

## SM302 - Assignment -2

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### 1 The management theory of Frank & Lillian Gilbreth

#### 1. Time and motion analysis:

As students of science, Frank & Lillian enjoyed the application of scientific methods in management. Their attention to detail and methodology lead to intricate designing & usage of resources. They would measure time & motion to  $1/2000^{\text{th}}$  of a second using photography to accurately collect data & act on it.

#### 2. Reducing number of tasks:

"The 18" was a term coined by the couple to describe the 18 elemental motions involved in the workspace. The motions included all the individual movements a worker makes while carrying out his occupation. This was done to help uniquely identify & inspect every little detail & find its scope of improvement.

#### 3. Prioritising worker satisfaction:

While not stating it as a direct postulate, Frank & Lillian believed that their methods led to an overall happiness amplified in the workplace which further boosted efficiency. The strategic placement of goods & resources reduced unnecessary movements & lessened employee fatigue.

#### ⇒ Today's application:

A large part of Gilbreth's theory of management talked about the adequate placement of everything a worker needs to get rid of unnecessary movements.

This is something that can be easily implemented in the workspaces of today. A careful analysis of the positioning of personnel & equipment followed by the required rearranging is a simple boost to efficiency.

To ensure worker satisfaction, feedback is essential. Nobody except the subjects on which the theory is being executed can tell us about its effectiveness. Constant & honest feedback will not only tell us about the previously employed strategy but will also help us decide the next plan of action.

## 2 The Management Theory of F.W.Taylor

### 1. Scientific approach:

The involvement of science in Taylor's principles is easily recognized throughout his principles. He was a strong believer of methodically approaching problems & tasks in the workplace. He intended to replace the "rule of thumb" often used & eliminate possibility of variance & error by careful analysis & execution.

### 2. Employee selection & development:

Taylor stated that not every worker can perfectly carry out any task given to him but rather there is required skillset that maximises output. The theory also believes that once an employee is selected, he must be, trained to keep his skills brushed up & fresh.

### 3) Employee - manager harmony:

Cooperation between managers & employees is shown to be of great significance under the Taylor theory. It states that business should make an effort towards collaboration as a change in workspace dynamics can lead to increased profits.

#### 4. Mental revolution:

This point talks about the need for a complete change in mentality in the workspace. Taylor says that this theory is depended on the mentality of those it will be affecting & calls for trust between the management & employee. Employees & management must recognise each other's efforts & should work towards a mutually beneficial relationships.

#### ⇒ Today's application

As Taylorism is a largely scientific approach to management, as with all things scientific comes the need for experimentation & data collection.

A large part of the method is the collection & analysis of data obtained upon the testing of different methods.

Breaking down of large tasks & appropriately allotting them to the individuals trained to handle them can benefit in two ways. This would further solidify employee - manager relations & also justify the selection of skill specific personnel.

### 3 Henri Fayol's Theory of Management

#### 1. Division of work:

This is based on the theory that if an employee is given a specific task to do, they will become more efficient & skilled in it. In order to implement this principle effectively, look at the current skill set of each employee & assign them a task that they can become proficient at.

#### 2. Authority:

This Henri Fayol principle of management states that a manager needs to have the necessary authority in order to ensure that his instructions are carried out by the employee.

#### 3. Discipline:

This principle states that discipline is required for any organisation to run effectively. In order to have disciplined employees, managers need to build a culture of mutual respect. There should be a set of organisational rules, philosophies, & structures in place to be met by everyone.

#### 4. Unity of command:

This states that there should be clear chain of command in the organisation. The employers should be clear on who they should report to & who they can be held accountable for.

#### 5. Unity of direction:

It states that work to be done should be organised in such a way that employees work in harmony towards the same objective, using one plan, under

the direction of one manager.

#### 6. Collective interest:

This states that the overall interest of the team should take precedence over personal ones. The interest of the organisation should not be sabotaged by the interest of an individual.

#### 7. Remuneration:

This states that employees should be paid fair wages for the work that carry out. Any organisation that underpays its workers will struggle to motivate & keep quality workers. The remuneration should include both financial & non-financial incentives. Also, there should be a structure in place reward good performance to motivate employees.

#### 8. Centralization:

Centralization refers to the concentration of power in the hands of the authority & following a top-bottom approach to management. To use this effectively today there should be a balance of centralization & decentralization. The degree to which this balance is achieved will differ from organisation to organisation.

##### a. Scalar chain:

A scalar chain refers to clear chain of communication between employees & their superiors. Employees should know where they stand in hierarchy of organization & who to go to in the chain of command.

### 10. Order:

This states that there should be an orderly placement of resources in the right place at the right time. This ensures the proper use of resources in structured fashion.

### 11. Equity:

Equity is a combination of kindness & justice. This principle states that managers should use kindness & justice towards everyone they manage. This creates loyalty & devotion among the employees towards the organization they work for.

### 12. Stability of tenure personnel:

This states that an organization should work to minimize staff turnover & maximize efficiency. Both old & new employee should be also be ensured job security because instability can lead to inefficiency. There should also be a clear & effective method to handle vacancies when they arise because it takes time & expense to train new ones.

### 13. Initiative:

This states that all employees should be encouraged to show initiative. Organizations should listen to the concerns of their employees & encourage them to develop & carry out plans for improvement.

### 14. Esprit de Corps:

Esprit de Corps means "Team Spirit". This Henri Fayol principle of management states that the management should strive to create unity, morale, & co-operation among the employees. Happy & motivated employees are more likely to be productive & efficient.

## Today's application

Grouping of employees into teams ensures division of work & maintenance of a line of work. When the employees work together, unity is also catered to & the strengths & weaknesses of team members are counted by each other leading to greater efficiency.

Compensation & rewards can also be given out to employees in various forms in today's world. This also falls in line with Fayol's beliefs of creating a stress-free environment without the birth of rebel for the top-to-bottom hierarchical system.