

**B.A ESPA
II SEMESTER
PUBLIC ADMINISTRATION
UNIT I**

Mooney and Reiley

James D Mooney and Alan C. Reiley were the first in USA to formulate the classical theory in 1931, when their book **Onward Industry** was published. Later, in 1939, they republished the same book under a new title **The Principles of Organisation**. They opined that the principles formed the basis for efficient functioning of organisation charts and manuals and enunciated four principles:

Contributions of Mooney and Reiley

1. **Coordination**: Mooney defined coordination as “**the orderly arrangement of group effort to provide unity of action in the pursuit of a common purpose**”. According to him, “**coordination is the first principle of organistaion and includes within itself all other principles which are subordinate to it and through which it operates.**” He further observed, “Coordination is no less than the determining principle of organization, the form which contains all other principles, the beginning and the end of all organized efforts.”
2. **Scalar Process**: Mooney and Reiley emphasized **hierarchy in organizational design and called it the ‘scalar processes**. To them, it constitutes the universal process of coordination, through which the supreme coordinating authority operates throughout the whole organisation. **They stated that the scalar process has its own principle, process and effect. These they referred to as leadership, delegation and functional definition.**
3. **Functional Differentiation**: Mooney and Reiley have suggested that the functional principle should be followed in organizing tasks into departments. According to them, **Functionalism means the differentiation between kinds of duties**. This is the concept of *division of labour or specialization*. They explained it as follows: “The difference between generals and colonels is one of the gradations in authority and is, therefore, scalar. The difference between an officer of infantry and an officer of artillery, however, is functional, because there is distinct difference in the nature of their duties.
4. **Line and Staff**: Mooney and Reiley suggested that the **line management should be vested with authority to get things done**. At the same time, they recognized the role of the staff in providing advice and information. **According to Mooney, the staff is “an expansion of the personality of the executive. It means more eyes, more ears and more hands to aid him in forming and carrying out his plans.**
