

F W Taylor's principles of Scientific Management

1 Development of Science for each part of men's job (replacement of rule of thumb)- This principle suggests that work assigned to any employee should be observed, analyzed with respect to each and every element and part and time involved in it. This means replacement of odd rule of thumb by the use of method of enquiry, investigation, data collection, analysis and framing of rules. Under scientific management, decisions are made on the basis of facts and by the application of scientific decisions.

2 Scientific Selection, Training & Development of Workers - There should be scientifically designed procedure for the selection of workers. Physical, mental & other requirement should be specified for each and every job. In this procedure workers should be selected & trained to make them fit for the job. The management has to provide opportunities for development of workers having better capabilities. According to Taylor efforts should be made to develop each employee to his greatest level and

efficiency & prosperity.

3 Co-operation between Management & workers -

Taylor believed in co-operation and not individualism. It is only through co-operation that the goals of the enterprise can be achieved efficiently. There should be no conflict between managers & workers. Taylor believed that interest of employer & employees should be fully harmonized so as to secure mutually understanding relations between them.

4. Division of Responsibility - This principle determines the concrete nature of roles to be played by different level of managers & workers. The management should assume the responsibility of planning the work whereas workers should be concerned with execution of task. Thus planning is to be separated from execution.

5. Mental Revolution - The workers and managers should have a complete change of outlook towards their mutual relation and work effort. It requires that management should create suitable working condition and solve all problems scientifically. Similarly workers should attend their jobs with

utmost attention, devotion and carefulness. They should not waste the resources of enterprise. Handsome remuneration should be provided to workers to boost up their moral. It will create a sense of belongingness among worker. They will be disciplined, loyal and sincere in fulfilling the task assigned to them. There will be more production and economical growth at a faster rate.

6. Maximum Prosperity for Employer & Employees -

The aim of scientific management is to see maximum prosperity for employer and employees. It is important only when there is opportunity for each worker to attain his highest efficiency. Maximum output & optimum utilization of resources will bring higher profits for the employer & better wages for the workers. There should be maximum output in place of restricted output. Both managers & workers should be paid handsomely.

Henry Fayol

Henry Fayol 'The Father of Principles of

Management', occupies an important place in the history of management thought. He was born in 1841 in France. Fayol observed that management was an activity common to all human undertaking, whether in the home, business or government.

According to Fayol the activities of an industrial organization could be divided into six categories as shown below: -

1. TECHNICAL - (Production, Manufacture , adaption)
2. COMMERCIAL - (Buying, Selling, Exchange)
3. FINANCIAL - (Acquiring & using capital)
4. SECURITY - (Protection of Property & Person)
5. ACCOUNTING - (Stock taking, Balance sheet, cost & statistics)
6. MANAGERIAL - (Planning, Organizing, Command, Co-ordination and Control)

There are 14 Principles of Management described by Henri Fayol

1. Division of Work - The specialization of the workforce according to the skills a person, creating

specific personal and professional development within the labour force and therefore increasing productivity; leads to specialization which increases the efficiency of labour. By separating a small part of work, the workers speed and accuracy in its performance increases. This principle is applicable to both technical as well as managerial work.

2. Authority and Responsibility- The issue of commands followed by responsibility for their consequences. Authority means the right of a superior to give order to his subordinates; responsibility means obligation for performance. This principle suggests that there must be parity between authority and responsibility. They are co-existent and go together, and are two sides of the same coin.

3. Discipline- Discipline refers to obedience, proper conduct in relation to others, respect of authority, etc. It is essential for the smooth functioning of all organizations.

4. Unity of Command - This principle states that every subordinate should receive orders and be

accountable to one and only one superior. If an employee receives orders from more than one superior, it is likely to create confusion and conflict. Unity of Command also makes it easier to fix responsibility for mistakes.

5. Unity of Direction - All those working in the same line of activity must understand and pursue the same objectives. All related activities should be put under one group, there should be one plan of action for them, and they should be under the control of one manager. It seeks to ensure unity of action, focusing of efforts and coordination of strength.

6. Subordination of Individual Interest - The management must put aside personal considerations and put company objectives first. Therefore the interests of goals of the organization must prevail over the personal interests of individuals.

7. Remuneration - Workers must be paid sufficiently as this is a chief motivation of employees and therefore greatly influences productivity. The quantum and methods of remuneration payable

should be fair, reasonable and rewarding of effort.

8. The Degree of Centralization - The amount of power wielded with the central management depends on company size. Centralization implies the concentration of decision making authority at the top management. Sharing of authority with lower levels is called decentralization. The organization should strive to achieve a proper balance.

9. Scalar Chain - Scalar Chain refers to the chain of superiors ranging from top management to the lowest rank. The principle suggests that there should be a clear line of authority from top to bottom linking all managers at all levels. It is considered a chain of command. It involves a concept called a "gang plank" using which a subordinate may contact a superior or his superior in case of an emergency, defying the hierarchy of control. However the immediate superiors must be informed about the matter.

10. Order - Social order ensures the fluid operation of a company through authoritative procedure. Material order ensures safety and efficiency in the

workplace.

11. Equity - Employees must be treated kindly, and justice must be enacted to ensure a just workplace. Managers should be fair and impartial when dealing with employees.

12. Stability of Tenure of Personnel - The period of service should not be too short and employees should not be moved from positions frequently. An employee cannot render useful service if he is removed before he becomes accustomed to the work assigned to him.

13. Initiative - Using the initiative of employees can add strength and new ideas to an organization. Initiative on the part of employees is a source of strength for the organization because it provides new and better ideas. Employees are likely to take greater interest in the functioning of the organization.

14. Esprit de Corps - This refers to the need of managers to ensure and develop morale in the workplace; individually and communally. Team spirit helps develop an atmosphere of mutual trust and

understanding.

These can be used to initiate and aid the processes of change, organization, decision making, skill management and the overall view of the management function