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**PRINCIPLES OF MANAGEMENT**

**CAT 1**

Discussion of the contribution of Fredrick Taylor’s theory in today's management concept.

**Introduction**

Fredrick Taylor was an American engineer and inventor who had 40 patents to his name. Mr,Taylor enjoyed a brilliant career which spanned in the fields of engineering and management but he is well known for his contribution to management science and production efficiency in a machine shop or a production line for a factory.

Taylor proposed that even the most basic tasks in a production line could be improved and made more faster to make economic sense. Most of his ideologies propelled him to the board of many companies where he made processes much faster. However not all factory workers likes his ideas as some soSh450,000 it as overwork.

Fredrick Taylors theory has made a significant contribution to todays management of major companies and brands which use this as a management style.

The Principles of Taylor's Scientific Management Theory became widely practiced, and the resulting cooperation between workers and managers eventually developed into the teamwork we enjoy today. While Taylorism in a pure sense isn't practiced much today, scientific management did provide many significant contributions to the advancement of management practice. I

Taylor's four principles are as follows:

1. Replace working by "rule of thumb," or simple habit and common sense, and instead use the scientific method to study work and determine the most efficient way to perform specific tasks.
2. Rather than simply assign workers to just any job, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency.
3. Monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working.
4. Allocate the work between managers and workers so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently.

The application of Taylors scientific management can be seen in the following aspects:

* Scientific Management - Taylor wanted to break away from the common mindset which he proved slow and inefficient. He applied science to work and management.
* Division of Labour - Taylor proposed that work/labour should be divided into small less mundane tasks. One large task was broken down to be performed by more than one person. This was a big leap in the automotive and assembly industry. Most large companies saw this a better way which led to the start of the production lines concept in production.
* Heirachy - Taylor wanted a smooth flow of command from the companies management. Managers would design the work which was to be performed which would be enforced. The employees would simply follow instructions.
* Training & Compensation - Taylor view each employee as an important entity in the production line and their deeds should be rewarded. Taylor believed that the most productive employee should be paid more and those less proactive should be fired. This is currently used all over the industry and companies streamline the workforce to get a lean and dedicated, creative and skilled workforce. The less productive employees will find themselves on the exit lane, later fired.
* Time & Motion Studies - This was and is perhaps the biggest game changer that Taylor came up with which has really influenced todays management concepts. Through the extensive experiments that Mr. Taylor conducted he came up with the idea that time and motion were related. Time was the duration it takes to finish a task and motion is simply the trips. Taylor proposed that employees needed to spend the least amount of time while making the fewest number of trips. He used the example of a spade which he measured that if each spade could hold upto 9.7kg it would make it most efficient, take less times to move material and take less trips from one place to another.

Most if not all the companies have employed Taylor management concepts to boost sales and reduce the operation costs.It was these words that Taylor used to open his most influential 1911 monograph, The Principles of Scientific Management. Taylor developed his management theory when encountering the practice of “systematic soldiering”, which is the intentional limitation of productivity by labourers, at the Midvale Steel Works. Taylor’s protestant ethic emphasising diligent labour as a means to personal salvation and upper-class upbringing prevented him from accepting this ingrained practice.

Taylor’s motives were outwardly humanistic as he aimed to “secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. Taylor’s focus on increasing productivity was based on the idea that “maximum prosperity can exist only as the result of maximum productivity”

In many ways McDonalds is a classic example of an organization employing Scientific Management in production. Within this restaurant chain, uniformity is complete; no matter what country you are in every branch of McDonalds is the same, as are the methods used to prepare food, clean floors, promote staff and lock up on closing. Taylor’s principles have been used widely.

**Conclusion.**

However not all of them have been successful. Soon after his death many other scientists came up with theories which they claim were better than Taylors. The father of the automobile, Henry Ford used Taylors methods but soon many employees felt that they were mere robots in the production line.

The application of Fredrick Taylor’s theory in today's management concept is seen everywhere around us, but a question now arises, with the introduction of automation win the workplace, will Mr. Taylor’s theory still hold?

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**CAT 2**

Discussion by use of examples, the underlying principles in management.

**Introduction**

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. Management is a purpose driven activity that exists in all organizations with the sole objective or effectively controlling and collectively harnessing the energies of a group of people to success. To effectively manage, one must have a good understanding of the principles of management. A French mining engineer, Henry Fayol can be accredited with coming up with the 14 Principles of Management according to his 1916 Book on General and Industrial Management.

The Principles of Management are:

* Division of Work - According to Mr, Fayol, employees tend to be more efficient when they are doing work that is related to their field of expertise. Workers come from different backgrounds and more so with different skills on-top of their professional qualifications. This has showed that if they engage in what they are skilled they tend to do a better job and faster.
* Authority and Responsibility - Authority can not be separated with responsibility.Authority means the right of a superior to give enhance order to his subordinates; responsibility means obligation for performance. This for example means that in any management setting, the person with authority must also be ready to bear the responsibility for this actions.
* Discipline - Organizational rules, philosophies, and structures need to be met. In order to have disciplined workers, managers must build a culture of mutual respect and motivation. No human can work without instilled discipline either from outside as per the rules of the company of personal discipline to conduct a task well. Discipline is not only required on path of subordinates but also on the part of management. In a construction company, respect for ones superiors will ensure that the work is done well
* Unity of Command - This simply means that there is only one boss. a sub-ordinate should not receive instructions from more than one person because it undermines authority, weakens discipline, divides loyalty. This can be seen in large organizations when fresh graduates join a company and all the old workers want to give orders to the new workers just to feel that they are the bosses. There can only be one boss.
* Unity of Direction - All related activities should be put under one group, there should be one plan of action for them, and they should be under the control of one manager. Only one manager should issue instructions for those related activities.
* Subordination of Individual Interest - The management must put aside personal considerWILFRED GITHUKA
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* ations and put company objectives firstly. Therefore the interests of goals of the organization must prevail over the personal interests of individuals. One challenges that companies have to grapple with is management letting personal interests cloud organizations interests. This is heavily seen in the Kenyan government where many state employees are so influenced with their own interests that the organizations interests takes a back seat. This has led to many state corporations become crippled due to management wrangles.
* Remuneration - Workers must be paid fairly as this is a chief motivation of employees and therefore greatly influences productivity. The quantum This principle relates to whether decisions should be made centrally, as in from the top down, or in a more democratic way, from the bottom up. Different decision making processes are appropriate for different types of decisions.and methods of remuneration payable should be fair, reasonable and rewarding of effort.
* The Degree of Centralization - This principle relates to whether decisions should be made centrally, as in from the top down, or in a more democratic way, from the bottom up. Different decision making processes are appropriate for different types of decisions.
* Scalar Chain - Hierarchy presents itself in any given organization. This varies from senior management (executive board) to the lowest levels in the organization. This can be seen as a type of management structure. Each employee can contact a manager or a superior in an emergency situation without challenging the hierarchy. Especially, when it concerns reports about calamities to the immediate managers/superiors. In China, scalar chain is quite evident and more so a hindrance to good management where hierarchy is so enriched in the business culture that one has to follow the chain of command despite the prevailing conditions.
* Order - Workers and employees need to work in an orderly and organzized workplace. Its the responsibility of the management to ensure this is taken care of.
* Equity - Employees must be in the right place in the organization to do things right. Managers should supervise and monitor this process and they should treat employees fairly and impartially.

**Conclusion**

The principles of management have influenced many companies which implement them to the core. They are however not the golden key to success or higher profits. The principle for management especially the scientific ones have come under alot of criticism from workers who question their validity. Other companies have seen them as costly to implement in-terms of time and finances.

**References**

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