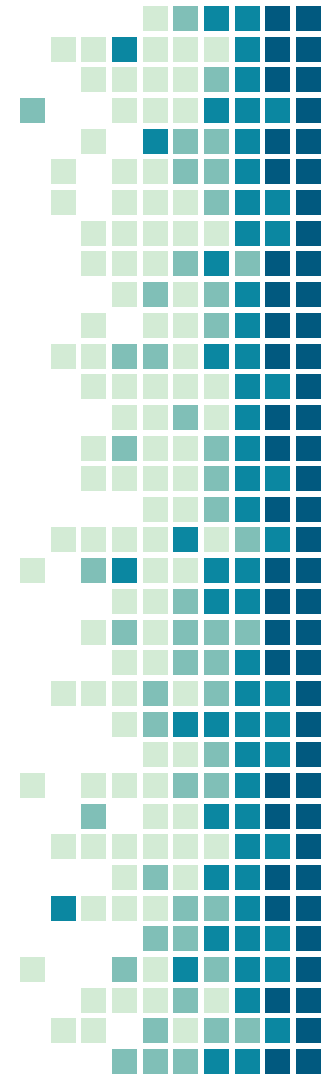
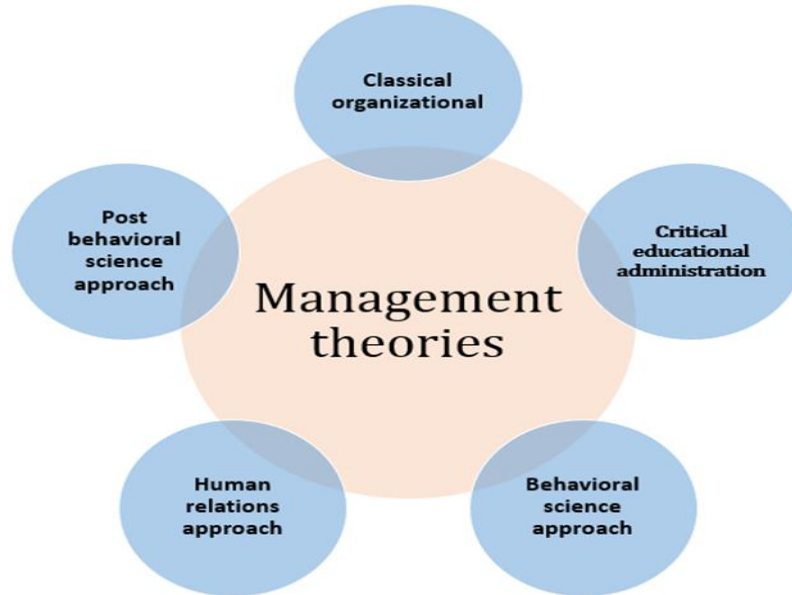


MANAGEMENT THEORIES

Management theories are concepts surrounding recommended management strategies, which may include tools such as frameworks and guidelines that can be implemented in modern organizations. Generally, professionals will not rely solely on one management theory alone, but instead, introduce several concepts from different management theories that best suit their workforce and company culture.



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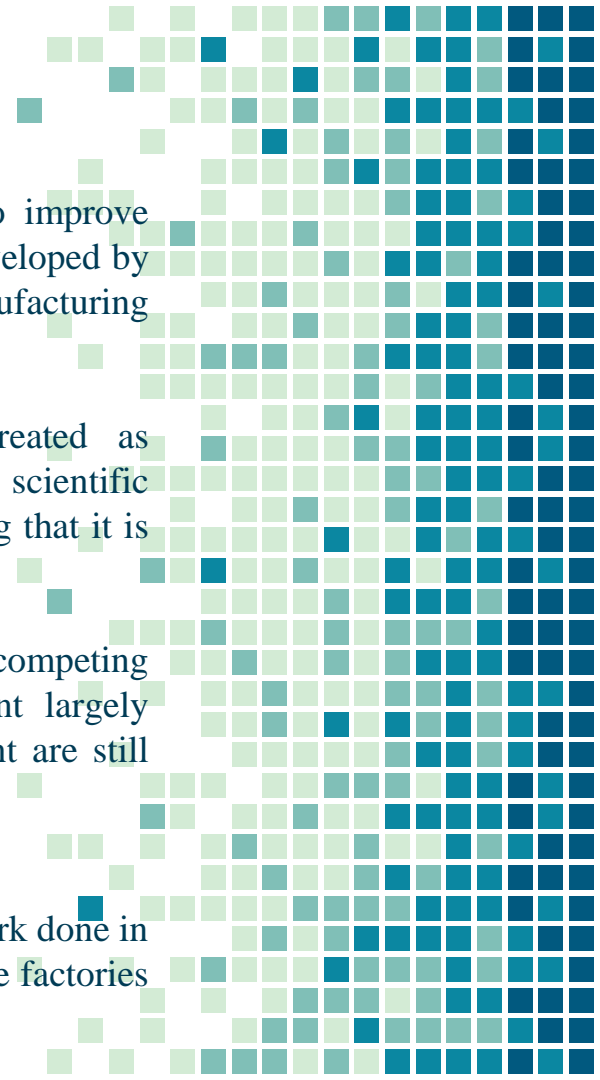
Scientific Management Theory

Scientific management is a management theory that analyzes work flows to improve economic efficiency, especially labor productivity. This management theory, developed by Frederick Winslow Taylor, was popular in the 1880s and 1890s in U.S. manufacturing industries.

While the terms “scientific management” and “Taylorism” are often treated as synonymous, a more accurate view is that Taylorism is the first form of scientific management. Taylorism is sometimes called the “classical perspective,” meaning that it is still observed for its influence but no longer practiced exclusively.

Scientific management was best known from 1910 to 1920, but in the 1920s, competing management theories and methods emerged, rendering scientific management largely obsolete by the 1930s. However, many of the themes of scientific management are still seen in industrial engineering and management today.

Taylor was a mechanical engineer who was primarily interested in the type of work done in factories and mechanical shops. He observed that the owners and managers of the factories knew little about what actually took place in the workshops



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Taylor believed that the system could be improved, and he looked around for an incentive. He settled on money. He believed a worker should get “a fair day’s pay for a fair day’s work”—no more, no less. If the worker couldn’t work to the target, then the person shouldn’t be working at all. Taylor also believed that management and labor should cooperate and work together to meet goals. He was the first to suggest that the primary functions of managers should be planning and training.

A significant part of Taylorism was time studies. Taylor was concerned with reducing process time and worked with factory managers on scientific time studies. At its most basic level, time studies involve breaking down each job into component parts, timing each element, and rearranging the parts into the most efficient method of working. By counting and calculating, Taylor sought to transform management into a set of calculated and written techniques.

Taylor proposed a “neat, understandable world in the factory, an organization of men whose acts would be planned, coordinated, and controlled under continuous expert direction.” Factory production was to become a matter of efficient and scientific management—the planning and administration of workers and machines alike as components of one big machine.

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In 1909, Taylor published *The Principles of Scientific Management*. In this book, he suggested that productivity would increase if jobs were optimized and simplified. He also proposed matching a worker to a particular job that suited the person's skill level and then training the worker to do that job in a specific way.

Taylor first developed the idea of breaking down each job into component parts and timing each part to determine the most efficient method of working.

One of Taylor's most famous studies was from his time at the Bethlehem Steel Company in the early 1900s. He noticed that workers used the same shovel for all materials, even though the various materials differed in weight.

By observing the movements of the workers and breaking the movements down into their component elements, Taylor determined that the most efficient shovel load was 21½ lb.

Accordingly, he set about finding or designing different shovels to be used for each material that would scoop up that amount.



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Scientific management has at its heart four core principles that also apply to organizations today. They include the following:

Look at each job or task scientifically to determine the “one best way” to perform the job. This is a change from the previous “rule of thumb” method where workers devised their own ways to do the job.

Hire the right workers for each job, and train them to work at maximum efficiency.

Monitor worker performance, and provide instruction and training when needed.

Divide the work between management and labor so that management can plan and train and workers can execute the task efficiently.



Administrative theory

- Henri Fayol. Is a mining executive and engineer, Fayol's administrative management theories were developed after observing a work stoppage that he judged to be a management failure.

The following are the element of fayol's theory

- 1.Division of Work. When employees are specialized, output can increase because they become increasingly skilled and efficient.
2. Authority. Managers must have the authority to give orders, but they must also keep in mind that with authority comes responsibility.
- 3.Discipline. Discipline must be upheld in organizations, but methods for doing so can vary.
- 4.Unity of Command. Employees should have only one direct supervisor
- 5.Subordination of Individual Interests to the General Interest. The interests of one employee should not be allowed to become more important than those of the group. This includes managers.
- 6.Remuneration. Employee satisfaction depends on fair remuneration for everyone. This includes financial and non-financial compensation
- 7.Unity of Direction. Teams with the same objective should be working under the direction of one manager, using one plan. This will ensure that action is properly coordinated.
- 8.Centralization. This principle refers to how close employees are to the decision-making process. It is important to aim for an appropriate balance.



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9. Scalar Chain. Employees should be aware of where they stand in the organization's hierarchy, or chain of command.

10. Order. The workplace facilities must be clean, tidy and safe for employees. Everything should have its place

11. Equity. Managers should be fair to staff at all times, both maintaining discipline as necessary and acting with kindness where appropriate.

12. Stability of Tenure of Personnel. Managers should strive to minimize employee turnover. Personnel planning should be a priority.

13. Initiative. Employees should be given the necessary level of freedom to create and carry out plans.

14. Esprit de Corps (team work). Organizations should strive to promote team spirit and unity.

Although the majority of these management principles still hold true today, Fayol's most significant contribution to the field of management theory is his identification of the duties of management. His original list of five management duties: foresight, organization, command, coordinate and control, has been modified over time. Current theory identifies six management functions: planning, organizing, staffing, leading, controlling and motivating. This list reflects the addition of two functions—staffing and motivating—and the categorization of the command and coordinate duties as leading