I'm not a robot

3. A principle refers to a fundamental truth. It establishes cause and effect relationship between two or more variables under given situation. They serve as a guide to thought & actions. These principles are derived: - •On the basis of experimentation INTRODUCTION 4. PRINCIPLES AND TECHNIQUES SCIENCE NOT THE RULE OF THUMB HARMONY NOT DISCORD COOPERATION NOT INDIVIDUVALISM DEVELOPMENT OF EACH AND EVERY PERSON TO HIS OR HER GREATEST EFFICIENCY AND PROSPERITY FUNCTIONAL FOREMANSHIP STANDARDISATION AND SIMPLIFICATION OF WORK METHOD STUDY MOTION STUDY TIME STUDY FATIGUE STUDY DIFFERENTIAL PIECE WAGE SYSTEM 6. SCIENCE NOT THE RULE OF THUMB Taylor pioneered the introduction of the method of scientific inquiry into management practice. He suggested that by following the rules of thumb, all would not be equally effective. He believed that there was only one best method to maximise efficiency. Even a small production work loading pigs of iron into box cars can be scientifically planned and managed. 7. HARMONY, NOT DISCORD Managers served as a link between the owners and the workers. There should be complete harmony between the management and workers. Both should realise that both are important. He had called for complete mental revolution on the part of both management and workers. It means management and workers should transform their thinking. In such a situation even trade unions will not thinking of going strike etc.. 9. COOPERATION, NOT INDIVIDUVALISM This principle is the extension of second principle. Competition must be replaced by cooperation. Both should realise that they need each other. Workers should be rewarded for their suggestions. According to him there should be an almost equal division of work and responsibility between workers and management. 11. DEVELOPMENT OF EACH AND EVERY PERSON TO HIS OR HER GREATEST EFFICIENCY AND PROSPERITY Industrial efficiency depends on individual competencies. Worker training was essential also to develop workers. Taylor was of the view that the concern of efficiency could be built in right in the process of employee selection. 13. FUNCTIONAL FOREMANSHIP Taylor advocated separation of planning and execution function. This concept was extended to the lowest level of shop floor. Under factory manager there was a planning incharge and production incharge. Under planning incharge there are instruction card clerk, route clerk, time and cost clerk, disciplinarian. Under production incharge there are speedboss, gangboss, repairsboss, inspector. Foreman should have qualities of intelligence, honesty, good health etc.. As these all qualities cannot be seen in one person they were given posts depending upon his/her capabilities. 15. STANDARDISATION AND SIMPLIFICATION OF WORK Taylor was an ardent supporter of standardisation. According to him scientific method should be used to analyse methods of production prevalent under the rule of thumb. Standardisation refers to the process of setting standards for every business activity it can be raw material, product, time etc… Simplification aims unnecessary diversification of products which results in saving of costs. 16. METHOD STUDY The objective of method study is to find out the best way to do the job. Right from procurement of raw materials till the final product is delivered all the activities come under method study. The objective of whole exercise is to minimise the cost of production and maximise the quality and satisfaction of the customer. 17. MOTION STUDY It refers to the study of movements like lifting, putting objects, which are undertaken while doing a typical job. Unnecessary movements are sought to be eliminated so that it takes less time to complete the job efficiently. On close examination it is possible to find out motions which are productive, incidental and unproductive. He used stop watches and time measuring devices for this purpose. 18. TIME STUDY It determines the standard time taken to perform a well-defined job. The objective of time study is to determine the number of workers to be employed and to determine labour costs. 19. A person is bound to feel tired physically and mentally if she/he does not rest while working. The rest intervals will help one to regain stamina and work again with the same capacity. This will result in increased productivity. It seeks to determine the amount and frequency of rest intervals in completing a task. FATIGUE STUDY 20. DIFFERENTIAL PIECE WAGE SYSTEM Taylor was a strong advocate of piece wage system. He wanted to differentiate between efficient and inefficient workers. So he introduced wage payment for those who performed above standard and for those who performed below standard. There must be a compensation system that differentiates those who are able to accomplish the fair day's work. 0 ratings0% found this document useful (0 votes)5 viewsThe document presents an overview of Scientific Management by Frederick Taylor and Henri Fayol's 14 Principles of Management, highlighting their significant contributions to management theor...SaveSave Scientific Management and Henri Fayols 14 Principl... For Later0%0% found this document useful, undefined 0 ratings0% found this document useful (0 votes)44 viewsFredrick Taylor's principles of scientific management advocated replacing traditional "rule of thumb" methods with scientific methods to determine standard times for jobs, fair day's work, a...AI-enhanced title and descriptionSaveSave Principles of Scientific Management By Frederick T... For Later0%0% found this document useful, undefined Scientific Management Theory Frederick W. TaylorThe Pre-modern Era • Ancient massive construction projects • Egyptian pyramids • Great Wall of China • Michelangelo, the manager.Adam Smith's Contribution To The Field Of Management • Wrote the Wealth of Nations (1776) • Advocated the economic advantages that organizations and society would reap from the division of labor: • Increased productivity by increasing each worker's skill and dexterity. • Time saved that is commonly lost in changing tasks. • The creation of labor-saving inventions and machinery. The Industrial Revolution's Influence On Management Practices • Industrial revolution • Machine power began to substitute for human power • Lead to mass production of economical goods • Improved and less costly transportation systems became available • Created larger markets for goods. • Larger organizations developed to serve larger markets • Created the need for formalized management practices.Classical Contributions • Classical approach • The term used to describe the hypotheses of the scientific management theorists and the general administrative theorists. • Scientific management theorists • Fredrick W. Taylor, Frank and Lillian Gilbreth, and Henry Gantt • General administrative theorists • Henri Fayol and Max WeberScientific Management • Frederick W. Taylor • The Principles of Scientific Management (1911) • Advocated the use of the scientific method to define the "one best way" for a job to be done • Believed that increased efficiency could be achieved by selecting the right people for the job and training them to do it precisely in the one best way. • To motivate workers, he favored incentive wage plans. • Separated managerial work from operative work.Taylor's Four Principles of Management • Develop a science for each element of an individual's work, which replaces the old rule-of-thumb method. • Scientifically select and then train, teach, and develop the worker. (Previously, workers chose their own work and trained themselves as best they could.) • Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed. • Divide work and responsibility almost equally between management and workers. Management takes over all work for which it is better fitted than the workers. (Previously, almost all the work and the greater part of the responsibility were thrown upon the workers.) Exhibit HM-1Scientific Management Contributors • Frank and Lillian Gilbreth • Bricklaying efficiency improvements • Time and motion studies (therbligs) • Henry Gantt • Incentive compensation systems • Gantt chart for scheduling work operationsGeneral Administrative Theory • General administrative theorists • Writers who developed general theories of what managers do and what constitutes good management practice • Henri Fayol (France) • Fourteen Principles of Management: Fundamental or universal principles of management practice • Max Weber (Germany) • Bureaucracy: Ideal type of organization characterized by division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationshipsFayol's Fourteen Principles of Management • Division of work • Authority • Discipline • Unity of command • Unity of direction • Subordination of the individual • Remuneration • Centralization • Scalar chain • Order • Equity • Stability of tenure of personnel • Initiative • Esprit de corps Exhibit HM-2Weber's Ideal Bureaucracy • Division of Labor • Authority Hierarchy • Formal Selection • Formal Rules and Regulations • Impersonality • Career Orientation Exhibit HM-3Human Resources Approach • Robert Owen • Scottish businessman and reformer who advocated for better treatment of workers. • Claimed that a concern for employees was profitable for management and would relieve human misery. • Hugo Munsterberg • Created the field of industrial psychology—the scientific study of individuals at work to maximize their productivity and adjustment. • Psychology and Industrial Efficiency (1913)Human Resources Approach • Mary Parker Follett • Recognized that organizations could be viewed from the perspective of individual and group behavior. • Believed that individual potential could only be released by group association. • Chester Barnard • Saw organizations as social systems that require human interaction and cooperation. • Expressed his views on the "acceptance of authority" in his book The Functions of the Executive (1938).Hawthorne Studies • A series of studies done during the 1920s and 1930s that provided new insights into group norms and behaviors • Hawthorne effect • Social norms or standards of the group are the key determinants of individual work behavior. • Changed the prevalent view of the time that people were no different than machines.Human Relations Movement • Based on a belief in the importance of employee satisfaction—a satisfied worker was believed to be a productive worker. • Advocates believed in people's capabilities and were concerned with making management practices more humane. • Dale Carnegie • Abraham Maslow • Douglas McGregorThe Quantitative Approach • Operations Research (Management Science) • Evolved out of the development of mathematical and statistical solutions to military problems during World War II. • Involves the use of statistics, optimization models, information models, and computer simulations to improve management decision making for planning and control.Social Events That Shaped Management Approaches • Classical approach • The desire for increased efficiency of labor intensive operations • Human resources approach • The backlash to the overly mechanistic view of employees held by the classicists. • The Great Depression. • The quantitative approaches • World War IIWhat is the Process Approach? • Management theory jungle (Harold Koontz) • The diversity of approaches to the study of management—functions, quantitative emphasis, human relations approaches—each offer something to management theory, but many are only managerial tools. • Process approach • Planning, leading, and controlling activities are circular and continuous functions of management.The Systems Approach • Defines a system as a set of interrelated and interdependent parts arranged in a manner that produces a unified whole • Closed system : a system that is not influenced by and does not interact with its environment • Open system: a system that dynamically interacts with its environment • Stakeholders: any group that is affected by organizational decisions and policiesThe Organization and Its Environment Exhibit HM-4 The Contingency Approach • The situational approach to management that replaces more simplistic systems and integrates much of management theory • Four popular contingency variables • Organization size (coordination) • Routineness of task technology (task complexity dictates structure) • Environmental uncertainty (change management) • Individual differences (managerial styles , motivational techniques, and job design) 1. "In the past the man has been first; in the future the system must be first... The first object of any good system must be that of developing first class men."3. OBJECTIVETo secure the maximum prosperity for the employer & employee.Maximum prosperity of employer include- Development of every branch of the business.5. FOUR PRINCIPLES:-Replacing the rule of thumb by Scientific methods.Selecting, training, teaching and develop the workman.Division of work and responsibility.Cooperation between Management and workers.7. Scientific study showed that a person can handle between 47-48 tons per day. (1st Principle)We observed a gang for 3-4 days.Selected the best four.Finally selected Schmidt , a Pennsylvania Dutchman.(2nd Principle).8. Salary was increased from $1.15 per day to $1.85 per day.Schmidt had to load 47 tons per day and management would provide a man to instruct him in attaining this goal. (3rd Principle)9. A man from management accompanied him. Instructed him, cooperated him, as well as took care of himand strength. (4th Principle).10. RESULT:-Schmidt loaded 47.5 tons per day.11. Increment of more than 200%.12. Schmidt got higher salary.13. Maximum benefit to both employer and employee.Proves:-High Profit to both employee and employer.Increase in standard of living for employee.Better working condition.Satisfaction to both employee and employer.14. My work:Books Name: Principles of Scientific Management.Place: New York and LondonPublished by:Harper & brothers. Year : 1911 The Principles of Scientific Management, developed by Frederick Winslow Taylor in the late 19th and early 20th centuries, revolutionised industrial operations by introducing a systematic approach to improve productivity and efficiency in the workplace. Taylor's ideas focused on applying scientific methods to analyse and optimise work processes, replacing traditional methods of trial and error with more organised, data-driven approaches. His principles emphasise the importance of studying each task, selecting and training workers based on scientific criteria, and establishing fair compensation systems.In an organization for work to proceed smoothly, it is needed that there is harmony and trust between the workers and the managers. But this is not possible if they do not communicate well and understand what the needs of each other are. It can hence also be said that Scientific Management is an attitude and a philosophy that disregards the traditional hit and miss type of working method.The methods that are used in Scientific Management include a lot of research and understanding of certain principles to check the need for working in a suitable environment. This topic is hence not only important for students as a part of the syllabus but is also a part of life where they need to use these concepts. So if you are looking for the guide on Taylor's Principles of Scientific Management - Introduction, Techniques, and FAQ, you can now check it out on Vedantu where you will get the entire information on the same.Before we head straight into the techniques of Scientific Management, we should make an effort to find out about the fundamentals of Scientific Management in brief. What Is Scientific Management?Typically, Scientific Management can be considered as the art of delegation or as Fredrick Winslow Taylor stated: "Scientific Management means knowing exactly what you want men to do and seeing that they do it in the best and the cheapest way."Such a concept is mostly concerned with using effective scientific techniques to recruit, select, and train labor. Additionally, the concept is equally responsible for finding suitable solutions to deal with different types of problems concerning a specific industry.Fun Fact: The term 'Scientific Management' was coined in 1911 by Fredrick Winslow Taylor. He is acknowledged as the Founder of the Scientific Management Movement and formulated principles for effective work allocation. What are the Principles of Scientific Management The five principles of scientific management theory according to Frederick Winslow Taylor are:1. Science, not Rule of Thumb: To ensure efficiency, replace the old rule-of-thumb methods with scientifically developed procedures for each element of work. 2. Harmony, not Discord: Encourage cooperation between workers and management rather than conflict, ensuring that both work together to achieve organizational goals. 3. Training, not Untrained Workmen: Select and train workers scientifically for each job, rather than allowing them to learn by trial and error. 4. Specialization, not Generalization: Divide work into specialized tasks, allowing workers to become experts in specific areas, which improves efficiency. 5. Equality, not Favoritism: Establish fair and equitable systems for rewards, discipline, and compensation to ensure fairness and motivate workers to perform their best.With that, let's proceed to find out the techniques of Scientific Management by F.W Taylor and while at it let's also check out related concepts. It will not only help to understand the concept better but will also enable us to gauge their practicality and efficiency in an organizational setup.In a broad sense, the techniques of Scientific Management are as follows. Functional foremanshipStandardization of workSimplification of workWork-studyDifferential piece of wage ratesMental RevolutionRead along to find all about techniques of Scientific Management by F.W Taylor!What is Functional Foremanship?Functional foremanship is essentially an administration system that is somewhat based on the principle – 'Division of Labor', to establish specialization in an organizational setup. Typically, in a functional organization, the available work is divided into different parts and are delegated to workers who are somewhat specialized in them. As per techniques of Scientific Management, FW Taylor had suggested that an organization must be divided into sub-departments to enhance the quality and efficiency of both the planning and production department. In A Broad Sense, An Organization is Divided into Two Sub-Departments with Four Experts in Each Department –Planning departmentProduction departmentRoute Clerk- This person is in charge of deciding a day's work and is also responsible for ensuring the work sequence is maintained and completed properly.Instruction Clerk- The instruction clerk is accountable for preparing instruction cards containing information about the kind of work, procedures to apply and equipment and raw materials to be used. Subsequently, the data compiled is handed to a gang boss.Time and Cost Clerk- This clerk is mostly responsible for deciding the entire time frame of the designated work. Also, the cost of producing a product is decided by them.Discipline Officer- This officer ensures that delegated tasks are performed in a disciplined manner.Now, Let's Check out the Components of a Production Department and their Functions –Gang Boss- He/she serves as the leader of a gang of workers. A gang boss is mostly responsible for ensuring that equipment and workers are suitable for producing the required units of products. Also, it is under his supervision to check if raw materials have been made available to workers.Speed Boss- His/her primary task is to make sure that workers are on par with the work schedule. The speed boss is also responsible for identifying the reasons that tend to slow down work productivity and formulating suitable solutions to remedy them.Repair Boss- He/she is responsible for keeping all equipment in good working condition and solves problems about that promptly.Inspector- An inspector checks the quality of goods produced and compares them with the standard quality. Also, an inspector has the power to initiate corrective measures if there is a lag in quality. Test Your Knowledge: Which of these techniques violates the Unity of Command?Fatigue studysimplification of workfunctional foremanshipdifferential piece wage systemWith that, let's proceed to find out more about FW Taylor techniques of Scientific Management about standardization and simplification of production. What is Standardization and Simplification of Work? Standardization and simplification of work can be looked at as a means to establish efficiency standards for every activity in an industrial setup. Elements like time, production manner, machinery, raw material, product and its processing can be standardized under this method. For instance, the number of products that need to be produced on a single day or the work that is expected from a worker. Here's a Brief Overview of Standardization and Simplification of Work –1. Standardization of WorkStandardization of Raw Material- It means that the materials used should be on par with the quality of finished products one intends to manufacture. For instance, to produce AA+ quality of apparel 5+ quality of textile would be required. It can be said that for AA+ quality of garments 5+ quality of raw material, i.e. textile, has been standardized. Subsequently, when an organization would again be required to produce AA + quality materials, they would use 5+ quality materials without any hesitation and in relatively less time.Standardization of Equipment- Similarly, standardization of machines would ensure that manual errors are reduced significantly. In turn, it would ensure the completion of work faster and with negligible errors.Standardization of Methods Applied- Standardizing the techniques of work would make the production process less cumbersome and relatively quick. Notably, methods devised to complete a particular work are put to use every time similar work is performed.Standardization of Working Conditions- Workers tend to perform more efficiently under favorable working conditions. When the working conditions, including safety, ventilation, hygiene, temperature, lighting, etc. are improved or standardized, it enhances productivity significantly. 2. Simplification of WorkThe primary objective behind simplification is to eliminate things, methods and practices that make the work complex and cumbersome. What is the Study of Work?One of the techniques of Scientific Management – the study of work is mostly concerned with the analysis of organizational activities to produce high products cost-effectively.Typically, scientific techniques of Taylor about the study of work can further be divided into four types –1. Method Study- It tends to help producers to pick the most suitable method to finish a particular organizational activity. For instance, this study helps to figure out the most cost-effective way of procuring the required raw materials for production. Also, the objective of this study is to lower the cost of production and to increase customer satisfaction.2. Motion Study- It is concerned with the analysis of movements of both workers and machines through the course of a production. It helps to analyze if adding or subtracting an activity would make the work faster and better in terms of quality or not. 3. Time Study - It helps to compute the standard time that would be required to finish a specific activity. In simple words it can be said, the major objective of this study is to estimate –Cost of laborNumber of workers required for a taskSuitable incentive plan4. Fatigue study- It helps to find out the acceptable rest intervals that can be given to prevent the onset of mental fatigue among workers. However, the prospect of completing work on time is also the main priority of this study. Test Your Knowledge: Which of these techniques helps to determine the number of laborers that need to be employed and also helps to determine labor cost?Simplification of work Time study Differential piece wage system Functional foremanshipTest Your Knowledge: Which is the most common cause of fatigue among workers? Choose the correct option:Long working worksUnsuitable working conditions Non-cordial relations between employer and employee All the aboveWhat is the Differential Piece of the Wage System? It is one of the techniques of Scientific Management that encourages the application of a piece wage system as a means to motivate employees. As per this system, payment is based on the amount of work done and not the time spent to complete it. Typically two different wage rates are put to use, namely, high wage rate and low wage rate. Workers who are adept at producing standard units within a given duration are entitled to receive payment as per the high wage rate. On the other hand, workers who fail to produce a specific number of units within the given time are paid as per the lower wage rate. For instance, the standard output for a day is 25 units, and the wage rates are 4 per unit and 6 per unit, respectively. Now, Sheldon produces 25 units in a day and subsequently earns 150 (25 units x 6). Contrarily, Missy can produce only 20 units in a day and resultantly would make 80 (20 x 4). Even though there is only a 5 unit difference between Sheldon and Missy's produce, there is a significant difference between their wages. As payment is based on efficiency here, workers would be motivated to increase their work efficiency. In turn, it would benefit both an organization and its workers.What is the Mental Revolution?Mental Revolution is one of the techniques of Scientific Management that demands a change in employers' and employees' mindsets. As per this Management technique, a positive mindset is quite crucial for promoting the feeling of cooperation and boosting proficiency. In its absence, conflicts about the division of labor and delegation of responsibility are bound to arise in an organization.Consequently, both employers and their workers should make an effort to increase the overall productivity of their firm through cooperation and by harboring a positive outlook towards business operations.Do you want to learn about these techniques of Scientific Management in detail? Enroll at Vedantu's free live classes and gain valuable information on it and other such topics. You can also access PDFs of our latest study materials and improve your understanding of these concepts and much more all in one place.Jumpstart your board exam preparation with our fun, and interactive learning platform to take your revision to the next level.Download the Vedantu App now! TAYLOR'S SCIENTIFIC MANAGEMENTSCIENTIFIC MANAGEMENT • F.W TAYLOR, an American laid the foundations of management as a science consisting of fundamental principles. • He was the first expert to suggest the use of scientific methods of measurement and study for solving managerial problems. • Therefore Taylor is known as the father of scientific management. Definition of scientific management • Scientific management is the art of knowing exactly what you want your men to do and then seeing that they do it in the best and cheapest way. F.W TAYLORSCIENTIFIC MANAGEMENT • Scientific management is based on careful observation, objective analysis and innovative outlook. • It consist of principles and techniques designed to increase the efficiency of operations.Basic principles of scientific management are as follows; A) Science not rule of thumb; Each and every job and its method of doing it should be based on scientific study and analysis rather than on trial and error. Each task should be scientifically planned. B) Harmony not Discord; There should be healthy cooperation between employer and employees According to Taylor management should adopt an enlightened attitude and share the gains of productivity with workers. workers should perform their duty with discipline and loayalty.Maximum not restricted out put; conflict between management and workers arises mainly on division of surplus. Taylor suggested that the best way to resolve the conflict is to increase the surplus Division of work and responsibility Taylor suggested separation of planning from operational work. management should concentrate on planning the job of workers and workers should concentrate on performance of work.Scientific selection,training,and development of workers. • Workers should be selected and trained keeping in view the job requirements. • Each and every workers should be encouraged to develop his full potential.Objectives of scientific management • To improve productivity through standardization of tools, equipment and methods and by training workers. • To minimize cost of production per unit through proper planning and control • To improve the quality of out put through scientific selection and training of workers.Worker's objections to scientific management. • Over burdening • High performance standards • Attack on unity of workers through differential piece rate system.Advantages of scientific management To the employer; • Higher productivity • Lower cost of production • Better utilisation of resources • Improved quality of work. To the employee; • Improvement in working condition. • Higher earnings • Better skills through trainingAdvantages of scientific management • To the society; • Higher standard of living • Better employee employer relations • Improvement in work methodsFayol's principles of management • Henri fayol joined a french mining company in 1860 as an engineer and rose to the position of its managing director in 1888. • Through his experience he developed the theory of management.Fayol's principles of management • Henri Fayol, a French industrialist, is now recognised as the Father of Modern Management. • In year 1916 Fayol wrote a book entitled "Industrial and General Administration". In this book, he gave the 14 Principles of Management. • These 14 principles of management are universally accepted and used even today. • According to Henri Fayol, all managers must follow these 14 principles.Fayol's principles of management 1. Division of Work • The full work of the organisation should be divided among individuals and departments. • This is because a division of work leads to specialisation, and specialisation increases efficiency, and efficiency improves the productivity and profitability of the organisation.Fayol's principles of management 2. Discipline • Discipline means a respect for the rules and regulation of the organisation. • Discipline may be Self-discipline, or it may be Enforced discipline. Self-discipline is the best discipline. • However, if there is no self-discipline, then discipline should be enforced through penalties, fines, etc. No organisation can survive without discipline.Fayol's principles of management 3. Authority and responsibility • According to Henri Fayol, there should be a balance between Authority (Power) and Responsibility (Duties). • Authority must be equal to Responsibility. If the authority is more than responsibility then chances are that a manager may misuse it. • If responsibility is more than authority then he may feel frustrated.Fayol's principles of management 4. Subordination of Individual Interest to General Interest • In an organisation, there are two types of interest, viz., the individual interest of the employees, and the general interest of the organisation. • The individual interest should be given less importance, while the general interest should be given most importance. If not, the organisation will collapse.Fayol's principles of management 5. Remuneration • Remuneration is the price for services received. • If an organisation wants efficient employees and best performance, then it should have a good remuneration policy. • This policy should give maximum satisfaction to both employer and employees. It should include both financial and non-financial incentives.Fayol's principles of management • 6. Centralisation • In centralisation, the authority is concentrated only in few hands. • However, in decentralisation, the authority is distributed to all the levels of management. No organisation can be completely centralised or decentralised. • If there is complete centralisation, then the subordinates will have no authority (power) to carry out their responsibility (duties). • Similarly, if there is complete decentralisation, then the superior will have no authority to control the organisation. • Therefore, there should be a balance between centralisation and decentralisation.Fayol's principles of management 7. Order • There should be an Order for Things and People in the organisation. • Order for things is called Material Order. • Order for people is called Social Order. Material Order refers to "a place for everything and everything in its place." Social Order refers to the selection of the "right man in the right place". • There must be orderly placement of the resources such as Men and Women, Money, Materials, etc. Misplacement will lead to misuse and disorder.Fayol's principles of management 8. Equity • The managers should use the equity while dealing with the employees. • Equity is a combination of kindness and justice. Equity creates loyalty and devotion in the employees.Fayol's principles of management 9. Initiative • Management should encourage initiative. That is, they should encourage the employees to make their own plans and to execute these plans. • This is because an initiative gives satisfaction to the employees and brings success to the organisation.Fayol's principles of management 10. Esprit De Corps • Esprit de Corps means "Team Spirit". Therefore, the management should create unity, co-operation and team-spirit among the employees. • They should avoid the divide and rule policy.Fayol's principles of management 11. Stability of Tenure; • An employee needs time to learn his job and to become efficient. • Therefore, he should be given time to become efficient. • When he becomes efficient, he should be made permanent. • In other words, the employees should have job security.Fayol's principles of management 12. Unity of Direction • All activities which have the same objective must be directed by one manager, and he must use one plan. • This is called Unity of Direction. For example, all marketing activities such as advertising, sales promotion, pricing policy, etc., must be directed by only one manager. • He must use only one plan for all the marketing activities.Fayol's principles of management 13. Scalar Chain • Scalar Chain is a line of authority. • This line joins all the members (managers and employees) from top to bottom. • Every member must know who is his superior. • He must also know who is his subordinate. • Scalar Chain is necessary for good communication. Scalar Chain must not be broken in norm circumstances. • However, if quick action is necessary, then this chain can be broken. This is done using "Gang Plank" / "Bridge" / "Direct Contact".Scalar chain O A B I GANG PLANG C J D K E L F M N G HFayol's principles of management. 14. Unity of Command • According to this principle, a subordinate (employee) must have only one superior (boss or manager). • A subordinate must receive orders from only one superior. In other words, a subordinate must report to only one superior. • According to Fayol, if one subordinate receives orders from more than one superior then there will be disorder. This will affect the discipline, efficiency, productivity and profitability of the organisation. • Unity of Command is a very important principle of management. This principle is based on the rule "Too many cooks spoil the soup." An Image/Link below is provided (as is) to download presentation Download Policy: Content on the Website is provided to you AS IS for your information and personal use and may not be sold / licensed / shared on other websites without getting consent from its author. Content is provided to you AS IS for your information and personal use only. Download presentation by click this link. While downloading, if for some reason you are not able to download a presentation, the publisher may have deleted the file from their server. During download, if you can't get a presentation, the file might be deleted by the publisher. 1 F.W Taylor and Scientific Management 2 Frederick W. Taylor ( ) founder of scientific Management one of the first people to study the behavior and performance of people at work was a manufacturing manager Wrote a book 'Principles of Scientific Management, to address issues of efficiency and performance. Taylor felt that there was a need of increasing efficiency at individual, organizational and national level. Presented four main principles. 3 Scientific ManagementThe systematic study of relationships between people and tasks for the purpose of redesigning the work process to increase efficiency. 4 4 Principles To Increase EfficencyStudy the way workers perform their tasks, gather all the informal job knowledge that workers already have, and introduce new methods for performing tasks better. Write the new methods of performing tasks into written rules and standard operating procedures. This way workers can follow these rules and implement standardization. 5 4 Principles To Increase EfficiencyCarefully select workers who possess skills that match the needs of the task. Then, provide training to them according to written rules and procedures. Establish an acceptable level of performance for a task, and then develop a pay system that provides a reward for performance above the acceptable level. 6 Implementation ProblemsIt increased the amount of work that each worker was expected to do. Increase in performance meant fewer jobs and greater employee terminations Workers became dissatisfied with monotonous and repetitive jobs. Managers did not care about the Well Being of workers. Workers kept job knowledge to themselves and did not share with others, to protect their jobs and pay. Workers develop informal work rules that discourage high performance . 7 Organizational ResultsIncreased mechanization of the work process. Example: Henry Ford introduced moving conveyor belts in factory. Machine imposed speed to push employees to perform at higher levels. The combination of 2 management practices: 1) achieving the right task specialization and 2) linking people and their tasks by the speed of the production line .This combination resulted in savings in cost and increase in output. Ethical issues in work places were introduced and highlighted too. AbstractFrederick Taylor, with his theories of Scientific Management, started the era of modern management. Scientific Management. principles of Scientific Management by F W TaylorScientific Management. principles of Scientific Management by F W TaylorAshutosh DubeyIn this presentation i have tried to explain all the principles of scientific management by F W Taylor subscribe www.youtube.com/c/SuccessG Follow me at Business studiesBusiness studiesDevesh TiwariFrederick Winslow Taylor developed scientific management theory which aimed to improve productivity through precise procedures and high managerial control. The principles included replacing rule-of-thumb work with scientific time and motion studies, scientifically selecting and training workers, cooperation between management and workers, and separating planning from task execution. Taylor believed this approach would maximize prosperity for both employers and employees through higher wages and profits.Scientific ManagementScientific ManagementDashiya FoundationF.W. Taylor is known as the father of scientific management. He worked as a worker at Midvale steel company and published many papers on scientific management. Taylor's contributions include separating planning from doing work, implementing functional foremanship with specialized roles, analyzing jobs through time and motion studies, standardizing tools and processes, scientifically selecting and training workers, offering financial incentives, and advocating for cooperation and maximum output. Scientific management aims to replace rule-of-thumb practices with science-based efficiency. However, some critics argue it took too mechanical a view of workers and lacked consideration for human aspects.Frederick TaylorFrederick TaylorMustafa AliThis document provides an overview of Frederick Taylor and his contributions to management theory through scientific management. It discusses Taylor's background, key principles of scientific management including analyzing work, establishing standards and incentives, and criticisms of reducing worker autonomy. Taylor believed applying science could improve industrial efficiency and management could be a formal discipline. His methods aimed to maximize productivity through specialized roles for management and workers cooperating according to scientific analysis of tasks.Frederick w. taylorFrederick w. taylornaresh sharmaFrederick Winslow Taylor was an American engineer and inventor known as the father of scientific management. He developed theories and techniques focused on improving worker productivity and efficiency through time and motion studies, standardized work processes, and differential piece-rate wages. His scientific management principles aimed to replace rule-of-thumb work methods with standardized processes based on scientific study and analysis of workflows. Taylor emphasized cooperation between workers and management to maximize output rather than restricting it. While his theories significantly improved production efficiency, they were also criticized for being too focused on production at the expense of other management functions.Scientific managementScientific managementJeannifer VillanuevaScientific management aimed to improve economic efficiency, especially labor productivity, through analyzing and optimizing workflows. Pioneered by Frederick Taylor in the early 1900s, it involved developing scientific methods for each task to replace rule-of-thumb practices, scientifically selecting and training workers, and cooperating between workers and management. Frank and Lillian Gilbreth expanded on Taylor's work through motion and time studies to further reduce inefficiency and improve worker satisfaction. Scientific management transformed industries by standardizing best practices and rationalizing production processes.Teoria clasica de la administracionTeoria clasica de la administracionUNIVERSIDAD CATOLICALa teoría clásica de la administración surgió en Francia en 1916 y se difundió rápidamente por Europa. Se caracterizó por un enfoque normativo y prescriptivo que determinó los principios generales y elementos de la administración. Propone que la organización debe estar estructurada de manera jerárquica con una línea de autoridad clara.Fayol's principle of management and scientific techniques of taylor- Classica...Fayol's principle of management and scientific techniques of taylor- Classica...Sweetp999This document summarizes classical management theories proposed by Henry Fayol and Frederick Taylor. It discusses Fayol's principles of management including division of work, authority and responsibility, and unity of command. It also outlines Taylor's scientific management techniques such as functional foremanship, standardization of work, and differential piece wage system. The document provides an overview of the foundational theories in classical management.Henri fayols 14 principles of managementHenri fayols 14 principles of managementAbhishek KhaliThe document outlines Henri Fayol's 14 principles of management. Henri Fayol was a French mining engineer and director who developed a general theory of business administration. The 14 principles provide fundamental guidelines for managerial decision making and include: division of labor, authority and responsibility, unity of command, unity of direction, equity, order, discipline, initiative, fair remuneration, stability of tenure, scalar chain, subordination of individual interests to general interests, esprit de corps, and centralization and decentralization. The principles establish relationships between managerial variables and serve as a guide for managerial thought and action.F w taylor_s contibution_towards_managementF w taylor_s contibution_towards_managementAditi SrivastavaFrederick Taylor is considered the father of scientific management. He sought to improve industrial efficiency through analyzing jobs, setting standards for tasks, and separating planning from implementation. Some of his contributions include time and motion studies, functional foremanship, rate setting, and advocating harmony between managers and workers. However, critics argue his methods dehumanized workers and reduced complexity of jobs. While some techniques like time studies are still used today, managers now focus more on both efficiency and employee satisfaction.14 principls by henri fayol14 principls by henri fayolRajalaxmi PrakashHenri Fayol was a French mining engineer considered the father of modern management. He presented 14 principles of management in his 1916 monograph that provide guidance for managers. The principles include division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests, remuneration, centralization, scalar chain, order, equity, stability of tenure, initiative, and esprit de corps. The principles were intended as general guidelines for effective management practices.Evolution of management thoughtEvolution of management thoughtUjjwal 'Shanu'This document discusses the evolution of management theories from the 18th century to present day. It covers early concepts like Adam Smith's division of labor and scientific management. Later theories emphasized human relations like Hawthorne Studies. Administrative and bureaucratic structures were proposed. Current approaches include systems thinking, contingency management and virtual organizations. The environment and flexibility are now key considerations in management.Scientific managementScientific managementJeet ShahScientific Management was introduced by Frederick Winslow Taylor in the late 19th century. It aimed to improve economic efficiency, especially labor productivity, through applying scientific principles to management. Some key principles included setting scientific tasks and rates, specialized training of workers, standardization of work processes, and introducing cost accounting systems. While it increased production and profits, Scientific Management was criticized for being too focused on economic efficiency at the expense of workers' well-being and satisfaction.Principles of Scientific Management (F.W. Taylor)Principles of Scientific Management (F.W. Taylor)Deep GurungThe slide explains the theory proposed by F.W. Taylor. He introduced scientific methods of doing work to increase productivity. Thus he is known as 'Father of Scientific Management;. Thus, the theory 'Principles of Scientific Management'.Teoría clasica administracionTeoría clasica administracionJulliana Díaz BazánEste documento resume la teoría clásica de la administración de Henri Fayol. Fayol fue un ingeniero francés que desarrolló catorce principios generales de administración y cinco funciones administrativas básicas (planificación, organización, dirección, coordinación y control) con el objetivo de lograr la eficiencia en las organizaciones. La teoría de Fayol se centró en la estructura y el funcionamiento de las organizaciones.Scientific of managementScientific of managementTaha KhanScientific Management aims to improve industrial efficiency through applying scientific principles to management. Frederick Taylor is considered the father of Scientific Management. Some key principles of Scientific Management include basing decisions on science rather than intuition, promoting harmony between workers and management, encouraging mental revolution and cooperation over individualism, and developing workers' greatest efficiency. Techniques of Scientific Management include functional foremanship, standardization and simplification of work, work study including method study, motion study and time study, and implementing a differential piece wage system. Modern approaches drawing from Scientific Management principles include Just-in-Time manufacturing, Lean Manufacturing, Kaizen, Six Sigma, and Operations Research.Scientific management Scientific management Ian NecosiaThis document discusses the history and principles of scientific management as developed by Frederick Winslow Taylor in the late 19th/early 20th century. It traces the origins of scientific management from the Industrial Revolution and describes Taylor's four main principles: replacing rule-of-thumb work with scientific analysis, developing each worker's maximum efficiency, cooperation instead of individualism, and separating planning from doing. The document also outlines criticisms of Taylor's approach, such as its exploitation of workers and mechanical treatment of humans.Management learning classical approachesManagement learning classical approachesAsjad KhuramThis document provides an overview of classical theories of organizations that emerged in the early 20th century, including scientific management, bureaucracy, and administrative principles. Scientific management as proposed by Taylor focused on maximizing worker efficiency through standardized tasks and measurements. Weber's theory of bureaucracy proposed a hierarchical structure with clear division of labor, rules, and impersonality. Fayol's administrative theory described the functions of management as planning, organizing, commanding, coordinating, and controlling. The classical theories emphasized strict control, chain of command, and predictability of worker behavior.Administración CientíficaAdministración CientíficaAlvaro Gastañuadi TerronesEl documento describe la teoría de la administración científica de Frederick W. Taylor. Taylor propuso aplicar métodos científicos como la observación y medición a los procesos productivos para aumentar la eficiencia. Esto incluía cronometrar cada tarea, estandarizar herramientas e instrucciones, y pagar a los trabajadores en función de su productividad. Aunque aumentó la producción, su enfoque mecanicista recibió críticas por ignorar los aspectos humanos del trabajo.Classical approach of ManagementClassical approach of ManagementAbhijith RThe document provides an introduction to the classical approach to management. It discusses that the classical approach views employees as having only economic and physical needs. It was the oldest formal school of management originating in the early 1900s. The classical approach includes scientific management, administrative management, and bureaucratic management. Major contributors included Taylor, Fayol, and Weber. Taylor's scientific management focused on finding the most efficient way to perform jobs. Fayol analyzed management as a universal process and introduced 14 principles of management. Weber introduced concepts of bureaucratic organizations based on rational authority. The document also discusses management as both an art and a science.Administracion cientificaAdministracion cientificafabianguerrerovExposición de Administración Científica desarrollado por los estudiantes de la UFPS Alejandra Alvarez, Alexandra Quintero, Rocio Cuéllar, Marlon Beltrán y Fabian Guerrero Classical Theory of ManagementClassical Theory of ManagementPankaj SalhotraTheoretical Relevancy Minimizing Misunderstandings Classical Theories of Organizations Taylor's Theory of Scientific Management Fayol's Administrative Theory Weber's Theory of BureaucracyAdministrative management: fayol principles