

# Assignment

[BM]

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Q:1 Explain the fourteen Principles derived by Fayol towards Management.

Ans:- 1) DIVISION OF WORK.

Fayol had applied the principle of division of work in the management of business enterprises. Division of work leads to specialisation results in increased human efficiency, as through the application of the principle, much more production is possible with the same amount of human efforts. Fayol recommends the application of this principle at both the level is an organization operational and managerial.

2) AUTHORITY AND RESPONSIBILITY

Authority in management, is the key to a managerial job is the power inherent in a managerial position. which enables a manager to command subordinates. to work towards the attainment of enterprise objective. Responsibility is the reverse of authority whose essence is an obligation owed by subordination to the superior for the proper performance of the job for which authority is granted to the former.

3) DISCIPLINE

Means obedience to the rule of the organization the part of both managers & subordinates. Discipline is necessary in an organization if the organisation to the function properly and proper and grow.

4) UNITY OF COMMAND

Unity of command, is one of the most useful & significant principles of management advised by Fayol according to this principle, a subordinate must get orders and instruction, only from one superior at a time. The obvious reasons for the application of this principle to avoid confusion on the part of a subordinates regarding whose orders they must obey.



### (5) UNITY OF DIRECTION

Unity of direction might be referred as similarity of guidance. Unity of direction implies that for each group of activities having 'one plan' or similar activities must be guided in similar ways. For ex. if in a industrial enterprise there are 10,000 workers. Unity of direction is essential for achieving unity of action, in the pursuit of common objectives by group of person.

### (6) SUBORDINATION OF INDIVIDUAL TO GENERAL INTEREST

The basic management philosophy, that in a group endeavor, the individual objectives of people are subordinate to the common group objectives. There exists a conflict b/w individual and group objectives, the management must help in arriving at reconciliation b/w the set of objectives.

### (7) REMUNERATION OF PERSONNEL

Remuneration of personnel is the price paid or payable to people both managers and workers for their services rendered towards the attainment of the enterprise objectives. Remuneration is of vital importance for a smooth functioning of organizational life, making for good or bad industrial relations. It is recommended that the aim of remunerating personnel must be such as affords maximum satisfaction to both employees and Employer.

### (8) CENTRALIZATION

It means a rightful compromise b/w centralization and decentralization. 'centralization refers to a reservation of decision of authority at top levels of management.' Decentralization it means dispersal of authority from the central point to middle to lower levels of management. It is required to strike out a balance b/w centralization & decentralization,



### (9) SCALAR CHAIN

It might be defined as the chain of Superior with grades of authority, ranging from the highest to lowest. The following simple figure illustrates the above concept. In the scalar chain, each upper link is superior. each lower link is subordinate.

### (10) ORDER

The principle of order implies a systematic arrangement of things and personnel. order is classified by Fayol into 2 types of order as:

(a) Material order (Physical order)

(b) Social order (human order)

Material order is described as a place for everything and everything in its place. Social order in a similar tone might be described as a place for everyone and everything one in his/her place.

### (11) EQUITY

The concept of equity implies a sense of fairness & justice to all working in an enterprise. observance of equity alone would make personnel loyal & of equity devoted to the organization made through a combination of kindness and justice, on the part of managers, while dealing with their subordinate.

### (12) STABILITY OF TENURE

The efficiency of organization and management is related to the personnel must stay in the organization for a longer a period as possible. This might be called the principle of the stability of tenure. A minimum rate of labour turnover is inevitable, for reasons to retirement, death and other permanent incapacity of personnel and also for reason of coping with the requirements of growth and expansion of the enterprise.



### (13) INITIATIVE

Initiative in the managerial context refers to the freedom to think out a plan & its execution. Desire of an intelligent employee, is to have initiative in matters relative to his work.

### (14) ESPIRIT DE CORPS

Espirit de corps referred as union is strength is a simple common proverb. which refers to the strength or power associated with a group. When the members of the group work whole heartedly in full cooperation with one another.

Q:2 Explain the Major Contribution of Taylor to Scientific Management.

In Taylor Scientific Management Thought

In the world of management, there is no concept of management, which might be called Scientific management which be called 'Scientific Management' capable of universal application & commanding wide acknowledgement from scholars and practitioners of management.

### STRUCTURE OF TAYLOR'S SCIENTIFIC MANAGEMENT

Though Taylor work and practice of it is quite comprehensive and detailed. yet the major aspect of work done by him could be summarized into the following outline structure.

1) Determination of fair day's task for each worker through Scientific Methods.

In determining a fair day's task for each worker Taylor recommended the use of Scientific methods involving the conduct of the following 3 types of work studies.



- 1) Time Study
- 2) Motion Study
- 3) Fatigue Study.

## 2) Scientific Selection and Training of Workers.

This aspect of Scientific management is the staffing angle of it. The workers, under Scientific management must be properly selected by adhering to a carefully designed selection procedure. The selected workers must be imparted training in best methods of performing a job.

## 3) Standardization of Raw Materials, Tools and Working Condition.

- i) Raw materials, tools, machines and other facilities of work must be of a reasonably good quality, so that the quality of production is reasonable.
- ii) Another variety of standardisation which Taylor refers to is uniformity in providing work facilities and work conditions to all workers, doing a similar type of job.

## 4) Functional Foremanship

The Scheme of functional foremanship recommended by Taylor is in fact an introduction of managerial Specialisation at the Shop level.

In the Scheme of functional foremanship recommended by Taylor; there is a provision for 8 foreman of the following steps:

- 1) Route clerk
- 2) Instruction Card clerk.
- 3) Time and cost clerk
- 4) Shop Discipline
- 5) Gang Boss
- 6) Speed Boss.



(7) Repair Boss.

(8) Inspector.

### 3) Differential Piece-rate System of Wage Payment.

To motivate workers - positively as also negatively to produce the standard output, Taylor devised a Scheme of wage Payment known as the Differential piece-rate System of wage Payment.

- (i) A Standard o/p for each worker is determined in advance - through Scientific work Studies.
- (ii) Two rates of wage-payment are established.
  - (a) A higher rate per unit of o/p and
  - (b) A lower rate per unit of o/p.
- (iii) A worker who produces the standard o/p is exceed the standard are paid according to the high rate for all the units produced by them. These workers who are unable to come up to the standard are paid according to the lower rate for all the units produced by them.