

### L13 → 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 & decentralization
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 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.

↳ Key Aspect of Unity of Direction —

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

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\* (Division of work in systematic Manner) \*

(iii) Esprit D Corps —

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

↳ Key Aspect —

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

## 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 19<sup>th</sup> 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 :-

- L → This principle involve use of scientific method in place of rule of thumb.
- L → Rule of thumb involve Trial and Error Method or 'hit or Miss Method' which is costly affair.
- L → 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 —

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

(iii) Cooperation, Not Individualism —

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

(iv) Development of Each and Every person —

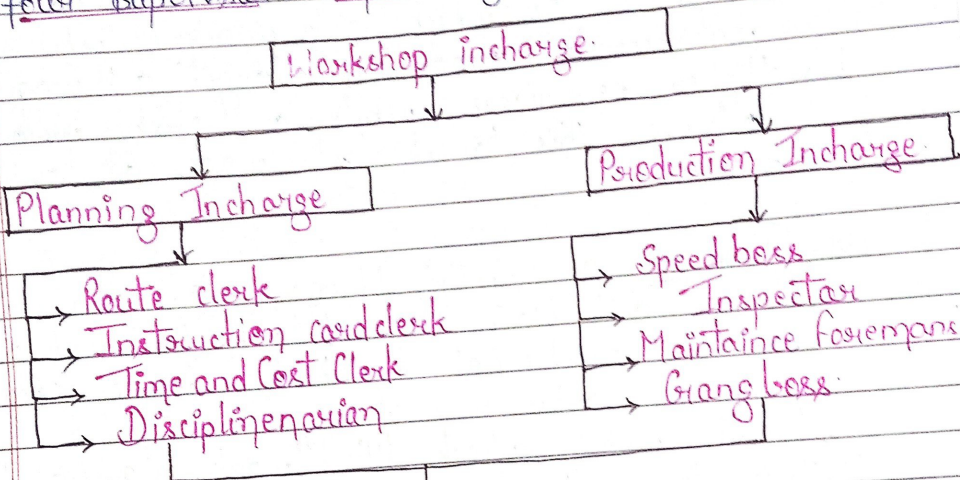
- L → This principle involve development of each and every person to his/her greatest efficiency and prosperity.
- L → Development of workers through out the required training.
- L → There should be scientific selection of worker and work assigned to them should suit their physical, mental and intellectual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

↳ 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 make 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 higher wages.
- ↳ Higher per pieces while a worker who does not achieve this target get wages at lower price wages.

#### 16. Followers of Scientific Management —

- ↳ Henry Gantt (1861-1919) of U.S.A holder of post graduate mechanical Engineering degree excuation where Taylor was working.
- ↳ Gantt wrote a book titled "work, wages and profits".
- ↳ This is mostly for Employers advocating how to utilize labour efficiently.

\* Note

#### Development of Gantt Chart —

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