

13 → 14 principal of Management (Fayol) :-

1. Division of work — specialization improve efficiency.
2. Authority and Responsibility — Balance b/w right to give order and accountability.
3. Discipline — Obedience . respect for rule.
4. Unity of command —
5. Unity of Direction —
6. Remuneration — pay for the service.
7. Subordinate of individual Interest to General Interest
Organizational Interest > Personal Interest
8. Centralization — Balance b/w Centralization & decentrali-
-zation
9. Scalar chain — Chain of Authority from Top to bottom
10. Order — Right person , right place proper resources
arrangement.
11. Equity — Fairness . kindness , justice in treatment.
12. Stability of Tenure — Job security of efficiency.
13. Initiative — Encourage Employee to take decision.
14. Esprit de Corps — It is also called (Team spirit).
Union is strength — Harmony , teamwork.

(i) Unity of Command —

This principle popular by Henry Fayol that state Each Employee should receive instruction and Report only one boss . This principle in show a clean chain of command avoid confusion prevent conflict of order and create an intergrated system for Effective task.

↳ Key Aspect of Unity of Command —

- (i) Single source of Authority (ii) Reduce Confusion

- (iii) Clean Responsibility
- (iv) Improve Coordination
- (v) Avoiding of Conflict

(ii) Unity of Direction —

A group of Activity having the same objective should have one head and one plan.

Example — A senior marketing manager would direct all team involve in a new product launch under a single marketing plan to insure coordination and effective promotion.

L → Key Aspect of Unity of Direction —

- (i) One head and one plan
- (ii) Coordinated Effort
- (iii) Strategic Alignment
- (iv) Reduce Conflict
- (v) Clean Communication.

↓
* (Division of work in systematic Manner) *

(iii) Esprit > Corps —

It translate two group Esprit and Emphasizing the importance of fostering unity for mutual support within an organization to promote teamwork and achieve collective goals.

L → Key Aspect —

- (i) Unity is strength
- (ii) Managerial Responsibility
- (iii) Team esprit and Harmony
- (iv) From 'I' to 'We'
- (v) Improve performance
- (vi) Collaborate and Cooperation.

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2. F.W. Taylor - Scientific Management

1. Introduction

- ↳ Frederick Winslow Taylor (1856-1915) was an American mechanical Engineer.
- ↳ known as the father of Scientific Management.
- ↳ His idea focused to "increasing efficiency and productivity through scientific study of work method."
- ↳ He opposed the traditional 'Rule of Thumb' method and emphasized "standardization", "measurement" and "systematic training."
- ↳ He gave the theory of Management.
- ↳ His working Era - 18 to 19th Century.

2. Scientific Management

"Scientific Management is concerned with knowing exactly 'what' you want and you meant to do and then see that they do it in best & cheapest way." — by F.W. Taylor

3. Objective of Scientific Management

- ↳ Improve worker efficiency.
- ↳ Reduce wastage of time, material and effort.
- ↳ Established best method of doing work.
- ↳ Ensure harmony between workers and managers.
- ↳ Achieve maximum prosperity for Employer and Employee.

4. Principles of Scientific Management

- (i) Science, Not Rule of thumb :-

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- ↳ This principle involve use of scientific method in place of rule of thumb.
 - ↳ Rule of thumb involve 'Trial and Error Method' or 'hit or Miss Method' which is costly affair.
 - ↳ It involves investigation method of traditional work method through work study and unifying the best practice and developing a standard method which would followed the Organization.

(ii) Harmony, Not Discord —

- ↳ This principle involve maintaining harmony between management and workers in place of discord (Conflict) between them.
- ↳ Management should share gain of Organization with worker and worker should work hard with loyalty.

(iii) Cooperation, Not Individualism —

- ↳ This principle involve cooperation between management and workers instead of individualism.
- ↳ This principle also suggest that management should take workers into confidence in making important decisions.

(iv) Development of Each and Every person —

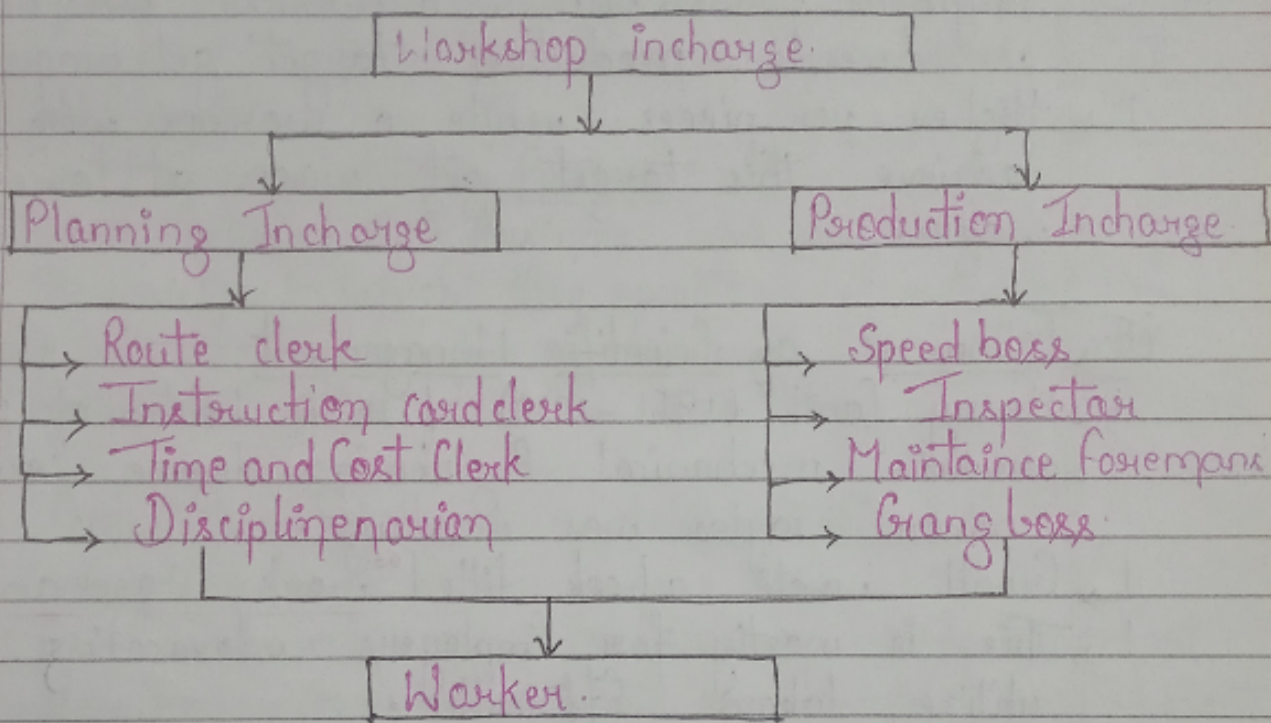
- ↳ This principle involve development of each and every person to his/her greatest efficiency and prosperity.
- ↳ Development of workers through out the required training.
- ↳ There should be scientific selection of workers and work assigned to them should suit their physical, mental and intellectual capabilities.

(5.) Techniques Scientific Management

(i) Functional Foremanship:

↳ Taylor has proposed functional foremanship technique for supervising workers. Functional foremanship is technique which involve supervision of each worker by eight supervisor.

*↳ Four supervisor supervising planning aspect and other four supervisor supervising product work.



(ii) Standardization and Simplification of work:

↳ Standardization and simplification of work refer to setting standard for every organizational activity.

↳ For maximize output and main work as simple as possible as by eliminating unnecessary diversity of product.

(iii) Work study

↳ Work study refer to systematic, objective and critical

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evaluation of a work with aim of identifying how work can be performed in most desirable way by standardizing and simplification it.

↳ Four type of studies are undertaken.

- (i) Method study
- (ii) Motion study
- (iii) Time study
- (iv) Fatigue study.

(iv) Differential Piece wages System —

↳ Differential piece wages System is system wages payment in which a worker who achieve or exceeds production target get wages.

↳ Higher per piece while a worker who does not achieve this target get wages at lower piece wages.

16. Followers of Scientific Management —

↳ Henry Gantt (1861-1919) of U.S.A holder of post graduate mechanical Engineering degree execution where Taylor was working.

↳ Gantt wrote a book titled "work, wages and profits".

↳ This is mostly for Employers advocating how to utilize labour Efficiently.

Development of Gantt Chart —

↳ Gantt Chart developed a bar chart for managing work and project execution.

↳ This chart is accepted as important management tool Even today.

↳ It provide graphic schedule for planning and controlling of work and recording progress toward stages of project.

L → This chart has modern variation in the form of (Critical Path Method) (CPM) and programme Evaluation and Review Technique (PERT).

ii) Industrial Efficiency —

L → According to Gantt, industrial efficiency can be increase only by application of scientific analysis to all aspect of work in progress.

(ii) Task & Bonus system —

L → Gantt did not agree with differential piece wages system of Taylor and introduced the concept of flat bonus to paid by supervisor too based target achievement.

(iii) Social Responsibility of Business —

L → Gantt believed that Business have obligation to welfare the society in which they operate.

L → He introduced a number of measure company and motivational other to follow this theme.

* Note-1 — Contribution of Frank and Lillian Gilbreth —

1. Motion study —

L → They conducted various studies to identify movement required in doing a work as determine requirement at least possible movement in work and performance.

2. Fatigue study —

L → They conduct various studies to identify the time by which worker felt fatigue and their efficiency used to go down.

3. Humanistic study —

L → They advocate humanistic approach toward workers. According to them the ultimate aim scientific management was help workers to reach at potential as human.

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*4. Critical Analysis of scientific Management

- L → Principle of scientific management are more concerned with problem at the operation level.
- L → It does not emphasize the management of organization from the manager's point of view.
- L → S.M has emphasized physiological variable affecting human behaviour at workplace.
- L → S.M is more relevant to mechanization and automation - technical aspect of efficiency.
- L → Differential piece wage system is faulty proposition.
- L → The worker, the union, even method is exploiting worker by industrialists.

*8. Similarity between the Contribution of Taylor and Fayol :- A comparison

- L → Both have attempted to overcome managerial problems in systematic way.
- L → Both have developed some principle which can be applied in solving managerial problems.
- L → Both of them emphasized that management action can be effective if these are based on sound principle.
- L → Both of them emphasized that management qualities are acquirable and can be acquired through training.
- L → Both have emphasized harmonious relationship between management and worker for achievement of organizational objectives.