**Assignment 02**

# Principle of Management



University of Management and Technology Lahore

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**Section:** A

Resource Person

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Department of Industrial engineering School of Engineering

## [My turn to be manager|Click here PDF to this is present|](https://drive.google.com/file/d/16m_X3GLp7nwV_Ej9SFgKvmtebEiJU7oX/view?usp=share_link)

Write in your own words! If you are facing any problem feel free to ask for help from [Dr. Mohammad Pervez Mughal](mailto:mohammad.pervez@umt.edu.pk)

## Conduct research and identify a new or emerging management theory. Do you think the new theory will have an impact on future management practices?

Answer: Management theories are a collection of ideas that recommend general rules for how to manage an organization or business. They address how supervisors implement strategies to accomplish organizational goals and how they motivate employees to perform at their highest ability.

## Benefits of management theories

There are several reasons why leaders should study and apply established management theories in the workplace, including:

* **Increased productivity:**Using these theories, leaders learn how to make the most of their team members, improving performances and increasing productivity.
* **Simplified decision making:**Management theories give leaders strategies that speed up the decision-making process, helping those leaders be more effective in their roles.
* **Increased collaboration:**Leaders learn how to encourage team member participation and increase collaboration among an entire group.
* **Increased objectivity:**Management theories encourage leaders to make scientifically proven changes rather than relying on their
* judgment.

## Types of management theories

Here are seven important management theories to be aware of:

### 1. Scientific management theory

Frederick Taylor, who was one of the first to study work performance scientifically, took a scientific approach to management in the last 1800s. Taylor’s principles recommended that the scientific method should be used to perform tasks in the workplace, as opposed to the leader relying on their judgment or the personal discretion of team members.

### 2. Principles of administrative management theory

Henri Fayol, a senior executive and mining engineer, developed this theory in the 19th century when he examined an organization through the perspective of the managers and situations they might encounter.

Fayol believed [leaders](https://www.indeed.com/career-advice/career-development/leadership-roles) had five main functions—to forecast, plan, coordinate, command and control—and he developed principles that outlined how leaders should organize and interact with their teams. He suggested that the principles should not be rigid but that it should be left up to the manager to determine how they use them to manage efficiently and effectively. The principles he outlined were:

* [**Initiative**](https://www.indeed.com/career-advice/career-development/ways-to-take-initiative-at-work)**:** This refers to the level of freedom employees should have to carry out their responsibilities without being forced or ordered.
* **Equity:**This principle implies everyone in the organization should be treated equally and that it should be an environment of kindness.
* **Scalar chain:** This principle says there should be a chain of supervisors from the top level of management to the lower level and that [communication generally flows from top to bottom](https://www.indeed.com/career-advice/career-development/top-down-vs-bottom-up). He emphasized there is no hard rule regarding the communication process through the chain of command.
* **Remuneration of personnel:**This principle refers to the assertion that there should be both monetary and non-monetary remuneration based on performance levels to create a bond between the employee and the organization.
* **Unity of direction:** This principle asserts that there should be only one manager per department who is in charge of coordinating the group activity to attain a single goal.
* **Discipline:** According to this principle, employees should be respectful and obedient, and an organization should outline rules and regulations that clarify rules, good supervision and a reward-punishment system.
* **Division of work:** This principle asserts that the overall action of management should be divided and that team members should be given responsibilities based on their skills and interests to make them more effective and efficient.
* **Authority and responsibility:**Per this principle, there should be a balance between authority⁠—the right to give commands and make decisions⁠—and responsibility⁠—the obligation of an employee to perform the tasks they’re designated.
* **Unity of command:**This refers to the assertion that [employees must get orders](https://www.indeed.com/career-advice/career-development/communicate-expectations) from only one immediate supervisor and be accountable to that person only.
* **Subordination of individual interest to general interests:** There must be harmony between the interests of the individual and the organization, although the organizational interest should be given priority since it will bring rewards for the individual.
* **Centralization:** According to this principle, the topmost level of authority should be centralized to the [top level of management](https://sg.indeed.com/career-advice/career-development/management-levels), who has the power to make the most important decisions in an organization.
* **Order:** This principle asserts that for an organization to run smoothly, the right person must be in the right job and that, therefore, every material and employee should be given a proper place.
* **Stability of tenure:** This principle says employees must have [job security](https://uk.indeed.com/career-advice/career-development/job-security) to be efficient.
* **Espirit de corps:** This refers to the belief that there must be a unified team contribution and that cooperation is always greater than the aggregate of individual performances.

## Can scientific management principles help you be more efficient? Choose a task you do regularly (such as laundry, fixing dinner, grocery shopping, studying for exams, etc.). Analyze it by writing down the steps involved in completing the task. See if any activities could be combined or eliminated. Find the “one best way” to do this task. And the next time you have to do the task, try the scientifically managed way! See if you become more efficient (keeping in mind that changing habits isn’t easy to do).

Answer: Scientific management, also called Taylorism, is the application of Frederick Taylor’s theory to the workplace to improve economic efficiency. Taylor published “The Principles of Scientific Management” in 1911, which explains his process of using scientific studies to analyze, optimize and standardize workflow.

Scientific management can be summarized in four main principles:

1. Using scientific methods to determine and standardize the one best way of doing a job
2. A clear division of tasks and responsibilities
3. High pay for high-performing employees
4. A hierarchy of authority and strict surveillance of employees

## How to apply scientific management in the workplace

You can use the principles of scientific management in the workplace by following these steps:

### 1. Analyze work processes

You can help determine the most efficient way of completing a task by experimenting with several different methods to find out which method takes the least amount of time and the fewest steps to complete. Scientific management takes these findings and standardizes the most efficient way of doing the task, retraining employees as needed.

### 2. Define and delegate tasks

Instead of assigning one employee to do a variety of tasks or complete a project from start to finish, managers can break up complicated projects by assigning employees to one specific task. This will allow the employee to become efficient at completing their part of the project. The next step is assigned to the next employee until the project is completed.

### 3. Use employees’ skills and offer incentives

Company managers should strive to recognize employees’ skills and assign employees to tasks best suited to their talents so they can be as productive as possible. Managers can establish goals for productivity and provide bonuses or raises to high-performing employees who consistently meet or exceed those goals.

Managers and supervisors can also evaluate [employees’ performance](https://www.indeed.com/career-advice/career-development/why-performance-management-is-important?from=careeradvice-US) and provide feedback by conducting a performance review.

### 4. Establish a professional hierarchy

Ensuring that each employee understands what is expected of them and who to report to can help define a workplace’s hierarchy. Employees without supervisory roles should answer to their supervisors. Supervisors should report to company managers who answer to the company’s directors. The manager’s primary role is to establish the work process and spend their time training employees, planning and overseeing work while employees follow managers’ direction and complete tasks

## Examples of scientific management in the workplace

Though Taylor originally developed the scientific management theory for manufacturing jobs, you can use these principles in many industries to help you streamline complicated processes and increase productivity. Here are two examples of scientific management in the workplace:

### Example 1:

*Lee has taken over the role of*[*operations manager*](https://www.indeed.com/career-advice/career-development/operations-management?from=careeradvice-US)*at a small clothing company with growing online sales. The company has recently rented space in a warehouse to store merchandise and mail out orders. The office manager, Sarah, is currently responsible for all aspects of customer service and order fulfillment but is no longer able to handle the high volume of orders by herself.*

*Lee recognizes Sarah’s skills in customer service and assigns her the role of head of client care, responding to customer inquiries about orders and returns. He hires two part-time employees to assist in customer service and has Sarah train them.*

*Lee searches for an employee to take over the responsibilities of order fulfillment. He notices that a sales associate named Tyrone demonstrates strong attention to detail and promotes him to inventory and order fulfillment supervisor. Lee and Tyrone test whether it is best to process orders as they come in or let them accumulate to process them in batches. They conclude that processing one large batch of orders received the previous day to ship out the following day is the most efficient way of fulfilling orders. Lee announces to the company that he will give a $25 bonus to each team member in customer care and shipping for every 1,000 orders they process and ship.*

*When some employees continue to go to Sarah with questions about order fulfillment, Lee sends out an email to remind staff of Sarah and Tyrone’s separate roles. Lee also meets with Sarah to encourage her to stop answering employee questions about inventory and direct those questions to Tyrone. The company can respond to customers more quickly and fulfill twice as many orders per day.*

*Lee has used the principles of scientific management to analyze the best way of handling orders, break up tasks, give incentives to employees and establish the hierarchy within the company.*

**How do business organizations survive for 100+ years? Obviously, they have seen a lot of historical events come and go. Choose one of these companies and research its history: Coca-Cola, Procter & Gamble, Avon, or General Electric. How has it changed over the years? From your research on this company, what did you learn that could help you be a better manager?**

Answer:

The Coca-Cola company was founded in 1892. It is the world's largest producer and distributor of beverages. It provides over 2,800 items in over 200 nations. It is one of the largest corporations in the U.S., and its headquarters are located in Atlanta, Georgia. An Atlanta pharmacist was the inventor of the Coca-Cola soft drink. His accountant, Frank Robinson, picked the drink's label and wrote it in the fluent brand. In the beginning, Pemberton was used as a tonic in most popular ailments dependent on cocaine leaves and kola nut extracts enriched with caffeine. In around 1903, cocaine was removed from Coca-Cola's formula, and in 1893, U.S. patent office registered the Coca-Cola trademark.

Under Candler, sales increased to 370.877 gallons in 1900 from about 9,000 gallons of syrup in 1890. The Coca-Cola Company signed the first deal with the separate bottling plant in 1899. Atlanta founder Ernest Woodruff sold the company in 1919 for 25 million dollars. Diversification of the packaging of Coca-Cola happened after the Second World War. In 1946 Fanta, which was previously in Germany, was bought by the group. In 1961 and its first diet cola in 1963, the company also launched the limy lemon beverage Sprite.

Over the years, the Coca-Cola company has changed and improved in its sales and products and the amount of revenue earned. This has been made possible by the hardworking, honest, patient, dedicated management and company leadership. The beginning of the administration was good, and up to date, it's still good, except for few challenges of competition here and there from other emergent companies that make beverages. I can say I have learned about the leadership and the persistence of time of the management in making decisions that have enabled them to keep progressing and achieve more. Every business, therefore, requires patience for its success. Good leadership is also a catalyst for any success to be made in any company or industry.

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articles and the current situation with the campaigns of Coca-Cola. Moreover, The Coca

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example advertising campaigns, clean water and sustainability movements and other issues

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## Pick one historical event from this century and do some research on it. Write a paper describing the impact this event might be having or has had on how workplaces are managed.

### Answer: 1. 9/11 Terrorist Attacks and the War on Terror (2001-Present)

* This explains our national remembrance of the nearly 3,000 Americans that were killed.
* These attacks led to the invasions of Afghanistan and Iraq.
* Operation Enduring Freedom is still being fought by our Armed Forces.
* The U.S. government has spent nearly $8 trillion since 2001 on national security.
* There has been a rise in intelligence spending and monitoring of citizens worldwide by governments.
* This is the story behind the building of the Freedom Tower in New York City.

### 2. Arab Spring (2010-Present)

* A sweep of popular uprisings led to multiple civil wars (Syria's war continues), civil disorder, governmental changes, major and minor protests, and the overthrow of entire governments (Egypt, Libya, Tunisia and Yemen).
* The movement rapidly spread due to social networking sites.
* These changes led to the creation of new governments.
* The uprisings have drawn international support for protestors and condemnation by foreign governments for violence against these countries' citizens.

**Come on, admit it: You multitask, don’t you? And if not, you probably know people who do. Multitasking is also common in the workplace. But does it make employees more efficient and effective? Pretend you are the manager in charge of a loan-processing department. Describe how you would research this issue using each of the following management approaches or theories: scientific management, general administrative theory, quantitative approach, behavioral approach, systems theory, and contingency theory**.

Answer: The year end is a busy time for almost everyone. As we use our smartphones to confirm online gift orders, we’re also trying to wrap up those work tasks we should have finished in November. We feel overwhelmed but also productive, pleased with our ability to juggle so many things. In reality, however, that sort of behavior makes us less effective in our jobs and our lives.

Based on over a half-century of cognitive science and more recent studies on multitasking, we know that multitaskers do less and miss information. It takes time (an average of 15 minutes) to re-orient to a primary task after a distraction such as an email. Efficiency can drop by as much as 40%. Long-term memory suffers and creativity — a skill associated with keeping in mind multiple, less common, associations — is reduced.

We have a brain with billions of neurons and many trillion of connections, but we seem incapable of doing multiple things at the same time. Sadly, multitasking does not exist, at least not as we think about it. We instead switch tasks. Our brain chooses which information to process. For example, if you listen to speech, your visual cortex becomes less active, so when you talk on the phone to a client and work on your computer at the same time, you literally hear less of what the client is saying.

**Why do we try?**

Our brains are wired to respond strongly to social messaging, whether it is verbal or non-verbal. Knowing and improving our status, expanding awareness of our group, is important to us, and as a result information that helps us do that is often processed automatically, no matter what else we are trying to focus on.

Remote distractions, the ones aided by technology, are often unaware of current demands on us. People who call you at work, send you emails, or fire off texts can’t see how busy you are with your current task. Nor can Twitter feeds or email alerts. As a result, every communication is an important one that interrupts you.

Also, we crave access to more information because it makes us comfortable. People tend to search for information that confirms what they already believe. Multiple sources of confirmation increase our confidence in our choices. Paradoxically, more information also leads to discomfort, because some of it might be conflicting. As a result, we then search for more confirmatory information.

**What can we do about it?**

Technological demands are here to stay. What can you do to avoid overload?

First, make an effort to do tasks one at a time. Stick with one item until completion if you can. If attention starts to wane (typically after about 18 minutes), you can switch to a new task, but take a moment to leave yourself a note about where you were with the first one. Then give the new task your full attention, again for as long as you can.

Second, know when to close your door. In the “old days,” people did this when they had to work hard on something. Doing the same thing to the electronic equivalent is perhaps even more important if you want to be productive and creative. Set aside time when people know you are going to focus.

Third, admit that not all information is useful. Consider which communications are worthy of interrupting you, and what new data you should seek out. When doing a Google search, ask if you are just accessing links that confirm what you already believe or those that challenge those beliefs. Similarly, know the difference between social networks, which are likely to confirm your choices and therefore make you feel good, and knowledge networks, which might challenge them, and therefore help you make a better decision.