

HISTORY OF OB.

- All parts & branches came into existence in the end of 19th century or early 20th century.
- 1960's — OB was given before this branch was known as Industrial Psychology.
- 1897 — Winston Frederick Taylor (engineer)
 - ↳ supervisor to 60-70 workers
 - observed some workers to be lazy and some energetic because of individual differences
 - ↳ work was to carry bucket full of iron ore and weighted amount 20-30kg
 - Thus weak people not possible to hold and carry from 1 place to another while strong it was easy task.
 - ↳ He observed and stated some principles to improve employees efficiency.

Principles are as follows.

- ① There must be proper selection of employees.
- ② Thumb rule must be replaced by scientific rules.
- ③ Trainings must be given to the employees.

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- ④ Money as an incentive
 - ⑤ Rest Pause.

These principles were highly adopted by big companies to their employees.

- 1903 Taylor did study named 'Time Study'
- After that Gilbreth came into existence and focused on "motion study"
- Both considered as "Time & motion study"

- He made cue of 4-5 workers and one brick is lifted by 1st worker and passed on to other and in this way motion was controlled and increase efficiency.
- His motions were named as therbligs given by his wife Lillian Gilbreth.

- 1920 - Elton Mayo - working in the western electric company when he stated work place should be democratic. As people not only work for money but also consider supervisory practices.

- Elton Mayo was employee oriented & Taylor was management oriented
- After Elton Mayo Human Resource Movement (HRM) started which developed good interpersonal relationship at work place.

HRM - Mayo, Roethlisberger, Dickson - equal participation in decision making.

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— 1930's, Maslow's hierarchy came into consideration for motivation
Therefore HRM focused on vertical as well as horizontal interpersonal relationship

vertical — Boss to subordinate ↓
horizontal — Colleagues ↔

— 1950's — people shifted from Industrial Psychology to Organisational Psychology

— 1960's — Organisational Psychology to Organisational Behaviour.

— Henry Fayol.

↳ French industrialist

↳ gave operational management or administrative management.

in book entitled "Administration Industrielle et Générale".

Its English version was published in 1949 in USA.

— His contribution divided into 3 parts.

- ↳ Managerial qualities and training
- ↳ General Principles of Management
- ↳ Elements of Management

I Managerial Qualities and Training

- Fayol 1st to identify qualities required in a manager

6 type of qualities

- Physical (health, vigour & address)
- Mental (ability to understand & learn)
- Moral (energy, firmness & initiative)
- Educational (acquainted)
- Technical (peculiar to the functions being performed)
- Experience (arising from the work)

II General Principles of Management.

- Fayol gave 14 principles of management

- emphasized on 2 things

- ① Principles are suggestions
- ② not rigid but flexible.

1) Division of work

2) Authority & responsibility

3) Discipline

< sub imposed command.

4) Unity of command

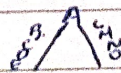
5) Unity of direction

6) Subordination of individual to general interest

7) Remuneration of personnel.

8) Centralization

9) Scalar chain



10) Order

- Place too everything and should be at place
- social order right persons right place.

11) Equity

12) stability of tenure

13) Initiative

14) esprit de corps
union is strength

III elements of Management

Fayol holds that management should be viewed as a process consisting of 5 elements and regarded thus elements as functions

- ① Planning
- ② Organising
- ③ Commanding
- ④ Co-ordinating
- ⑤ Controlling