

Approaches of Management

Approaches

- Speak for the first time about proposal

Type of Approaches of management

- 1. Classical
 2. Neoclassic
 3. Contemporary

Classical Approaches

- 1. based on belief that worker on have physical and economical need
 2. does not take into account social need and job satisfaction
 3. support specialization of labour,centralized leader,profit maximisation
 4. Four approaches – early contribution,scientific management,administrative management,bureaucracy

Early Contribution

- 1. Robert Owen (social reformer,philanthropist) emphasizes on welfare of worker
 2. Charles Babbage (inventor,mathematician) emphasizes the need of profit sharing
 3. Andrew Ure (physician,chemist) emphasizes necessity of management evolution
 4. Henry Towne empasizes on significant of business skill

Scientific Management

- - 1.Frederick W Taylor : Father of SM
 - 2.gave POM,TOM,Mental Revolution

* Principle of Management

science not rule of thumb

- 1. use science not rule of thumb
 2. rule of thumb : trial and error or hit and miss which is costly affair
 3. scientific method : study traditional method , unify best practices and develop standard method to be followed throughout organization

Harmony not Discord

- 1. harmony between management and worker in time of conflict
 2. both need each other
 3. manager share gain and worker loyalty and work hard

Cooperation not Individualism

- 1. W and M work together

2. take suggestion from worker reward if reduce cost and time
3. work side by side
4. divide responsibility equally

Development of each and every person

1. to greatest efficiency and prosperity
2. scientific selection of worker
3. work assign to worker based on his/her capabilities

* Technique of Scientific management

1. Functional Foremanship

- > technique to supervise worker
- > each worker supervise by 8 supervisor (4 planning aspect 4 production aspect)

2. Standardization and simplification of work

- > setting standard for every organizational activity to maximise output
- > simplify work as much as possible

3. Work study

- > study work to identify how to perform work in a desirable way by standardization and simplification of work

4. Differential piece wage system

- > worker who achieve or exceed production target gets higher rate per piece and vice versa

* Mental Revolution

- > complete change in mindset of owner, manager and worker resulting in understanding need of each other
- > it is neither POM nor TOM but an approach that should be followed to implement scientific management

Contribution of Henry Gantt (mechanical engineer)

* Development of Gantt Chart

- > Developed Gantt chart to manage work and project execution
- > Provide graphical schedule for planning and controlling of work and recording work in progress toward the stages of project
- > still valid today

* Industrial Efficiency

- > Increased by scientific analysis of work in progress
- > industrial management role to improve system by eliminating changes and accident

* Task and Bonus System

- > disagree with Taylor Differential piece wage system

> introduce concept of flat bonus on achieving production target (both worker and supervisor)

* Social Responsibility of Business

> obligation to welfare of society in which they operate

Contribution of Frank and Lillian Gilbreth (husband and wife)

* motion study

> identify all possible movements in doing work

> determine least possible movement

> increase efficiency and reduce no. of movement

* fatigue study

> identify time at which worker felt fatigue and efficiency go down

> study it and provide suitable time interval and period of rest for worker

* humanistic approach

> aim of sm is to help reach worker its full potential as a human being

Fayol Administrative Management

→ Father of Operational Management Theory

→ viewed management problem in top management

→ gave 3 approach Managerial qualities and training, General principle of management, Element of management

* Managerial qualities and training

> six qualities in manager

pmmeet(physical, moral, mental, education, experience, technical(imp for worker))

* General principle of management

~ Division of work

> whole work divided into unit and task , assign task and unit to right person

~ Authority and Responsibility

> Authority – power of decision

> Responsibility – Duty

> Balance between A and R

> Results – quick decision, action and no misuse of power

~ Discipline

> All level of management should follow sets of rule and regulation

~ Unity of Command

> One boss, one command

~ Unity of Direction

> one plan one head in each department

> each group activity of same objective must have one plan and one head

~ Subordination of individual interest to general interest

> organization goal always top than manger personal interest

~ Remuneration of employee

> salary paid fairly and provide max possible job satisfaction to employee and employer

~ Centralization and Decentralization

> Centralization – top management decision

> Decentralization – all management decision

> balance or combination of C and D

~ Scalar Chain

> chain of superior from top to bottom level in an organization

> except top and bottom all are supervisor and subordinate

> any communication going up or down should follow these chain

> delay

> gang plank – arrangement in which two worker working at same level communicate directly for quick communication

~ Order

> place for everything

> everything be in place

> right person at right place

~ Equity

> all employee treated fair,just and kind

~ Stability of Personnel

> job Security

~ Initiative

> manager encourage employee to take initiative and suggestion

~ Esperit de Corps (french union is strength)
> manager support team spirits