Week 8 the changing nature of managerial work

The principles of scientific management;

* We can see and feel the waste of material things. But we cannot see or feel the larger wastes of human effort going on all around us. (pg 40 bottom left)
* In the past the man has been first : in the future the system must be first. (pg 40 bottom right)
* The best management is a true science, resting upon clearly defined laws, rules and principles.(pg41)
* ‘fundamental principle’ – the employer shall pay just as low wages as he can and that the workmen shall retaliate by doing just as little work as he can.(pg41)

Principles of scientific management outline:

* The most efficient or best method of completing a task was handed down from generation to generation.
* This information needed to be gathered to find the most efficient procedure in manufacturing the good.
* Workmen were reluctant to hand over their knowledge and inituitive as they were not being rewarded for it. Now they were rewarded with incentives such as a pay rise or a promotion.
* Workmen and management had to cooperate in order to be efficient.
* In the past workmen were paid very little so did the smallest amount of work possible.
* In sports the players did as much as they could for their teammates which is the opposite to the workers.
* By forcing new workers to conform to the new standards of work the company became more efficient.
* After an indepth study of the movements of the workman a code of standards was devised highlighting the most efficient way to do everything.
* By paying his workers more, he realised his workers would do more work.

Four principles:

1. Develop a science for each element of a mans work which replaces the old rule of thumb.
2. Scientifically select and train the workmen , in the past workmen chose their own work and trained themselves.
3. Workmen cooperate with management so that they follow the scientific principles.
4. Equal division of work and responsibility between management and workers.

Pig iron example:

* Average 12.5 tonnes study showed should lift 47-48.
* Scientific selection of workman-strong .
* Develop each individual to his highest state of efficiency and prosperity.
* Man selected offered higher pay to conform to the procedure for lifting metal.
* Successful, other men slowly trained in successfully to the system.
* Other men who were inefficient in pig iron moved to other more suitable sections of the factory.

Other iron works example:

* Finding out what a propers day work was.
* Scientific study of movement and work habitts.
* Workers work regulated by manager not himself.

The managers job folklore and fact:

* Plan, organise coordinate, control?
* Focus on how the manager spends time in different areas.
* 50% activites last less than 9mins, 10% exceeded on hour,average 583 activites and hour -1 every 48 seconds.
* Manger constantly on the go –possibly UNORGANISED.
* Encourage flow of constant information- constantly being interrupted by subordinates.
* Job consists of routine duties, should only be interrupted from them by unforeseeable exceptions.
* Mangers in constant verbal communication very little written info
* Verbal information rarely recored, stratagies lost unrecorded.
* Slows down process info must be verbally communicated to subordinates by manager.
* Management not a science- do not follow a systematic approach in their job. Managers programs remain locked inside head.
* Manger defined by 10 roles.
* **Interpersonal-**figurehead, leader liason
* **Informational role**- monitor disseminator spokesperson
* **Decisional role**- entrepreneur disturbance handler, resource allocator negotiator.

Mangers job is much more diverse than just creating a systematic approach to solving inefficiencies. Here the manager seem s to be unorganised hopping from one place to another. His time is limited and in constant demand. s/he has no specific systematic approach to managing other than taking things as they come and making decisions on the spot or else giving responsibility to someone else