cursed them and struck some of them and pulled out their hair, and made them swear by God, "You shall not give your daughters to their sons, nor take their daughters for your sons or for yourselves."

Nehemiah likewise exerted strong leadership force in changing individual objectives to the objectives of the group as a whole.

The principle here is the same as enunciated by Brown and Mascarella (8:142).

> BD.14. (D.18) Principle of Leadership Force. The greater the divergence of the individual objectives of the members of the group from those of the group as a whole, the greater the leadership force required to cause the group to act as a cohesive unit.

The amount of leadership force necessary in any given situation can be decreased by allowing participation of subordinates in the decision making process.

Principle of Participation

All three Biblical leaders understood the effect participation had on motivation. Moses motivated the entire nation by insuring participation of all twelve tribes in the conquest of Midian (Numbers 31:3-5).

> And Moses spoke to the people, saying, "Arm men from among you for the war, that they may go against Midian, to execute the Lord's vengeance on Midian. A thousand from each tribe, of all the tribes of Israel you shall send to war." So there were furnished from the thousands of Israel, a thousand from each tribe, twelve thousand armed for war.

David waited for a consensus of the nation before taking the throne. David knew that the effectiveness of a leader depended greatly on how much the people felt involved in the decision to choose a king (I Chronicles 12: 38).

> All these, being men of war, who could draw up in battle formation, came to Hebron with a perfect heart, to make David king over all Israel; and all the rest also of Israel were of one mind to make David king.

Nehemiah also insured participation of the people by assigning those who had the greatest interest (their own security) in the successful protection of Jerusalem (Nehemiah 7:3).

> Then I said to them, "Do not let the gates of Jerusalem be opened until the sun is hot, and while they are standing guard, let them shut and bolt the doors. Also appoint guards from the inhabitants of Jerusalem, each at his post, and each in front of his own house."

The principle of participation is now stated.

> BD.15. Principle of Participation. Motivation to accomplish results may be secured by involving people who have a vested interest in the outcome of the decisions directly affecting those results.

This is quite similar to the Brown and Mascarella principle (8:126).

> (D.4) Principle of Participation. Motivation to accomplish results tends to increase as people are given opportunity to participate in the decisions directly affecting those results.

The only difference was the inclusion of the motivating factor of the vested interest in the Biblical principle. Coordination by affected personnel is closely aligned with participation.

Principle of Coordination and Principle of Early Coordination

All three leaders saw the advantage of early coordination with all affected personnel. In Exodus 19:7-8, the people of Israel accepted all the laws of God as their own.

> So Moses came and called the elders of the people, and set before them all these words which the Lord had commanded him. And all the people answered together and said, "All that the Lord has spoken we will do!" And Moses brought back the words of the people to the Lord.

Before becoming king, David insured the prior approval of all the elders of Israel (I Chronicles 11:2).

> So all the elders of Israel came to the king at Hebron, and David made a covenant with them in Hebron before the Lord; and they anointed David king over Israel, according to the word of the Lord through Samuel.

Nehemiah also gained early acceptance of the goals by the people (Nehemiah 2:17, 18).

> Then I said to them, "You see the bad situation we are in, that Jerusalem is desolate and its gates burned by fire. Come let us rebuild the wall of Jerusalem that we may no longer be a reproach." And I told them how the hand of my God had been favorable to me, and also about the king's words which he had spoken to me. Then they said, "Let us arise and build." So they put their hands to the good work.

In summary, there are two principles found in these passages.

BD.16. Principle of Coordination. To the extent that the achievement of group goals is assisted by coordination, participation of the group in the early stages of planning and winning the acceptance of the organizational goal from every member should be encouraged.

This is similar to the principle enunciated by Brown and Mascarella (8:161).

(D.32) Principle of Coordination. Coordination helps to maximize the achievement of group by means of obtaining a balance among, and a smooth blend of, the essential component activities; therefore, encouraging the participation of the group in the early stages of planning, and winning acceptance of the group's goal from every member.

The second principle is identical to the Brown and Mascarella principle of early coordination (8:163).

BD.17. (D.34) Principle of Early Coordination. If efficiency of plans is to be kept at a maximum, coordination should be achieved in the early stages of planning and policy making.

Coordination of the group at early stages should lead to objectives which are in harmony.

Principle of Harmony of Objectives

Both Moses and Nehemiah understood the necessity of having the individual objectives of the people harmonize with the group objectives. In Exodus 19:7-8, Moses secured the harmonization of those objectives.

> So Moses came and called the elders of the people, and set before them all these words which the Lord had commanded him. And all the people answered together and said, "All that the Lord has spoken we will do!" And Moses brought back the words of the people to the Lord.

In Nehemiah 2:18, Nehemiah also secured the harmonization of the objectives of the people.

> And I told them how the hand of my God had been favorable to me, and also about the king's words which he had spoken to me. Then they said, "Let us arise and build." So they put their hands to the good work.

In both cases, the leaders harmonized the objectives of the individuals with the objectives of the group.

BD.18. Principle of Harmony of Objectives. Effective directing demands to some extent on the harmonizing of the objectives of the individual with the objectives of the group as a whole.

This principle is nearly identical to that enunciated by Brown and Mascarella (8:143).

(D.19) Principle of Harmony of Objectives. Effective directing depends on the extent to which individual objectives in cooperative activity are harmonized with group objectives.

Harmonized objectives should reduce the number of conflicts experienced by the organization.

Principle of Conflict of Interest

David was forced to flee into the wilderness with a band of loyal followers. The parents of David were included in this group. David had a conflict of interest between the private goal of personally insuring the safety of the parents and the goal of the group, waging successful warfare. David recognized this conflict and successfully resolved the problem (I Samuel 22:3-4).

> And David went from there to Mizpah of Moab; and he said to the king of Moab, "Please let my father and my mother come and stay with you until I know what God will do for me." Then he left them with the king of Moab; and they stayed with him all the time that David was in the stronghold.

The goal of the group required that the personal goal of David be subordinated. David recognized this and turned the protection of the parents over to the king of Moab.

BD.19. Principle of Conflict of Interest. The successful direction of action toward the accomplishment of organizational goals requires conflicting personal objectives to be subordinated completely to the organizational objectives.

This principle is similar to the Brown and Mascarella principle of focal points (8:144).

(D.20) Principle of Focal Points. The experience of cooperating in an activity that involves a minimum of conflicting interests facilitates those situations in which personal objectives must be subordinated completely for the accomplishment of organizational objectives.

This principle concludes those found by the writer in the area of motivating. The next activity of directing, selecting people is now discussed.

Selecting People

Finding the proper people for the job is a critical part of management. Louis Allen defines selecting people as "the work a manager performs to choose people for positions in the organization" (2:71). Four principles in this area were found by the writer. One of the first considerations of any manager is determining the potential a given worker possesses.

Principle of Leadership Potential

The men of Saul recognized David as a man of great potential (I Samuel 16:18-19).

> Then one of the youg men answered and said, "Behold, I have seen a son of Jesse the Bethlehemite who is skillful musician, a mighty man of valor, a warrior, one prudent in speech, and a handsome man; and the Lord is with him." So Saul sent messengers to Jesse, and said, "Send me your son David who is with the flock."

King Saul was having problems and knew that the success in resolving these problems would depend upon the ability of the man selected.

The principle of leadership potential is identical to the Brown and Mascarella principle (8:145):

> BD.20. (D.21) Principle of Leadership Potential. The success of an endeavor over the long term tends to be proportional to the abilities of the individuals in the group.

Along with assessing the potential of the organization, a manager should select personnel on the basis of past performance.

Principle of Future Characteristics

David selected men for the army on the basis of their proven capabilities (I Chronicles 12:8).

> And from the Gadites there came over to David in the stronghold in the wilderness, mighty men of valor, men trained for war, who could handle shield and spear, and whose faces were like faces of lions, and they were as swift as gazelles on the mountains.

This army was very successful, suffering no recorded defeats.

Nehemiah put Hanaiah in charge of Jerusalem based on the past performance and personal attributes of Hanaiah (Nehemiah 7:2).

> that I put...Hanaiah the commander of the fortress, in charge of Jerusalem, for he was a faithful man and feared God more than many.

Both David and Nehemiah recognized that the future achievements of an individual are foreshadowed by the past performance and attributes of that individual. This principle is identical to the Brown and Mascarella principle of future characteristics (8:146).

BD.21. (D.23) Principle of Future Characteristics. An individual's past performance and attributes tend to foreshadow his future achievements.

Closely aligned to evaluating the past performance of the worker would be to assign that worker to a task which would be in the area of the greatest skill of the worker.

Principle of Individual Productivity

Both Moses and David saw the wisdom in assigning the right man to the right job. In Exodus 34:4, Moses had assigned men to work which required their highest skill.

> And all the skillful men who were performing all the work of the sanctuary came, each from the work he was performing.

David enlisted the aid of the greatest warriors in the army (I Chronicles 12:8, 14).

> And from the Gadites, there came over to David in the stronghold in the wilderness, mighty men of valor, men trained for war, who could handle shield and spear, and whose faces were like the faces of lions, and they were as swift as the gazelles on the mountains...These of the sons of Gad were captains of the army; he who was least was equal to a hundred and the greatest to a thousand.

David was known as the greatest King-warrior of Israel, and the success of the army of David was, in great measure, attributable to having the most proficient warriors in positions of leadership (captains).

BD.22. (D.6) Principle of Individual Productivity. A worker attains his best productivity when assigned to the work of his highest skill, either natural or acquired.

This is identical to the Brown and Mascarella principle of the same title (8:129).

After determining the characteristics of the worker and assigning the worker to the task to be performed, the manager should clearly define the task and associated constraints.

Principle of Task and Accomplishment

The entire third chapter of Nehemiah describes assignments of work by Nehemiah to specific individuals and groups of individuals.

> ...and next to him the men of Jerico built, and next to them Faccur the son of Imri built. Now the sons of Hassenaah built the Fish Gate; they laid its beams and hung its doors with its bolts and bars. And next to them...

Nehemiah had assigned specified portions of the wall to be rebuilt by specific individuals. Together, they accomplished the rebuilding of the wall in 52 days. The principle is the same as identified in the Brown and Mascarella thesis (8:130):

> BD.23. (D.8) Principle of Task and Accomplishment. The average worker accomplishes most when assigned a definite amount of work to be done in a given time.

The final discussion of the activiites of directing considered in this thesis is the developing of people.

Developing People

Getting people to make the greatest use of their capabilities is a challenging portion of managerial duties. Allen defines developing people as "the work a manager performs to help people improve their knowledge, attitudes, and skills" (2:71). The single principle in this area found by the writer concerned individual development.

Principle of Individual Development

Moses recognized the need for developing Joshua as the successor to Moses (Deuteronomy 3:28). The Lord said to Moses:

> But charge Joshua and encourage him and strengthen him; for he shall go across at the head of this people; and he shall give them as an inheritance the land which you will see.

Joshua served 40 years at the side of Moses in preparation for taking over the leadership of Israel from Moses. As a result, Joshua became a successful leader.

> BD.24. Principle of Individual Development. To the extent that increased knowledge, attitudes, and skills of subordinates aids the effectiveness of the organization, managers should emphasize the training and development of their subordinates.

No such principle was noted in the Brown and Mascarella thesis.

This concludes the findings of the writer of management principles concerning the function of directing. For the convenience of the reader, a composite listing of all principles found in Biblical sources is contained in Chapter VII of this thesis; a recapitulation of the directing function is thus included there.

The next chapter, Chapter VI, deals with the principles of management concerning the managerial function of controlling.

VI. Biblical Principles of Management Concerning The Function of Controlling

> Do not reprove a scoffer, lest he hate you.
> Reprove a wise man, and he will love you.
> -Solomon (Proverbs 9:8)

In their book, Managing Your Time, Engstrom and Mackenzie stated, "Follow-through is essential if the end results of all your efforts as manager are not to be left to chance" (16:158). Controlling is the follow-through function of management. Louis Allen defines controlling as "the work a manager performs to assess and regulate work in progress and completed" (2:71). Allen identified the activities of controlling as establishing performance standards, performance measuring, performance evaluating, and performance correcting. Principles found in Biblical sources concerning the function of controlling are presented within the framework of these four activities as follows.

Establishing Performance Standards

Managers should be able to differentiate between good work and poor work. How much to expect and when to expect completion are also considerations of the manager. Allen defined establishing performance standards as "the work a manager performs to establish the criteria by which methods and results will be evaluated" (2:71). Effective control requires a set of standards.

Principle of Standards

Nehemiah used the laws of Moses as standards for the people (Nehemiah 10:28-30).

> Now the rest of the people, the priests, the Levites, the gatekeepers, and singers, the temple servants, and all those who had separated themselves from the peoples of the lands to the law of God, their wives, their sons and their daughters, all those who had knowledge and understanding, are joining with their brothers, their nobles, and are taking on themselves a curse and an oath to walk in God's law, which was given them through Moses, God's servant, and to keep and to observe all the commandments of God our Lord, and His ordinances and His statutes and that we will not give our daughters to the peoples of the land or take their daughters for our sons.

This set of laws formed the norms or standards for the people of Israel. The prescribed standards were clear, concise, verifiable, and available to all the people. The principle derived from this example is now stated.

BC.1. Principle of Standards. Effective control requires clear, concise, verifiable, and available standards.

This corresponds to the principle enunciated by Brown and Mascarella (8:183).

(C.12) Principle of Standards. Effective control requires simple, accurate and verifiable standards.

Two principles are very closely aligned to the principle of standards and deal with the application of that principle.

Principle of Inspection and Principle of Inspective Action

Exodus 39:43 described the completion of the work on the tabernacle.

> And Moses examined all the work and behold, they had done it, just as the Lord had commanded, this they had done. So Moses blessed them.

Two principles are derived from this passage. First, having a definite set of standards allowed Moses to evaluate the work in an efficient manner. Moses was able to examine the work for conformity to the plans and standards that the Lord had developed.

BC.2. Principle of Inspection. To facilitate inspection a definite standard must be developed and established to assist the inspector in comparison and evaluation of the work.

This principle corresponds to the Brown and Mascarella principle of inspection (8:198).

(C.23) Principle of Inspection. To facilitate inspection a definite standard or criterion must be developed and established for each material, part, method, process, operation, performance, and product.

The second principle derived from this passage concerned the action taken by Moses after Moses saw that the work conformed to the standard. Simply stated, Moses accepted the work as being conformed to the standard. The principle of inspective action is the same as the principle written in the Brown and Mascarella thesis (8:199).

BC.3. (C.24) Principle of Inspective Action. To the extent that the item inspected conforms to the established standard and is within the respective specific limits, the manager should accept the item.

One final principle, the principle of the human factor, is presented under the activity of establishing performance standards.

Principle of the Human Factor

Nehemiah understood human nature and how psychological attacks could affect the workers (Nehemiah 6:9).

> For all of them were trying to frighten us, thinking, "They will become discouraged with the work and it will not be done." But now, O God, strengthen my hands.

Nehemiah knew that discouragement was as much a threat to the completion of the wall as an external physical attack. In establishing performance standards for the people, Nehemiah had to consider the psychological manner in which the people viewed the situation and the impact of that

viewpoint on the situation. The principle is the same as enunciated by Brown and Mascarella (8:174):

> BC.4. (C.3) Principle of the Human Factor. For a control system to be more effective, it should be understood that the psychological manner in which human beings view the system affects this system.

This principle concludes those found by the writer in the area of establishing performance standards. The next activity of controlling, performance measuring, is now examined.

Performance Measuring

A major activity of every manager is to know the present state and condition of the organization. In order to accomplish this a manager must measure the performance of the organization. Allen defines performance measuring as "the work a manager performs to record and report work in progress and completed" (2:71). A classification system is one useful tool to assist the manager in measuring performance.

Principle of Classification

All three leaders took a census of the nation, classifying the people into families, for more effective and efficient control. According to Scripture, God told Moses (Numbers 1:2-3):

> Take a census of all the congregation of the sons of Israel, by their families, by their father's households, according to the number of names, every male, head by head from twenty years old and upward, whoever is able to go out to war in Israel, you and Aaron number them by their armies.

Nearly one half of the book of Numbers was devoted to listing the results of that census. In like manner, David required a census to be taken of the people (II Samuel 18:1).

> Then David numbered the people who were with him and set over them commanders of thousands and commanders of hundreds.

David made effective use of this classification by organizing the army from the results of the census.

Nehemiah also used classification to determine which people could prove their Jewish lineage and hence populate the restored city of Jerusalem (Nehemiah 11:3-36).

> Now these are the heads of the provinces who lived in Jerusalem, but in the cities of Judah each lived on his own property, in their cities-the Israelites, the priests, the Levites, the temple servants, and the descendants of Solomon's servants. And some of the sons of Judah and some of the sons of Benjamin lived in Jerusalem. From the sons of Judah: Athaiah the son of Uzziah, the son of Zechariah, the son of Amariah, the son of Shephatiah, the son of Mahalalel, of the son of Perez...

The remainder of the Nehemiah 11 presents a detailed listing of the heads of the families and their lineage. In each case, the leader effectively utilized classification for the control and direction of the people. The principle is the same as that enunciated by Brown and Mascarella (8:188).

BC.5. (C.17) Principle of Classification. Classification is essential for effective and efficient control.

The third activity of controlling is now discussed.

Performance Evaluating

Determination of the significance of what is done and what results are obtained is a major concern of the manager. Allen defines performance evaluating as "the work a manager does to appraise work in progress and

results secured" (2:71). Those principles were discovered pertinent to the activity of performance evaluating. All of these principles are exemplified within a single passage.

Principle of Least Cause, Principle of Strategic Point Control, and Principle of the Exception

Moses came to recognize that not all matters are of equal importance, nor should they require equal consideration by the head manager. In Exodus 18:26, the writer of Exodus referred to the duties of lower level leaders:

> They (lower level leaders) judged the people at all times; the difficult dispute they would bring to Moses, but every minor dispute they themselves would judge.

This, therefore, directed the attention of Moses toward those few problems that impacted heavily on the final outcome of important matters, while allowing matters of less importance or routine and repetitive decisions be resolved at lower levels of management. There are three principles derived from this passage.

BC.6. Principle of Least Cause. In any given situation there are usually a small number of occurences which cause a large portion of the given results and should require the greatest amount of control and attention by the manager.

This principle is similar to the Brown and Mascarella principle of least cause. The only difference is that the Biblical principle emphasizes the need for the manager to direct personal attention to those occurences which cause the largest portion of results while the Brown and Mascarella principle does not (8:177).

(C.7) Principle of Least Cause. In any given situation there are usually a small number of occurences which cause a large portion of the given results.

The second principle derived from this passage concerns the focus of the manager on those critical factors. Moses was concerned only with the difficult disputes. By focusing attention on the critical factors and allowing other people to concern themselves with the lessor matters, Moses maintained effective control of the situation. The second principle is identical to the Brown and Mascarella principle of strategic-point control (8:182).

BC.7. (C.11) Principle of Strategic-Point Control. Effective control requires attention to those factors critical to appraising performance against an individual plan.

The final principle derived from this same passage of Scripture concerns the conservation of the time and abilities of the executive. By not being inundated with routine and repetitive matters, Moses maintained efficient control while concerning time. Management abilities and attention were thus applied to the most significant deviations from planned performance. The principle of the exception was identical to the Brown and Mascarella principle (8:192):

BC.8. (C.19) Principle of the Exception. For more efficient control and conservation of the executive's time and abilities, only the significant deviations of actual performance from planned performance should be brought to his attention.

It is interesting to note that parallels in Air Force Logistics Management Data Collection and Reporting Systems were specifically designed in both the Supply Inventory and Maintenance Management Systems to identify and report for special attention, high rate of malfunction items and high inventory cost items for special focus and selective management attention.

These current Air Force management practices evince application of each of the principles of this section on performance evaluating within the control function. This principle concludes those found by the writer in the area of performance evaluating and sets the stage for discussion of the final activity of controlling, performance correcting.

Principle of Direct Control

Both Moses and Nehemiah successfully practiced direct control with the people. Moses demonstrated the application of direct control in Exodus 32:25-26.

> Now when Moses saw that the people were out of control - for Aaron had let them get out of control to be a derision among their enemies - then Moses stood in the gate of the camp and said, "Whoever is for the Lord, come to me!" And all the sons of Levi gathered together to him.

Moses had been away from the people and had left Aaron in charge. Aaron had let the people get out of control and the return of Moses was required to restore the situation to normal.

Nehemiah was faced with a similar situation of rebellion on the part of the people. Nehemiah had left Hanaiah in charge of the people but Hanaiah had not exercised control over the people. In Nehemiah 13:25, Nehemiah took direct control of the situation by direct confrontation with the rebellious people.

> So I contended with them and cursed them and struck some of them and pulled out their hair, and made them swear by God, "You shall not give your daughters to their sons, nor take of their daughters for your sons or for yourselves."

The principle is the same as found in Brown and Mascarella (8:188).

BC.9. (C.8) Principle of Direct Control. For maximum effectiveness, the control system should be designed to maintain direct contact between the controller and the controlled.

Not only should a manager have direct control, but effective control also should be maintained.

Principle of Effective Control

As previously cited, in Exodus 39:43, Moses was shown to have an effective control system.

> And Moses examined all the work and behold, they had done it; just as the Lord had commanded, this they had done. So Moses blessed them.

Moses had given plans for the tabernacle work to the craftsmen. Near the completion of the tabernacle, Moses inspected the work and thus assuring conformance to the original specifications. The principle is identical to the Brown and Mascarella principle of effective control (8:175).

BC.10. (C.5) Principle of Effective Control. To be effective, controlling must constrain actual performance to assure conformance to plan.

Two principles are closely aligned to the principle of effective control and somewhat impact on the effectiveness of control.

Principle of Efficiency of Controls and Principle of Flexibility of Control

David planned to keep out of the reach of Saul by remaining in the stronghold (I Samuel 22:5).

> And the prophet Gad said to David, "Do not stay in the stronghold; depart, and go into the land of Judah." So David departed and went into the forest of Hereth.

The prophet Gad warned David because Saul would have caught David in the stronghold. David adjusted the plan without changing the objective, that is, to keep out of the reach of Saul. Be detecting the deviation in circumstances early enough, David was able to avoid the unsought consequence of direct battle with Saul.

There are two principles derived from this passage. The first principle concerned the ability of David to detect the deviation in the circumstances early enough to change the plan accordingly. David changed the plan and, thus, avoided battle and the unsought consequences.

BC.11. Principle of Efficiency of Controls. The efficiency of control is based on its ability to detect and illuminate deviations in circumstances early enough to adjust plans with the minimum of costs or other unsought consequences.

This is similar to the Brown and Mascarella principle (8:179).

(C.9) Principle of Efficiency of Controls. The efficiency of control is based on its ability to detect and illuminate the causes of potential or actual deviations from plans with the minimum of costs or other unsought consequences.

The second principle from this passage (I Samuel 22:5) concerned the ability of David to remain responsive to changing conditions. Without changing the basic structure of the control system, David was flexible enough to respond to the suggestion of the prophet Gad.

The second principle is identical to the Brown and Mascarella principle of flexibility of control (8:180).

BC.12. (C.10) Principle of Flexibility of Control. An effective control system should retain its basic structure but must be responsive to changing conditions.

Controls may be flexible, efficient, and effective, but if they are not put into action they are of little value. The application of control is guided by two principles.

Principle of Corrective Action and Principle of Assurance of Achievement or Objective

Nehemiah originally planned to have everyone working on the wall. Warned of an imminent attack, all work ceased and all the workers became guards. This work stoppage was counter to the achievement of the objective, rebuilding the wall. Nehemiah readjusted the plan, the organization, and the method to insure that both the objectives of completing the wall and maintaining security were met (Nehemiah 4:16).

> And it came about from that day on, that half of my servants carried on the work while half of them held the spears, the shields, the bows, and the breastplates; and the captains were behind the whole house of Judah.

There are two central principles derived from this passage. The first principle was the same as the Brown and Mascarella principle of corrective action (8:202).

> BC.13. (C.26) Principle of Corrective Action. Indicated or experienced deviations from planned performance must be corrected through appropriate planning, organizing, and directing or there can be little justification or pay-off for control efforts expended.

The other principle involved the attainment of the concomitant objective of rebuilding the wall. Nehemiah discovered the problem early enough to change the plan so as to attain the objective. It took longer by way of only working half the men at a time, but the wall was successfully rebuilt while remaining prepared for attack all the while. The principle was the same as enunciated by Brown and Mascarella (8:205).

> BC.14. (C.30) Principle of Assurance of Objective. The task of control is to assure accomplishment of objectives by detecting potential or actual deviation from plans early enough to permit effective corrective action.

With the objective firmly in mind, and a control system designed to help assure the accomplishment of the objective, the manager should then evaluate the suitability of the organization in the area of controlability.

Principle of Organizational Suitability

Jethro, the father-in-law of Moses, advised Moses (Exodus 18:19-21).

> Now listen to me; I shall give you counsel, and God be with you. You be the people's representative before God, and you bring the disputes to God, then teach them the statutes and laws, and make known to them the way in which they are to walk, and the work they are to do. Furthermore, you shall select out of all the people, able men who fear God, men of truth, those who hate dishonest gains; and you shall place these over them, as leaders of thousands, of hundreds, of fifties and of tens.

Moses organized the nation in a structure which increased the controls Moses had over the people. This resulted in a more effective and efficient manner of controlling the people.

This principle is identical to the Brown and Mascarella principle (8:175):

> BC.15. (C.4) Principle of Organizational Suitability. Control should be tailored to fit the organization for most effective results.

The next principle considered deals with the area of responsibility.

Principle of Control Responsibility

Moses returned after having left Aaron in charge of the people as previously cited in Exodus 32:25, 26.

> Now when Moses saw that the people were out of control - for Aaron had let them get out of control to be a derision among their enemies - then Moses stood in the gate of the camp and said, "Whoever is for the Lord, come to me! And all the sons of Levi gathered together to him.

Although Aaron did not immediately receive the results of the action, Aaron was held accountable (Numbers 20:24).

> Aaron shall be gathered to his people; for he shall not enter the land which I have given to the sons of Israel, because you rebelled against My command at the waters of Meribah.

The primary responsibility of control should rest with the manager in charge of executing the plans. The principle developed was identical to the Brown and Mascarella principle of control responsibility (8:187):

> BC.16. (C.15) Principle of Control Responsibility. For a more effective control system, the primary responsibility of control should rest with the manager charged with the execution of plans.

Another principle to be considered under the activity of performance correcting is the principle of feedback.

Principle of Feedback

Nehemiah returned to Jerusalem to hear about many problems (Nehemiah 13:10-11).

> I also discovered that the portions of the Levites had not been given them, so that the Levites and the singers who performed the service had gone away, each to his own field. So I reprimanded the officials and said, "Why is the house of God forsaken?" Then I gathered them together and restored them to their posts.

Nehemiah found that the officials had not been providing for the Levites. On the basis of this feedback, Nehemiah exercised positive control and rectified this situation. The principle found here is identical to the Brown and Mascarella principle (8:206):

BC.17. (C.31) Principle of Feedback. Feedback, the process of adjusting future actions based upon information about past performance, is essential for effective control.

Once the manager has possession of feedback information, action must be taken to rectify existent problems.

Principle of Inspection Rectification

Nehemiah 10:28-30, the people of Israel accepted the standard of separation from other peoples. In Nehemiah 13:23-25, Nehemiah returned to Jerusalem and discovered the disregard of that standard.

> In those days I also saw that the Jews had married women from Ashdod, Ammon, and Moab. As for their children, half spoke in the language of Ashdod, and none of them was able to speak the language of his own people. So I contended with them and cursed them and pulled out their hair, and made them swear by God, "You shall not give your daughters to their sons nor take of their daughters for your sons or for yourselves."

Nehemiah got to the heart of the problem, took immediate action, and eliminated the intermarriage of Jews and non-Jews. The prohibition on intermarriage remains today as a standard among orthodox Jews.

The principle is the same as written by Brown and Mascarella (8:200).

BC.18. (C.25) Principle of Inspection Rectification. The cause and effect of variation or deviation from standards or criterion must be discovered and corrective action initiated to eliminate the cause.

This principle concludes those principles found in the Biblical source concerning the management function of controlling.

Chapters III, IV, V and VI presented the findings of this research effort in terms or principles concerning the managerial functions of planning, organizing, directing, and controlling. Chapter VII presents a summary listing of those Biblical principles identified by the writer and discusses their importance.

VII. Summary Listing of Principles Found in Biblical Sources

The purpose of this chapter is twofold. The first purpose is to present a summary listing of the principles which were identified through this research effort from Biblical sources. The second purpose is to further discuss and analyze those principles. It is felt that as a separate reference section, a total compilation of Biblical principles would best serve the purposes of the reader for future reference. It is presented at the opening of this chapter to provide the basis for further analysis and discussion of the findings that lead to the conclusions of the final chapter. The listing of principles is classified and presented under the management functions of planning, organizing, directing, and controlling, respectively. The summary listing of principles follows.

Planning

BP.1. Principle of Planning. To the extent that planning increases the effectiveness of accomplishing goals, planning should precede action. (p.19)

BP.2. Principle of Primacy of Planning. To the extent that the managerial functions of directing, organizing, and controlling are designed to support objectives which are established by plans, planning becomes a prerequisite of these functions. (p.20)

BP.3. Principle of Navigational Change. To the extent that plans represent a commitment of resources to achieve a desired goal, it becomes important that a manager periodically check on events and expectations and redraw plans to maintain a course toward these goals. (p.21)

BP.4. Principle of Flexibility. The more flexibility that can be built into plans the less danger of losses incurred through unexpected events. (p.22)

BP.5. Principle of Intelligence. To the extent that having knowledge of the competition aids the planning process, plans should be developed in light of sound intelligence estimates. (p.22)

BP.6. Principle of Definition. The resolution of a problem is facilitated by clearly defining the problem. (p.24)

BP.7. Principle of the Objective. Objectives are a prerequisite to the determination of any course of action and should be clearly defined and understood by the members of the enterprise. (p.24)

BP.8. Principle of Acceptance of Objectives. Objectives must be fully accepted by the members of the organization to be fully effective. (p.25)

BP.9. Principle of Limiting Factors. Recognition of limiting factors aids the manager in developing more effective courses of action. (p.26)

BP.10. Commitment Principle. To the extent that plans represent a commitment of resources, planning should cover a period of time in the future to realize the fulfillment of these commitments. (p.27)

BP.11. Principle of Contribution to Objective. The purpose of every plan is to contribute toward the successful attainment of the objective. (p.28)

BP.12. Principle of Decision Assistance. To be fully effective, decisions should not be rendered, time permitting, until all persons able to contribute to the decisions have been consulted. (p.29)

BP.13. Principle of Decentralized Decisions. In order to make best use of the time of the manager, decisions should be made at the lowest level possible with only the difficult decisions being raised to the top executive level. (p.30)

BP.14. Principle of Policies. If top management provides and administers a system of clear and stable policies, and if those policies are followed by both management and the members of the organization, management will find those policies to be a consistent guide for successful attainment of the goals of the organization. (p.31)

BP.15. Principle of Stating Policies. To facilitate acceptance, management should explain policies to those affected by the policies in an explicit and understandable manner. (p.32)

BP.16. Principle of Policy Influence. To be effective, policies should be formed to insure that vested interest of those groups or individuals are most impacted by the policy. (p.33)

BP.17. Principle of Ethical Policies. To facilitate acceptance, a policy should be based on the highest ethical and moral standards possible. (p.34)

BP.18. Principle of Facts in Policies. To encourage acceptance and instill confidence, policies should be based on facts and sound judgment. (p.34)

BP.19. Principle of Currency of Policies. To the extent that policies can become outdated, policies should be examined and, if found deficient, changed to aid the accomplishment of the objective. (p.35)

BP.20. Principle of Stability of Policies. To the extent that constantly changing policies may be detrimental to business success, stability of policies is essential. (p.36)

Organizing

BO.1. Principle of Organizational Objectives. Organization structure is more effective when the structure is designed to facilitate the achievement of the specific objectives of the organization. (p.39)

BO.2. Principle of Span of Management. A manager is limited in the number of subordinates that can be effectively and directly supervised. (p.40)

BO.3. Principle of Specialization. Tasks should be assigned to skillful persons (specialists) on an individual basis to accomplish the work more efficiently. (p.41)

BO.4. Principle of Staff Independence. The ability of the staff to recommend action demanded by the situation is dependent on its existence without fear that conflict of ideas between the line and staff will jeopardize the position or tenure of the staff. (p.41)

BO.5. Principle of Definite Supervisory Channels. If the lines of formal authority are clearly defined, the organization can continue to function effectively. (p.42)

BO.6. Principle of Parity of Authority and Responsibility. If an individual is to be held responsible for performing a task, he should be granted authority commensurate with the responsibility assigned. (p.43)

BO.7. Principle of Absolute Accountability. If delegation is to be effective, the ultimate accountability for the actions of subordinates should rest with the delegator. (p.44)

BO.8. Principle of Organizational Participation. If an organization is to be effective, direct involvement of all major segments of the organization should be secured in a manner that encourages equal participation of all segments. (p.45)

Directing

BD.1. Principle of Issuance of Orders. Orders to be carried out effectively should be clearly stated and within the capabilities of subordinates to perform. (p.47)

BD.2. Principle of Formal and Informal Leadership. To the extent that the leader can gain acceptance by the group members, he then becomes a genuine leader of the group. (p.48)

BD.3. Principle of Direct Supervision. Effective direction requires that managers utilize direct personal contact with immediate subordinates for effective supervision. (p.48)

BD.4. Principle of Wise Leadership. To the extent that an organization has wise leadership, the accomplishment of established objectives tends to be successful. (p.49)

BD.5. Principle of Sacrifice. To the extent that employees make personal sacrifices for the accomplishment of organizational objectives, the sacrifice should not be perceived greater than the objective or the morale and productivity will suffer. (p.50)

BD.6. Principle of Communication. If communications have the same meaning for both sender and receiver, these communications are more effective. (p.51)

BD.7. Principle of Clarity. To increase the effectiveness of communication, commonly understood language should be used. (p.51)

BD.8. Principle of Attention. To increase the effectiveness of communication, the receiver should give full attention to the sender. (p.51)

BD.9. Principle of Direct Control. To the extent that Direct personal communication is more efficient than by any other method, coordination should be achieved through interpersonal, vertical, and horizontal relationships of people in an enterprise. (p.51)

BD.10. Principle of Emotional Appeal. Since appeals to emotion tend to be readily communicated, emotional appeal is an effective communication technique. (p.52)

BD.11. Principle of Communication Results. Motivation to accomplish planned results tends to increase as people are informed about how they are affected by matters affecting those results. (p.53)

BD.12. Principle of Motivation. In order to motivate men more effectively, accomplishment of specified objectives should be rewarded with appropriate recognition. (p.54)

BD.13. Principle of Authority. Subordinates will accept orders beyond the zone of indifference if the authority of leadership is combined with the authority of position. (p.55)

BD.14. Principle of Leadership Force. The greater the divergence of the individual objectives of the members of the group from those of the group as a whole, the greater the leadership force required to cause the group to act as a cohesive unit. (p.56)

BD.15. Principle of Participation. Motivation to accomplish results may be secured by involving people who have a vested interest in the outcome of the decisions directly affecting those results. (p.57)

BD.16. Principle of Coordination. To the extent that the achievement of group goals is assisted by coordination, participation of the group in the early stages of planning and winning the acceptance of the organizational goal from every member should be encouraged. (p.58)

BD.17. Principle of Early Coordination. If efficiency of plans is to be kept at a maximum, coordination should be achieved in the early stages of planning and policy making. (p.58)

BD.18. Principle of Harmony of Objectives. Effective directing depends to some extent on the harmonizing of the objectives of the individual with the objectives of the group as a whole. (p.59)

BD.19. Principle of Conflict of Interest. The successful direction of action toward the accomplishment of organizational goals requires conflicting personal objectives to be subordinated completely to the organizational objectives. (p.60)

BD.20. Principle of Leadership Potential. The success of an endeavor over the long term tends to be proportional to the abilities of the individuals in the group. (p.61)

BD.21. Principle of Future Characteristics. An individual's past performance and attributes tend to foreshadow his future achievements. (p.62)

BD.22. Principle of Individual Productivity. A worker attains his best productivity when assigned to the work of his highest skill, either natural or acquired. (p.63)

BD.23. Principle of Task and Accomplishment. The average worker accomplishes most when assigned a definite amount of work to be done in a given time. (p.64)

BD.24. Principle of Individual Development. To the extent that increased knowledge, attributes, and skills of subordinates aids the effectiveness of the organization, managers should emphasize the training and development of their subordinates. (p.64)

Controlling

BC.1. Principle of Standards. Effective control requires clear, concise, verifiable, and available standards. (p.67)

BC.2. Principle of Inspection. To facilitate inspection, a definite standard must be developed and established to assist the inspector in the evaluation of the work. (p.68)

BC.3. Principle of Inspective Action. To the extent that the item inspected conforms to the established standard and is within the respective specific limits, the manager should accept the item. (p.68)

BC.4. Principle of the Human Factor. For a control system to be more effective, it should be understood that the psychological manner in which human beings view the system affects this system. (p.69)

BC.5. Principle of Classification. Classification is essential for effective and efficient control. (p.70)

BC.6. Principle of Least Cause. In any given situation there are usually a small number of occurrences which cause a large portion of the given results and should require the greatest amount of control and attention by the manager. (p.71)

BC.7. Principle of Strategic Point Control. Effective control requires attention to those factors critical to appraising performance against an individual plan. (p.72)

BC.8. Principle of the Exception. For more efficient control and conservation of the executive's time and abilities, only the significant deviations of actual performance from planned performance should be brought to his attention. (p.72)

BC.9. Principle of Direct Control. For maximum effectiveness, the control system should be designed to maintain direct contact between the controller and the controlled. (p.74)

BC.10. Principle of Effective Control. To be effective, controlling must constrain actual performance to assure conformance to plan. (p.74)

BC.11. Principle of Efficiency of Controls. The efficiency of control is based on its ability to detect and illuminate deviations in circumstances early enough to adjust plans with the minimum of costs or other unsought consequences. (p.75)

BC.12. Principle of Flexibility of Control. An effective control system should retain its basic structure but must be responsive to changing conditions. (p.75)

BC.13. Principle of Corrective Action. Indicated or experienced deviations from planned performance must be corrected through appropriate planning, organizing, and directing or there can be little justification or pay-off for control efforts expended. (p.76)

BC.14. Principle of Assurance of Objective. The task of control is to assure accomplishment of objectives by detecting potential or actual deviation from plans early enough to permit effective corrective action. (p.76)

BC.15. Principle of Organization Suitability. Controls should be tailored to fit the organization for most effective results. (p.77)

BC.16. Principle of Control Responsibility. For a more effective control system, the primary responsibility of control should rest with the manager charged with the execution of plans. (p.78)

BC.17. Principle of Feedback. Feedback, the process of adjusting future actions based upon information about past performance, is essential for effective control. (p.79)

BC.18. Principle of Inspective Rectification. The cause and effect of variation or deviation from standards or criterion must be discovered and corrective action initiated to eliminate the cause. (p.79)

This concludes the listing of principles of management developed from Biblical sources by the writer. The next section presents a further analysis and discussion of the findings of the research effort.

Discussion

The writer has drawn three significant inferences from the set of principles listed preceedingly. The first of these inferences concerns the application of the principles.

The findings of this research effort indicate that the Biblical principles infer application of the principle as an integral part of that principle. That is, the effectiveness of the principle is dependent upon the manager acting upon that principle. This is directly contrary to the conclusion of Brown and Mascarella (8:225);

> Principles suggest rather than dictate compliance. The choice of application is left to the individual manager to apply his values with the full realization that adherence to such principles should yield more efficient and effective management.

The Biblical principle demands action in order to be effective. The Biblical sources infer that a principle that is not acted upon is a principle without value to the manager concerned.

The second inference concerns the Biblical source as a source of management principles. Brown and Mascarella compiled and presented perhaps the most exhaustive and current summary listing of the modern day principles of management as found in literature. The listing included 112 principles. The findings of the Biblical thesis effort found 70 principles of management while examining the lives of only three Biblical leader/managers. Of the 70 principles identified, 65 were similar to or identical to the Brown and Mascarella principles. This indicates that many of the 47 principles identified by Brown and Mascarella, but not found in this narrowed study of Biblical sources,

could be expected to be found by examining the lives of other effective Biblical leader/managers not investigated or researched within this thesis effort. The five proposed principles found in the Biblical source which were not found by Brown and Mascarella are now addressed as the third and final inference drawn from the set of principles.

A discussion of five proposed principles is presented here, with each proposed principle stated again, to demonstrate to the reader that each of the five principles is applied within the United States Air Force. The principles are offered with the understanding that rigorous proof is left for others to accomplish.

BP.5. Principle of Intelligence. In that knowing your competition aids the planning process, plans should be developed in light of sound intelligence estimates.

The very existence of intelligence offices in nearly every organization, from Headquarters United States Air Force to operational wing level is demonstrative of the importance of the principle of intelligence. In addition, intelligence is of such significance that three separate agencies within the United States Air Force have been formally assigned to function of intelligence gathering. These organizations are the United States Air Force Security Service, the United States Air Force Intelligence Agency, and the Foreign Technology Division of the Air Force Systems Command. Intelligence is of such importance that each operations plan and contingency plan must contain a separate section entitled "Intelligence". Having been involved in a planning branch of an intelligence organization, it is the professional opinion of the writer that the principle of intelligence is applied on a daily basis within the United States Air Force. A second

principle, the principle of policy influence is now stated and discussed.

BP.16. Principle of Policy Influence. To be effective, policies should be formed to insure the vested interest of those groups or individuals most impacted by the policy.

The Junior Officer Council, Non-Commissioned Officer Council, and the Airmen Council are prime examples of the United States Air Force application of the principle of policy influence. These councils act as a forum for discussing policy matters which impact the concerned group. The writer has been a member of a Junior Officer Council to which was presented a proposed policy by the commander concerned. Comments were solicited by the commander and the proposed policy was changed to gain the full support of the affected officers. These councils also demonstrate the principle of organizational participation, which is now stated and discussed.

BO.8. Principle of Organizational Participation. If an organization is to be effective, direct involvement of all major segments of the organization should be secured in a manner that encourages equal participation of all segments.

A wing "stand-up briefing" exemplifies the principle of organizational participation within the United States Air Force. Each organization assigned to an Air Force base is represented at this meeting. All organizations are encouraged to directly participate and have an equal voice at that meeting. Effective Air Force managers insure equal participation of all major segments of the organization. The procedures of the familiar staff meeting afford another frequent opportunity for direct participation and inputs of individual ideas and suggestions. The fourth principle, principle of ethical policies, is now presented.

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BP.17. Principle of Ethical Policies. To facilitate acceptance, a policy should be based on the highest ethical and moral standards possible.

The Honor Code of the United States Air Force Academy is a good example of the Air Force acknowledgement and application of the principle of ethical policies. This code was based on the premise that the highest ethical standard within the United States Air Force was the integrity of the word of an Air Force officer. Also, it is seen that failure to live by principle, this or any other, requires a penalty. A fellow Graduate Systems Management student, Air Force Captain Randolph Adams, is presently doing a thesis on the area of ethical policies which demonstrates the timeliness and relevance of this principle. The final principle, the principle of individual development, is stated and discussed.

BD.24. Principle of Individual Development. To the extent that increased knowledge, attitudes, and skills of subordinates aids the effectiveness of the organization, managers should emphasize the training and development of their subordinates.

The application of the principle of individual development can be seen throughout the United States Air Force organization. It may take the form of on-the-job training, off-duty education, professional military education, technical schools, or even full-time attendance at a college or university. The Air Force places high emphasis on the education, training, and development of its people. As a result, successful managers within the Air Force also place a high emphasis on the development of their subordinates.

This concludes the discussion of the United States Air Force application of the five proposed principles developed from the Biblical source,

the discussion of the inferences of the set of principles derived from Biblical sources, and the listing of those principles. The next chapter, Chapter VIII, presents a summary of the contents of this thesis, conclusions, and recommendations.

VIII. Summary, Conclusions, and Recommendations

This chapter summarizes the research presented in this thesis, lists the key conclusions reached, and offers some pertinent recommendations developed from the research findings.

Summary

The background to this paper has shown that there is a need for the investigation and identification of management principles from Biblical sources to better understand the management principle of today and their origins. The key to locating and developing these principles was a carefully considered definition of the word, principle. A principle was defined as a fundamental truth that identifies a cause and effect relationship and provides guidance to thought or action. In this context, the activities of three Biblical leader/managers were examined: Moses, David, and Nehemiah. These specific leaders were chosen as three men who evidenced success as leader/managers and their lives covered a major portion of the Old Testament period, from the Exodus to the Return from Captivity. This time period represents the years from approximately 1500 to 400 B. C.

This study was an effort to investigate and identify management principles from one additional source, the Biblical source. To achieve this goal, three specific objectives were established.

1. To search for and identify management principles that may exist in Biblical sources.
2. To compare and determine if these principles reflect the current literature of management.
3. To build a set of management principles relevant to the management process from Biblical sources.

The contents of this thesis have been organized to report on the accomplishment of these objectives. This thesis is a follow-on study to a 1970 thesis sponsored by Dr. Raymond H. Klug, Professor of Management for the Department of Systems Management. The first study, by Brown and Mascarella, developed a set of management principles by identifying, reviewing, and critically analyzing sources of management principles from the literature of the 1900's. The present thesis builds upon the Brown and Mascarella effort as a basis and methodology for developing principles that exist in Biblical sources.

Chapter I provides necessary background to the problem of investigating and identifying a set of management principles from Biblical sources, and lists the definitions and assumptions which underlie this thesis effort. Chapter II defines the scope and limitations of this study, and outlines the research methodology followed. Chapters III, IV, V and VI present the principles of management found in Biblical sources and the principles are presented under the managerial functions of planning, organizing, directing, and controlling, respectively. Chapter VII utilizes the research reported in Chapters III thru VI as the basis for presenting and discussing a composite list of principles of management from Biblical sources. In total, seventy principles of management were found or derived from the Biblical sources. Although the list is extensive, the writer recognizes that the listing is not exhaustive.

Conclusions

The results of this study effort suggest the following conclusions:

1. Management principles exist in Biblical sources.

The principles exist and can be identified specifically. They conform to the definition of principle in every case.

2. The principles reflect the current literature of management.

   The majority of principles found were identical or nearly identical to the principles identified by Brown and Mascarella. Several principles were similar to the Brown and Mascarella principles but differed mainly in the application. That is, where Brown and Mascarella tended to keep the principles on a theoretical basis, the Biblical source stressed the necessity of putting the principle into practice. Five principles of the seventy principles found were principles not identified in the Brown and Mascarella thesis.

3. A set of management principles from the Biblical source was created.

   Specific background, containing one or more appropriate passages of Scripture, is included in chapters III through VI. A summary listing of all the management principles found by this thesis effort from Biblical sources is included in chapter VII by management function.

The final portion of this thesis presents recommendations.

Recommendations

Based on the findings and conclusions of the research reported in this thesis, the following recommendations are offered.

1. Additional sources of management principles should be investigated.

   It is recommended that additional sources of management principles be investigated. Additional non-Christian sources are recommended, especially the early writings of the Greek, Roman, and Chinese cultures. The writings of many of the religious and social philosophies of the world may prove to be another source of management principles. Additionally, the Brown and Mascarella base line should be updated to include the writings available from 1970 to the present.

2. Continuation of Research

   It is recommended that Dr. Raymond H. Klug, Professor of Management for the Department of Systems Management, sponsor additional research in the Biblical source. Specifically, the research should include the lives and teachings of Jesus and Paul, adding the New Testament perspective to give a fuller understanding of management principles from the Biblical source.

3. Possible Thesis Area.

The writer noted that the Biblical source had much to say concerning the character of the leader/manager. It is recommended that a thesis effort into the character of the Biblical leader/manager be pursued at a future time and related to modern practice.

These recommendations conclude the presentation and discussion of this research effort. With the support, encouragement, and advice of others who contributed much to its completion, this study has been both satisfying and enlightening. The objectives were achieved, and the writer has gained new knowledge and understanding of management principles and has developed skills for doing independent research. It is hoped that the efforts reported in this thesis may prove useful to others in the future.

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Vita

John Robert Garrison was born on 20 February 1947 in Buffalo, New York. After graduating from high school in Sylvania, Ohio, he attended Hillsdale College, Michigan, graduating with a Bachelor of Science degree in Mathematics in 1969. Captain Garrison was awarded a Direct Commission and completed the Communications Systems Officer Course at Keesler AFB, Mississippi. His assignments have included Base Communications Operations Officer at Forbes AFB, Kansas; Communications Detachment Commander at Geleva AFS, Alaska; and Branch Chief of the COMSEC (Communications Security) Plans and Policies Branch at Headquarters United States Air Force Security Service, Kelly AFB, Texas. His last assignment was to a one-year Post Graduate Engineering Course offered by the Air Force Institute of Technology, Wright-Patterson AFB, Ohio. His next assignment will be as Plans and Concepts Officer for the Tactical Communications Area, Langley AFB, Virginia. Captain Garrison is married to the former Rebecca Jo Lierle and they are the parents of four children.

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There is a need for the investigation and identification of management principles from Biblical sources to aid the understanding of the management principles of today and their origins. This thesis develops and presents a set of management principles from the Biblical source to help satisfy this need.

The lives of three Biblical leader/managers, Moses, David, and Nehemiah, were examined. The criterion for analysis was a carefully considered definition

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of principle. Each principle found was examined in the light of the definition of principle and compared for currency to a source set of principles.

This thesis is the fourth in a series of related studies investigating and identifying principles of management and their sources. Additional research is envisioned to update the current list of principles and to investigate other early sources of management principles, notably from the New Testament.

Findings indicate that a wealth of principles were identified in the Biblical source. Seventy principles were identified under the four functions of management: planning, organizing, directing, and controlling. At least one principle was found in each of the nineteen subactivities of management. Sixty-five of these principles were identical to, or similar to, currently identified and accepted management principles. The remaining five principles found in the Biblical source have definite United States Air Force application and are offered as proposed principles of management.