

## **EVOLUTION OF MANAGEMENT THOUGHT**

Management started when man started living in groups. It relates to achieve certain objectives. According to George management begin in family, and after that it is expanded in tribes & finally the scope was increased up to urbanization. The reference of management was found in Babylonia (civilization on the bank of Nile river). After that Egypt provides us with an example of decentralized organization with little control. Management thoughts are shown in planning and organizing in the construction of Pyramids.

The ancient philosopher first recognized the need for proper methodology for employees' selection and training.

Greek provides extensive documentation of management principles. These principles of management are world wide famous. It is considered as management is an art. It includes employees' selection, delegation of authority, time study, motion study etc.

## **STAGE IN THE EVOLUTION OF MANAGEMENT THEOUGHT**

The development of management thought could be traced to over

2,000 years BC. However, the significant contributions that came up during the last three centuries could be grouped under the following four periods:

- Period of management awakening
- Scientific management period
- The human relations periods
- Modern management period

### **PERIOD OF MANAGEMENT AWAKENING**

This was the period of the industrial revolution, which paved the way for large growth and diversification of business enterprises. Some of the chief features of the industrial revolution were:

- a) Automation
- b) New inventions increased demand
- c) The number of commercial establishments expand

During this period, certain pioneers challenged the traditional approaches to management with their new ideas and approaches. Significant of these contribution are listed herein:

**REBERT OWEN**: Robert owen was the first person who spelled out the mostly neglected critical issues relation to personnel management. He belived that workers performance was influenced by a number of factors such as the shop - floor working conditions, working hours, housing facilities, training of workers, provision of canteen, rest places, kind treatment and so on.

**CHARLES BABBAGE**: Babbage advocated the use of science and mathematics for investigations and accurate data to run the factories which were at that time using traditional methods, opinions, and rules of thumb for decision making. Charles Babbage is more remembered because

- He invented the analytical engine, which was the early version of the modern computer
- He suggested the division of work into mental and physical efforts, determining the precise cost for every process, payment of bonus, profit sharing, and so on.

**JAMES WATT JR AND ROBINSON BOULTON**: both of these were the

sons of James Watt, who invented the steam engine. They used, for the first time, several management techniques such as forecasting, marketing research, planned machine layout, production planning, standardisation of parts, welfare of workers, elaborate statistical records, and others in their factory at Soho. These techniques are considered as vital even in today's.

**SCIENTIFIC MANAGEMENT:** One of the earliest of these theorists was Frederick Winslow Taylor. He started the Scientific Management movement, and he and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done. - See more at:

In 1909, Taylor published "The Principles of Scientific Management." In this, he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that workers and managers needed to cooperate with one another. This was very different from the way work was typically done in businesses beforehand. A factory manager at that time had very little contact with the workers, and he left them on their own to produce the necessary product. There was no standardization, and a worker's main motivation was often continued employment, so there was no incentive to work as quickly or as efficiently as possible.

Taylor believed that all workers were motivated by money, so he promoted the idea of "a fair day's pay for a fair day's work." In other words, if a worker didn't achieve enough in a day, he didn't deserve to be paid as much as another worker who was highly productive.

#### Four Principles of Scientific Management

1. Every job should be broken into its elements and a scientific method to perform each element should be established.
2. Workers should be scientifically selected with right attitudes for the job and ability and then properly trained to perform the work.
3. Management should cooperate with workers to ensure that all work is done in accordance with the scientific principles.
4. Scientific distribution of work and responsibility between workers and the managers. The management should design the work, set up and supervise the work and the workers are free to perform the work.

#### Contribution of F. W. Taylor :-

- 1) At Midvale Steel Co. he improved proper distribution of work for each worker.
- 2) In Midvale Steel Co. he analyzed the work done by workers in specific jobs & allotted standard time.

- 3) He also made experiments on time study & motion study to decide the work load of each worker.
- 4) In Bethlehem Steel Co. he had made experiments with material handling equipment for increasing the capacity of each worker.
- 5) In 1901, he presented a paper on differential piece rate system.
- 6) In 1906, he published article on art of cutting metals.
- 7) In 1903, he presented important paper on shop management - In that he explained gang boss, speed boss, repair boss & inspector.
- 8) In 1911, he gave the principles of scientific management, for which he is remembered as 'Father of Scientific Management'. In that he has explained:-
  - i) Friendly relationship between workers & management.
  - ii) Scientific education to the workers.
  - iii) Scientific selection of workers so that each worker could be given responsibility for the task.
  - iv) Development of the true science of management with proper analysis in the organization.

### **ELEMENTS OF SCIENTIFIC MANAGEMENT:**

1. **Separation of Planning & Doing:-** Before Taylor's scientific management a worker used to plan about his work & instruments necessary for that. Supervisors' job was to see how the workers were performing. This creates a lot of problems. So Taylor has separated planning & doing authority.
2. **Functional Foremanship:-** Separation of planning from doing resulted into development of supervision system. In this system 8 persons were engaged, out of that 4 persons were engaged in planning department. They are time & cost clerk, routine clerk, instruction card clerk & disciplinarian. In production process 4 personnel were engaged, they are speed boss, repair boss, supervisor & gang boss.
3. **Job Analysis:-** It is related with finding out best way of doing. It means that least movements in doing job.
4. **Time Study:-** It means determining time required to complete a job in a particular time. The movement which takes minimum time is the best one.
5. **Motion study:-** It means study of movement while performing a job i.e. elimination of wasteful movement in performing a job, only necessary movements are engaged.
6. **Fatigue Study:-** It shows the amount & frequency of rest required, while completing the work. After certain period of time workers feel fatigue & can't work with full capacity. Therefore they require rest in between. When rest is allowed they start working with full capacity.
7. **Standardization:-** As far as possible standardization should be maintained in respect of instruments & tools, period of work, amount of work, working conditions, cost of production etc. these all things are fixed in advance on the basis of job analysis.
8. **E) Scientific Selection & Training of Workers:-** Taylor has been suggested that worker should be selected on scientific basis taking into account their education, work experience, attitude & physical strength.
9. **Financial Incentives:-** Financial incentives help to motivate workers in maximum efforts. Higher wages lead to increase in efforts. He applied

differential piece rate system. According to him workers have to complete the work within specified time and then only he get wages at higher rate per piece & one does not complete a job gets a lower rate. Wages should be based on individual performance & not on the position occupied.

10. **Economy:-** Techniques of cost estimated & control should be adopted. Waste should be controlled properly. Profit will be achieved with elimination of wastage. He explained how resources are wasted.
11. **Mental Revolution:-** Scientific management depends upon mutual co-operation between workers & management. Taylor say's great revolution takes place in the mental attitude of two parties under scientific management. He has given systematic design of work. Labour management, co-operation required a complete mental change on the part of both parties. The workers have specific duties towards management & vice-a-versa. The method of scientific investigation & knowledge should be accepted by both parties.