

# **PRINCIPLES OF MANAGEMENT**

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## Nature of Principles of Management

### Meaning of Management

Management is required for an established life and essential to managing all types of management. Sound management is the fortitude of thriving companies. Managing life implies getting everything done to accomplish life's aspirations and maintaining an establishment means getting everything done and by other people to deliver its objectives.

Principles of management are basic activities that can help researcher plan, organize, and control operations related to material, people, machines, methods, money, and markets provide leadership to human efforts so that achieve set objectives efficiently.

Management is universal in the modern industrial world and there is no substitute for good management. It makes human effects more productive and brings better technology, products, and services to our society. It is a crucial economic resource and a life-giving element in business.

Without proper management, the resources of production cannot be converted into production. Thus, management is a vital function concerned with all aspects of the working of an organization. Management is a must to accomplish desired goals through group action. It is essential to convert the disorganized resources of men, machines, materials, and methods into a useful and effective enterprise. Thus, management is the function of getting things done through people and directing the efforts of individuals towards a common objective.

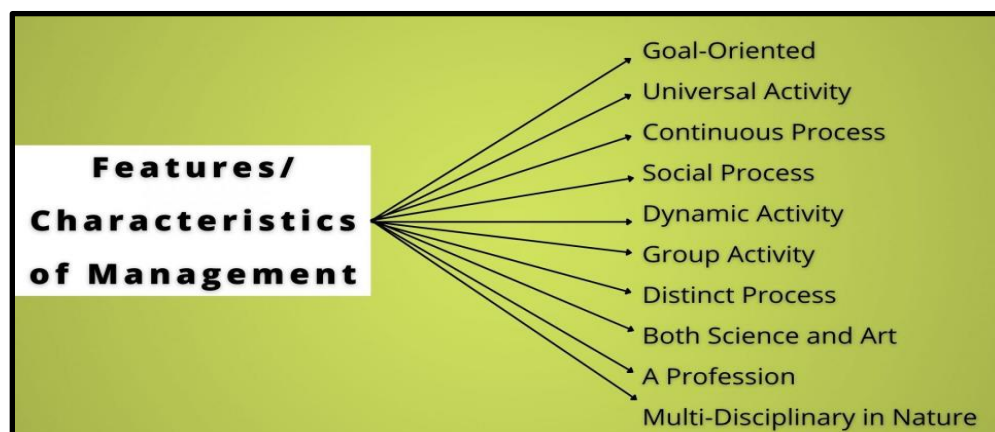


Figure 1 : Nature of Principles of Management

Management is required for an established life and essential to managing all types of management. Sound management is the fortitude of thriving companies. Managing life implies getting everything done to accomplish life's aspirations and maintaining an establishment means getting everything done and by other people to deliver its objectives. By nature, is intended conditions and aspects. Principles are universal declarations, are appropriate specific circumstances are present. These have been explained in the principle of research and trial and error as ll as the personal backgrounds of the managers. By nature, is intended conditions and aspects. Principles are universal declarations, are appropriate specific circumstances are present.

### **Principle No. 1: The Functions of Management**

At the most fundamental level, management is a discipline that consists of a set of five general functions: planning, organizing, staffing, leading and controlling. These five functions are part of a body of practices and theories on to be a successful manager.

Understanding the functions will help managers focus efforts on activities that gain results. Summarizing the five functions of great management (ICPM Management Content):

**Planning:** researcher think of planning in a management role, think about it as the process of choosing appropriate goals and actions to pursue and then determining strategies to use, actions to take, and deciding resources are needed to achieve the goals.

**Organizing:** This process of establishing worker relationships allows workers to work together to achieve their organizational goals.

**Leading:** This function involves articulating a vision, energizing employees, inspiring and motivating people using vision, influence, persuasion, and effective communication skills.

**Staffing:** Recruiting and selecting employees for positions within the company (within teams and departments).

**Controlling:** Evaluate ll researcher are achieving your goals, improving performance, taking actions. Put processes in place to help researcher establish standards, so researcher can measure, compare, and make decisions.



## **Principle No. 2: The Types and Roles of Managers within the Organization**

Organizational structure is important in driving the business forward and every organization has a structure. No matter the organizationally specific title, organizations contain front-line, middle, and top managers. Above the top management team are a CEO and a board of director levels. To see this structure even more clearly, visualize a pyramid model. The more researcher moves toward the top of the pyramid, the fewer managers researcher have. All of these management roles have specific tasks and duties. According to Jones and George, “A managerial role is the set of specific tasks that a manager is expected to perform because of the position researcher or researcher holds in an organization.” These skills can be gained with a degree in organizational management.

All great managers play important roles in this model. One important thing to remember is from Henry Mintzberg, a management scholar who researched and reduced thousands of tasks performed by managers to 10 roles (ICPM). His model points out that there are three main types of roles all managers play; are decisional, interpersonal, and informational. In the decisional role, managers can perform in an entrepreneurial manner, as a disturbance handler, resource allocator or negotiator. In an interpersonal role, managers may be figureheads, leaders, and liaisons. In the informational role, monitor, are disseminators or spokespersons, and share information.

## **Principle No. 3: Effective Management of Organizational Resources**

Managers participate in operational planning and budget planning processes and, in doing so, actively determine what should be done, in order it to be done, and determine resources are appropriate to be successful in achieving the plan. Keep in mind that this is not a personality contest. The strategic plan and its specific objectives determine is important and may not be as important.

## **Principle No. 4: Understanding and Applying the Four Dimensions of Emotional Intelligence (EQ) in Maximizing Human Potential**

Those four dimensions are: a high self-awareness, social awareness, self-management, and good social skills. All of these competencies are important, and lead to great connections with

people. lead to stronger and more effective managerial performance. EQ is a very important component for excelling as a supervisor.

The job of the manager is to find a way to turn a team member's skill and talent into a higher level of performance. This idea doesn't suggest manipulation at all. Instead, it is about maximizing human potential, one team member at a time. It is as much art as it is science.



**Figure 2 : Five principles of great management**

### **Principle No. 5: Know the Business**

A common axiom in management is that a qualified manager can manage any business. This point is only partially true. It is true that most managers are generalists rather than specialists; however, many very successful managers began their careers in specialist roles. most successful

managers bring to their work in leading crews, departments, divisions, and companies is both a solid knowledge of the business (they are very experienced) and a solid knowledge of the principles of great management. Manager aspirants must first learn the characteristics of the business by doing, working in the trenches, and discovering the various pieces of the organization work together to become a universal whole because very good managers discover is universal in the business and capitalize on it to advance the business and improve performance.

Remember, as a manager, for greater job satisfaction and career success researcher should align to your organization's vision, mission, strategies, leadership, systems, structure, and cultures. In all researcher do, treat people fairly and honestly and do your best to follow and embrace your organization's ethics and core values as ll as your own. Talk the walk and walk the talk, and remember, people are watching and seeing researcher walk it. Give your very best to your teams, organizations, and customers. Be an effective manager to get the performance results for your organization and build trust and positive relationship with your people.

These have been explained on the principle of research and trial and error as ll as the personal backgrounds of the managers. The following points sum the nature of the principles of management:

Science as a discipline has the following characteristics:

- i. Systematic body of knowledge
- ii. Principles based on experimentation
- iii. Universal validity of the laws and principles

Management satisfies these requirements to a certain extent:

- i. Management is a systematic body of knowledge with its own theories and principles.
- ii. The principles of management also evolved through repeated experimentation. But since management deals with humans, the outcome of the experiments is significantly unpredictable.
- iii. The principles of management do not have a universal applicability and need modification under different circumstances.

Thus, it can be said that management is not an exact science. It is a social science as it deals with humans or in the words of Ernest Dale – ‘Management is a soft science’.

### **Management as an Art**

Art implies the application of knowledge. It is highly personalized activity to achieve desired goals. Since, art varies from person to person it is prone to failure.

Just like any other art:

- Management is also the application of knowledge in different situations.
- Management is a highly personalized activity and varies from manager to manager. Thus, management is also prone to failure.
- Management is action-oriented to achieve organizational objectives.

Thus, management is a perfect art or rather a fine art.

### **Management as a Profession**

According to McFarland, various characteristics of a professional activity are:

- Based on special skills and knowledge.
- Formal methods of acquiring these skills.
- An apex body issues guidelines for professionalization of the occupation.
- A uniform code of conduct to regulate the members.
- Providing service for a fee.
- Social responsibility.

Management is a professional activity like doctors and lawyers. Although every organization tries to design their ethical codes of behavior individually, there is absence of a uniform code of conduct. Thus, management can be considered as a developing profession.

### **Characteristics of Management**

(i) Management is a goal-oriented process: Every organization has formed for some specific purpose. The goal of management should be to achieve these purposes. These should be simple and clearly stated.

(ii) Management is all pervasive: The activities involved in managing an organization are common to all whether it is performed economic, social or political activity. A petrol pump needs to be managed as much as a hospital or a school. Management is required for.

(iii) Management is multidimensional: Management is a complex activity that has three main dimensions. These are:

(a) Management of work:

(b) Management of people:

(c) Management of operations:

(iv) Management is a continuous process: The process of management is a series of continuous, composite, but separate functions (planning, organizing, directing, staffing, and controlling).

(v) Management is a group activity: An organization is a group of diverse individuals with different needs. Every member of the group has a different purpose for joining the organization but as members of the organization work towards fulfilling the common organizational goal. This requires teamwork and coordination of individual effort in a common direction.

(vi) Management is a dynamic function: Management is a dynamic function and has to adapt itself to the changing environment. An organization interacts with its external environment consists of various social, economic, and political factors. In order to be successful, an organization must change itself and its goals according to the needs of the environment.

(vii) Management is an intangible force: Management is an intangible force that cannot be seen but its presence can be felt in the way the organization functions.

## **Objectives of Management**

Objectives can be classified into organizational objectives, social objectives and personal or individual objectives.

(i) Organizational Objectives: Management is responsible for setting and achieving objectives for the organization. It has to achieve a variety of objectives in all areas considering the interest of all stakeholders including, shareholders, employees, customers and the government. The main objective of any organization should be to utilize human and material resources to the maximum possible advantage, these are survival, profit and growth.

(ii) Social objectives: It involves the creation of benefit for society. As a part of society, every organization, whether it is business or non-business, has a social obligation to fulfil.

(iii) Personnel objectives: Organizations are made up of people who have different personalities, backgrounds, experiences, and objectives. all become part of the organization to satisfy their diverse needs. These vary from financial needs such as competitive salaries and perks, social needs such as peer recognition and higher-level needs such as personal growth and development. Management has to reconcile personal goals with organizational objectives for harmony in the organization.

# Importance of Management

## Goal Achievement

01

Resource Optimization: Good management aids in the optimization of resources such as time, money, and people. This guarantees that resources are used productively and efficiently.

Goal Achievement: Goal achievement requires management, both individually and as part of an organization. It might be difficult to stay on track and meet your goals without effective management.

02

## Resource Optimization

Coordination: Management assists in the coordination of many activities and efforts to accomplish a single goal. It ensures that everyone is working efficiently and effectively together.

## Coordination

03

Issue Solving: Management is essential for problem-solving and decision-making. A good manager can assist in identifying problems and developing solutions to them.

04

## Issue Solving

Planning and Strategy: Management is essential for strategy development and planning. Competent managers may assist in determining the best course of action to attain goals and in putting those plans into action.

## Planning and Strategy

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**Figure 3 : Objectives of Management**



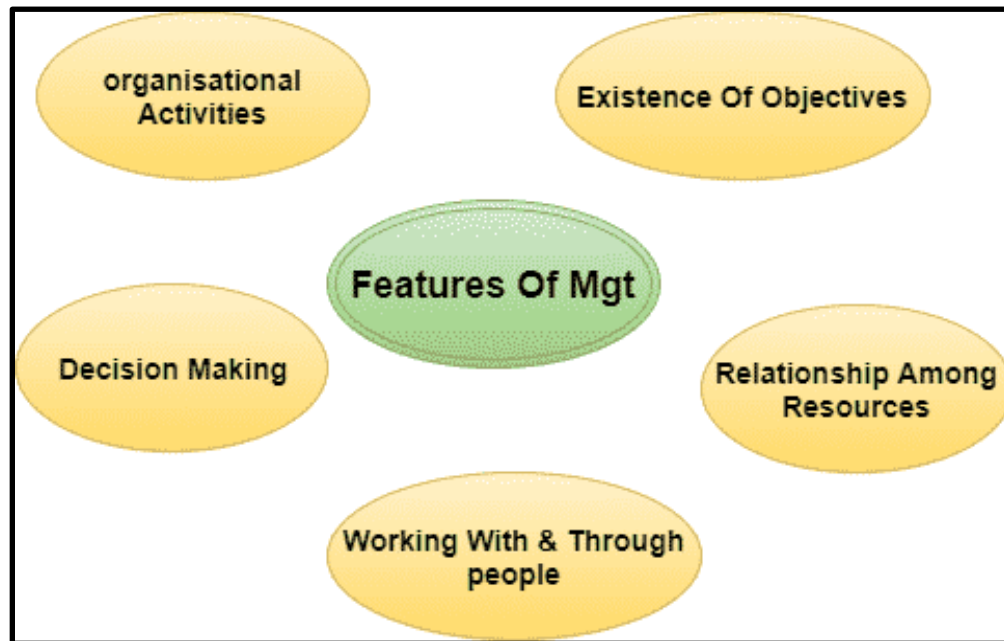
**Figure 4: Importance of Management**

The role of a manager is to provide common guidance and direction to the individual efforts for the fulfillment of organizational goals. Increasing the efficiency: Management helps in increasing the efficiency of the business by increasing productivity through efficient planning, organizing, controlling, and directing. Importance of management to an organization can be gauged through the activities it performs. These activities can be listed as:

- Optimum utilization of resources: Management helps to utilize the resources in best possible manner thereby reducing the wastage ensuring maximum possible profitability. This gives business a competitive edge in the market and also helps in growth and expansion of business.
- Cordial industrial relations: It motivates employees to perform the assigned job to their potential level. This increases productivity and results in higher satisfaction level among the employees. The employee turnover and absenteeism is also reduced. Thus, management and workers have cordial relationship.
- Adapting to changed environment: Management keeps a track of the changes in business environment. This helps organization to adapt to the changed situations of the market. Bringing about changes in the organization, including introduction of new technology, becomes easier with the efforts of the managers.
- Develops team spirit: Management brings about unity of direction in the organization as it guides all the efforts towards the achievement of a common objective. This helps develop team-spirit in the organization.



- Effective communication: Management brings about an effective communication – both upwards and downwards. This helps in smooth functioning of the organization.



**Figure 5 : Features of Principal Management**

#### **Universal relevance:**

Principles of management are expected to employ to all types of establishments, the industry as well as non-industry, small as well as large, private sector as well as the public sector, production as well as the services divisions. However, the scope of their applicability would diversify with the nature of the industry, business activity, scale of operations etc.,

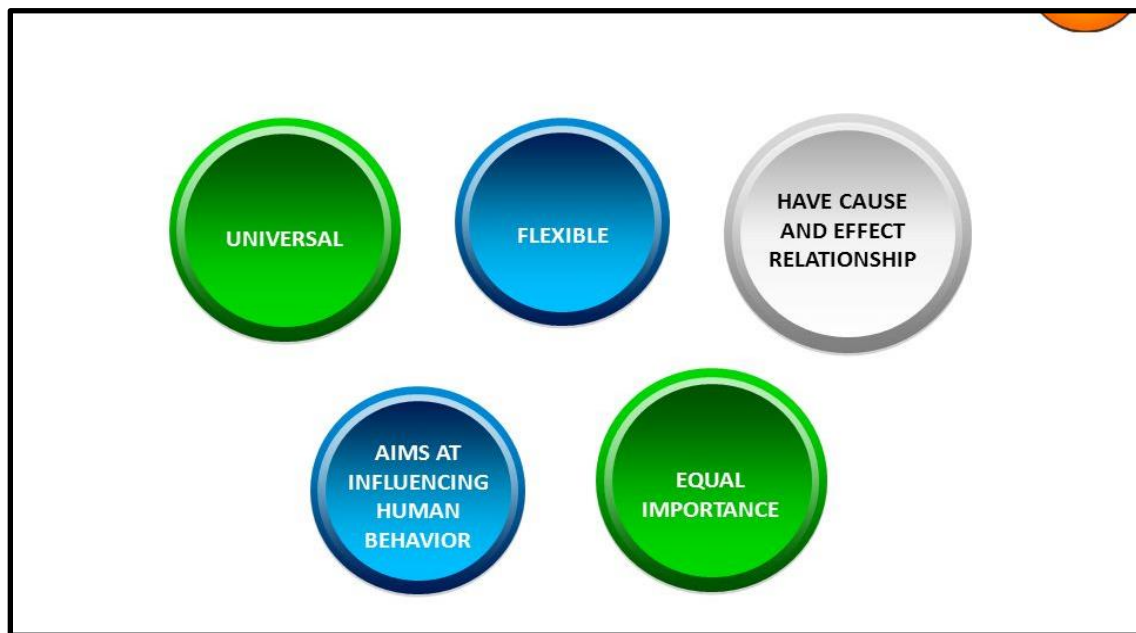
Example: The whole work of an organization is divided into smaller tasks and such tasks are assigned to different departments, groups and individuals. Such a system of division of work is applicable in all types of organizations.

Principles of management are expected to employ to all types of establishments, the industry as well as non-industry, small as well as large, private sector as well as the public sector, production as well as the services divisions. However, the scope of their applicability would diversify with the nature of the industry, business activity, scale of operations etc., Read more on Sarthaks.com - <https://www.sarthaks.com/1044579/explain-the-nature-of-principles-of-management>

**General rules:**

The laws are the regulations to work but do not give readymade, simple clarifications to all administrative issues. This is so because real-time business conditions are difficult and po full and are a consequence of many factors.

Example: During the period of recession, the general manager may allow marketing departments to give a heavy discount to the customers without giving due attention to financial losses being raised by the financing department because the primacy of overall goals of the organization is important. The laws are the regulations to work but do not give readymade, simple clarifications to all administrative issues. This is so because real-time business conditions are difficult and po full and are a consequence of many factors.



**Figure 6 : Features of Mgt according to n Taylor**

**Formed by practice and trial and error method:**

The principles of management are determined by wisdom and accumulated knowledge of managers as ll as experimentation. For instance, it is a subject of current knowledge that the system is necessary for achieving any goal. This principle gains name in the management system. The principles of management are determined by wisdom and accumulated knowledge of managers as ll as experimentation. For instance, it is a subject of current knowledge that the

system is necessary for achieving any goal. This principle gains name in the management system. Example: Through collective practice, can see that Fayol's Principle-Discipline helps in increasing productivity. Taylor's Principle-Science, Not Rule of Thumb, brings out uniformity and standardization in the manufacturing process of a company.

**Contingent:**

As the application of principles of management depends upon prevailing situations and needs, so their results may not be uniform as expected.

Example: Remuneration of employees should be just and equitable, yet it may vary from person to person depending upon various situations. As the application of principles of management depends upon prevailing situations and needs, so their results may not be uniform as expected. Remuneration of employees should be just and equitable, yet it may vary from person to person depending upon various situations.

Remuneration can be dependent on:

*Industrial standard.*

*Employer's paying capacity.*

*Contribution of employee etc.,*

**Flexible:**

The principles of management are general prescriptions not rigid. The managers can make certain changes as per the convenience and requirement of a situation.

Example: Application of the principle of centralization or decentralization i.e. concentration or dispersal of authority to be delegated to employees depends upon the need, ability, and competency of the employees. It also depends upon the nature of the organization. make certain changes as per the convenience and requirement of a situation. Example: Application of the principle of centralization or decentralization i.e. concentration or dispersal of authority to be delegated to employees depends upon the need, ability, and competency of the employees. It also depends upon the nature of the organization.

## **Based on Cause and Effect**

The principles of management are intended to establish cause and effect relationship so that the findings can be applied to such given situations frequently. The principles of management tell the likely effect a certain principle is applied. The effect of such principles remains more or less the same due to their application on human.

Example: By applying the principle of subordination of individual interest to the general interest, the behaviors of employees may be influenced in such a way that the personal goals of employees may be directed towards goals of the organization.

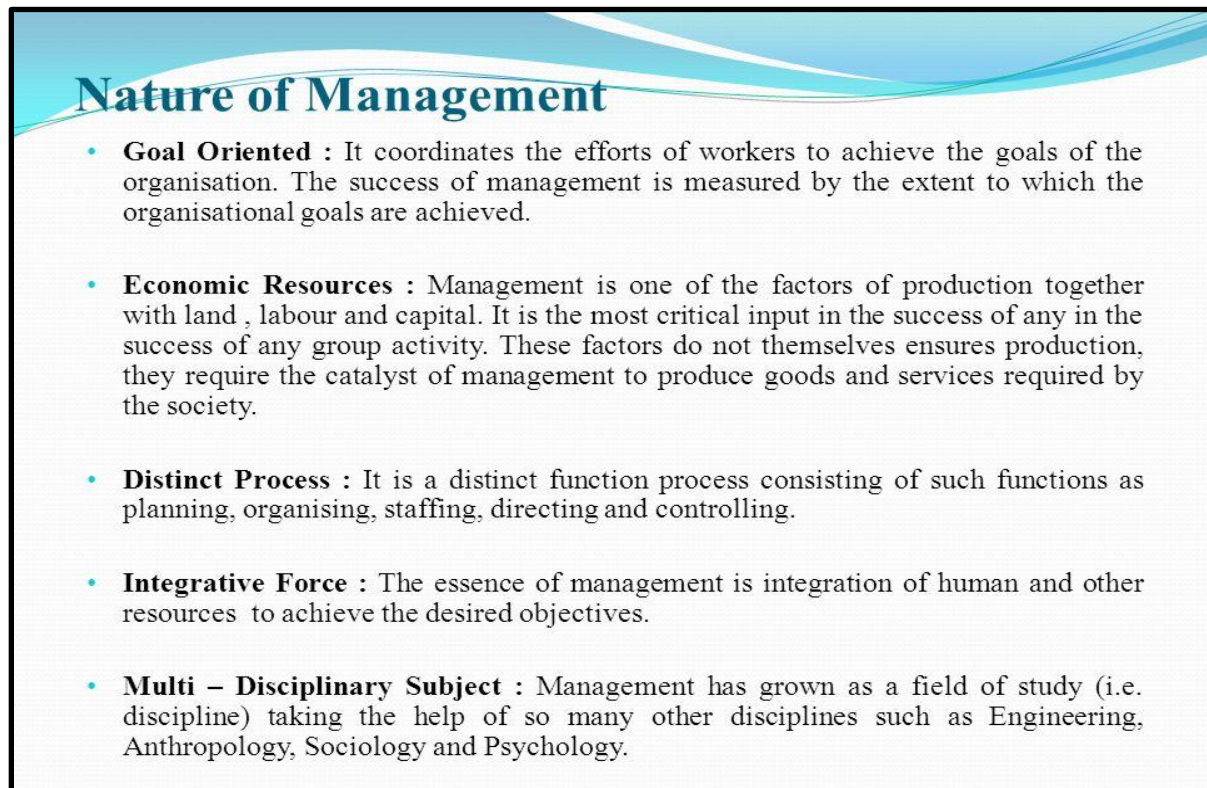
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## **The significance of principles of management can be discussed in terms of the following points:**

Providing managers with useful insights into reality: The principles of management present the managers with valuable insights into real-world circumstances. Adherence to these policies will supplement their education, capability and perception of managerial conditions and circumstances. Optimum utilization of resources and efficient management: Both material and human resources are obtainable with the firm are restricted. have to be placed to best use. By the best utilization, the resources must be put to utilization in such a way that should give the most profit with minimum cost. Principles provide the managers to predict and influence relationships of their choices and activities.

The principles of management refer to the fundamental concepts, guidelines, and practices that guide the decision-making and actions of managers in organizations. These principles are based on empirical research, theoretical analysis, and practical experience, and provide a framework for effective and efficient management. The nature of principles of management can be analyzed

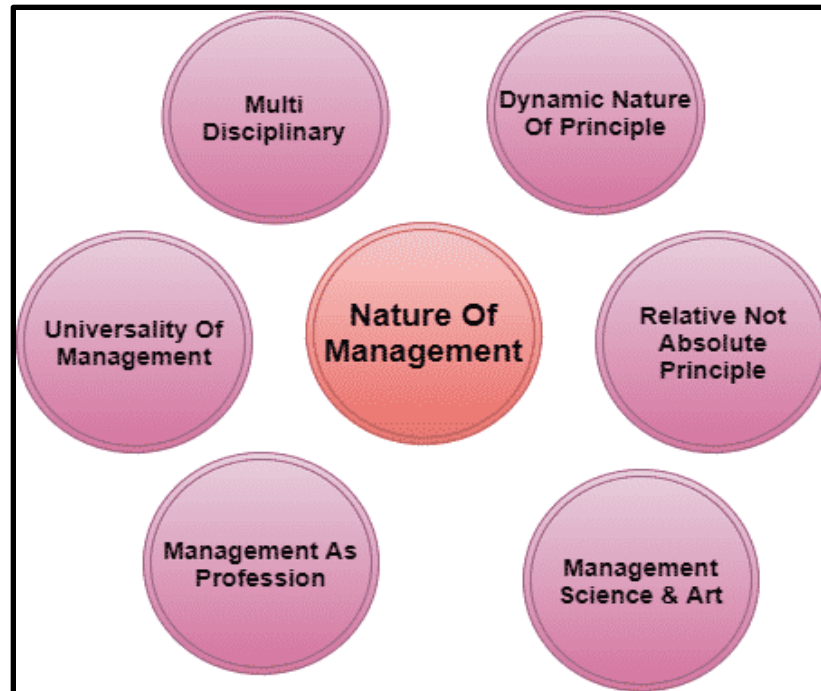
from various perspectives, including their historical development, conceptual foundations, universal applicability, and dynamic nature.



**Figure 7 : Nature of management**

### **Historical Development of Principles of Management**

The principles of management have evolved over time because of the changing social, economic, and technological conditions of different eras. The earliest principles of management can be traced back to the writings of ancient philosophers and military leaders such as Sun Tzu, who emphasized the importance of leadership, planning, and strategic thinking in achieving success. During the Industrial Revolution of the 18th and 19th centuries, the principles of management re further developed by thinkers such as Adam Smith, Frederick Taylor, and Henr Fayol, who focused on topics such as specialization, efficiency, and organizational structure. In the 20th century, the principles of management re influenced by new trends such as human relations, systems thinking, and contingency theory, emphasized the importance of interpersonal skills, organizational culture, and contextual factors in management.



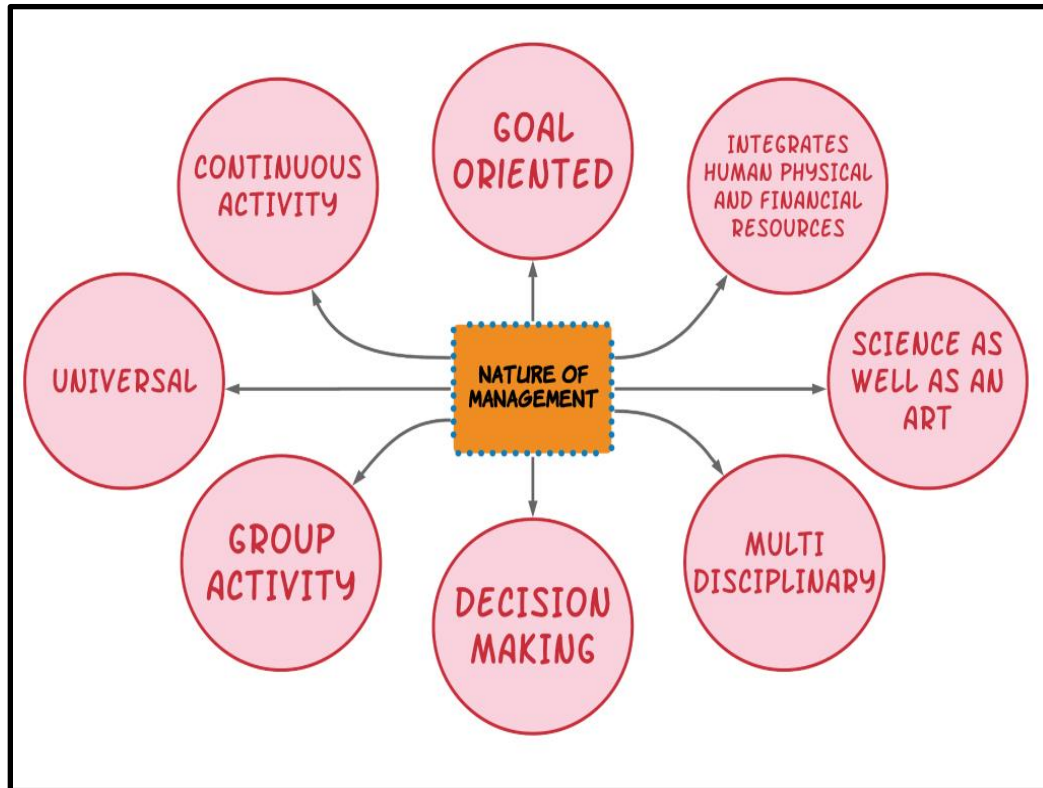
**Figure 8 : Historical Development of Principles of Management**

### **Conceptual Foundations of Principles of Management**

The principles of management are based on several underlying concepts that reflect the nature of organizations and management. One of these concepts is the idea that organizations are social systems composed of interdependent individuals and groups who work together to achieve common goals. This concept highlights the importance of communication, coordination, and cooperation in management. Another concept is the notion that organizations are open systems that interact with their external environment and adapt to changes in their environment. This concept emphasizes the importance of flexibility, innovation, and strategic planning in management. A third concept is the idea that organizations are complex systems that exhibit emergent properties and require holistic, systems thinking approaches to management. This concept highlights the interconnectedness of different aspects of organizations and the need for integrative management approaches.

**Management is Goal-Oriented:** The success of any management activity is retrieved by its achievement of the predetermined goals or objective. Management is a persistent activity, and a tool helps use of human & physical resources to fulfill the predetermined goals. For example,

the goal of an enterprise is to maximize consumer satisfaction by producing quality goods at reasonable prices. This can be achieved by employing competent persons and making better use of scarce resources.



**Figure 9 : Nature of Management**

Management integrates Human, Physical and Financial Resources: In an organization, human beings work with non-human resources like machines, materials, financial assets, buildings etc. Management integrates human efforts to these resources. It brings harmony among the human, physical and financial resources.

- Management is a Continuous activity: Management is an ongoing process involves continuous handling of problems and issues. It is concerned with identifying the problem and taking appropriate steps to solve it. For attaining this target various policies must be framed but this is not the end. Marketing and advertising is also done. For these policies have to be framed again. Hence, this is an ongoing process.

- **Management is Universal:** Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose. Thus clubs, hospitals, political parties, colleges, hospitals, business firms all require management. At that time more than one person is involved in working for a common goal, management is necessary. Whether it is a small business firm may be engaged in trading or a large firm like Tata Iron & Steel, Infosys etc. management is required everywhere irrespective of size or type of activity.
- **Management is a Group Activity:** Management is very much less concerned with individual's efforts. It is more concerned with groups. It involves the use of group effort to achieve predetermined goals of management of ABC & Co. is good refers to a group of persons managing the enterprise.
- **Organized Activities:** Management is a process of organized activities. Groups of people cannot be involved in the performance of activities without organized activities. Management comes into existence where a group of people are involved in achieving a common objective. The organized activities may take a variety of forms ranging from a tightly structured organization to a loosely knit organization.
- **Existence of Objectives:** The existence of objectives is a basic criterion of every human organization. The organizational objectives are the desired state of affairs an organization attempts to realize. This realization of objectives is pursued through the coordinated efforts of the people constituting an organization.
- **Decision-making:** Management process involves decision making at all levels. Decision-making describes the process by which a course of action is selected as the way to deal with a specific problem. There is only one alternative, the question of decision making does not arise. The quality of alternatives a manager selects determines the organization's performance, and the future of an organization.
- **Relationship among resources:** The essence of management is integration of various organizational resources. Resources include money, machine, materials, and people. Management is concerned with the proper utilization of human resources which, in turn, utilize other resources.

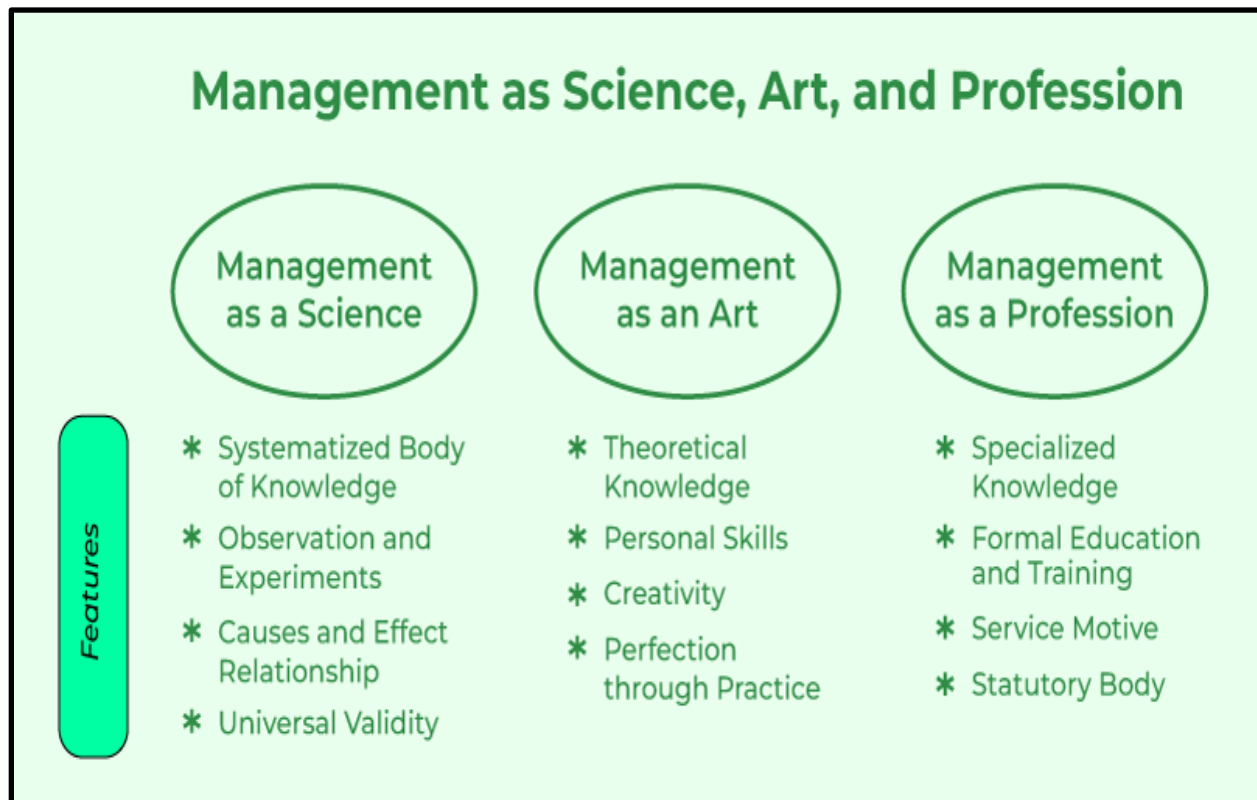


- **Working with and through people:** Management involves working with people and getting organizational objectives achieved through them. Working through people is interpreted in terms of assigning activities to subordinates.
- **Multidisciplinary:** Management is multidisciplinary as it includes knowledge and information from various disciplines such as economics, statistics, mathematics, psychology, sociology, ecology, operations research, history, etc. Management incorporates the ideas and concepts taken from these disciplines and presents newer concepts that can be put into practice for managing the organizations.
- **Management is dynamic:** Management has framed certain principles, which are flexible in nature and change with the changes in the environment in which an organization exists.
- **Relative, Not Absolute Principles:** Management principles are relative, not absolute, and should be applied according to the need of the organization. A particular management principle has different strengths in different conditions. Therefore, principles should be applied according to the prevailing conditions.
- **Management is Science as well as an Art:** Management likes other practices- whether medicine, music composition, or even accountancy- is an art. It is know-how. Yet managers can work better by using the organized knowledge about management. It is this knowledge that constitutes science. Thus, managing as practice is an art; the organized knowledge underlying the practice may be referred to as science.
- **Management as Profession:** Management has been considered as a profession by many at the time many have suggested that it has not achieved the status of a profession. Schein concluded that by some criteria management is indeed a profession, but by other criteria it is not. Today researchers can see many signs that management is working towards increased professionalism.

### **Universal Applicability of Principles of Management**

The principles of management are applicable to all types of organizations, regardless of their size, sector, or geographical location. This universality arises from the fact that all organizations face similar challenges and opportunities in managing their resources, processes, and people. For

example, all organizations need to plan, organize, lead, and control their activities in order to achieve their objectives. Similarly, all organizations need to address issues such as motivation, communication, and conflict resolution in order to maintain a productive and harmonious workplace. The principles of management provide a common language and framework for addressing these issues and for sharing best practices across different organizations and contexts.



**Figure 10 : Dynamic Nature of Principles of Management**

The term management is used in various senses. Some consider it as an activity, some treat it as a group, some call it a discipline, whereas some look at it as a process. Management as an activity is getting things done through others. Management as a group is all those who manage. Management as a discipline is a body of knowledge, and as a process is managers do. researchers define management as the process of getting things done through and with people to achieve a common goal effectively and efficiently. The nature of management can be analyzed in the terms of science, arts, and profession.

### **Management as a Science**

To understand this topic, researcher should first know does science means? Science means a systematized body of knowledge that can be acquired through observation and experimentation. It consists of universally accepted principles that establish a relationship between causes and their effects.

- Systematized body of knowledge: Science is a systematic body of knowledge. Its principles are based on a cause-and-effect relationship.
- Observation and Experiments: All scientific principles are first developed through observations and then tested through repeated experimentation under controlled conditions.
- Causes and Effect Relationship: Science is based on causes and their effects. For example, a person eats lots of fast food without any physical activity, researcher will put on extra weight.
- Universal Validity: Scientific principles have universal validity and can be applied in all situations and times. basic truths.

**Management has some features of science as :**

Management is a systematized body of knowledge in the form of basic principles and concepts. It not only has theories and principles that have developed over time, but it also draws on other disciplines, such as Economics, Sociology, Psychology, and Mathematics. Like all other organized activities, management has its vocabulary of terms and concepts.

The knowledge of management has been built up through endless observation and experiments. Management experts and practitioners have developed the knowledge after thorough analysis, inquiry and experience. The principles of management make use of the scientific method of observation and analysis. As management deals with human behaviors that cannot be scientifically predicted, the methods of observation used in management are not completely objective.

Principles of management establish a cause-and-effect relationship between various factors. there is a cause or an action, there will be an effect due to that cause. For example, dual subordination leads to confusion.

Principle of management is not applicable universally as are not exactly like the principles of science, only the fundamental principles of management are universally applicable. These results can be tested and verified. The principle of management is modified as per the situation. However, managers are provided with certain fundamental techniques that are used in different situations.

Therefore, management is a science. It can be said that management is a social science because it deals with people and their behaviors.

### **Management as an Art**

Now, does researcher mean by arts? Arts means the practical application of knowledge and skills to achieve the desired results. It is personal application of knowledge to achieve results. It is attained through study, observation, and experience.

The essentials feature of arts are:

- **Theoretical knowledge:** Art comprises the application of theoretical knowledge. A particular art has its basic principles and theory. Some fundamental principles have been derived by the experts apply to their particular form of art. For example, painting has its principles and theory to start with.
- **Personal skills:** Every artist has his way of working. The use of basic knowledge varies from individual to individual. Even tackle their problems for reaching the result or the goal are willing to achieve differs. Applying this basic knowledge with practice, creativity, imagination, initiative, and innovation is a personal skill.
- **Creativity:** Art consists of lots of creativity. The theoretical knowledge should be practiced and applied differently to become more creative and achieve the ultimate goal.
- **Perfection through Practice:** As arts require nonstop practice to gain mastery. By performing the task again and again, the artists gain perfection through practice. For example, a dancer who practices for hours daily will get smooth and perfect with his steps through practice.

### **Management has some features of arts as :**

There are many texts available in forms of theoretical knowledge for different areas of management, like marketing, finance, and human resources, in the manager has to specialize.

A manager practices the art of management in his everyday job of managing a business based on these studies, observations, and experience.

Every manager has his unique method of working researcher tackles various problems based on his own opinion and understanding of the situation. There are many theories of management introduced by various management thinkers, define certain universal principles. A manager applies these universal principles and theoretical knowledge in different situations and problems. So, management is an individual skill.

Management is creative, as it converts inputs into outputs. A manager applies this attained knowledge in his personal and skillful way in the realities of a given situation. Management is goal-oriented and result-oriented. It aims at achieving ultimate productivity and profitability, i.e. at the lowest cost.

Management also involves regular practice. An efficient manager can convert a challenge into an opportunity through unceasing decision-making and leadership. Most management practices rely on the same set of principles and theories. The distinction between a successful and a less successful manager is his ability to put these principles into practice.

### **Management as a Profession**

What is a profession? Profession means a vocation requiring specialized knowledge, practical training, service motive and a code of conduct. A Profession is an addicted group of individuals who obey ethical standards and hold themselves out and are accepted by the public as having special knowledge and skills.

#### **The essential features of a profession are:**

**Specialized Knowledge:** All professions are based on a well-defined body of knowledge that can be acquired through instruction.

- **Formal Education and Training:** Almost all professions provide specialized education and training in their respective field. The professionals have to complete their education and training to get a job. There are various universities and formal institutions for attaining a complete education. For example, a doctor needs to complete his formal education and training to practice his knowledge before providing his services to the people.

- **Service Motive:** The basic motive of a profession is to serve their client's interests by rendering dedicated and committed service. All professionals are also anticipated to serve society rather than simply earn profit.
- **Statutory Body:** A legally recognized body regulates all professions. All professions are affiliated with a professional association that regulates entry, grants certificates of practice, and formulates and enforces a code of conduct.

### **Management has some features of the profession as :**

Management has a transmittable body of specialized knowledge. Management is growing all over the world as a discipline. It is based on a systematic body of knowledge comprising well-defined principles based on a variety of business situations. This knowledge can be attained at different colleges and professional institutes and through several books.

Some specialized institutions provide education and training in management. Having completed their education and training, students get placed as managers. Management is taught at different institutions, few of these have been set up with the definite purpose of providing management education, for example, the Indian Institutes of Management (IIMs) in India.

The elementary purpose of management is to help the organization to achieve its stated goal. This may be profit making for a business enterprise and service for a hospital. But, profit maximization as the only objective of management will not help the company. Having a good management team that works effectively and efficiently will serve society by offering a better quality of products at reasonable prices. Alike other professional managers are also anticipated to serve society rather than simply earning profit for the owner.

A legally recognized body regulates all professions. Managers also have their associations (e.g., All India Management Association). There is no compulsion for managers to be members of such an association. However, management associations are not statutory bodies.

Although management does not retain all the essential attributes of a profession, it is no doubt arising as a profession.

### **Dynamic Nature of Principles of Management**

The principles of management are not static or immutable; rather, are dynamic and evolving. This dynamism arises from several factors, including changes in technology, globalization, demographic shifts, and societal values. For example, the principles of management that re effective in the 20th century may not be as effective in the 21st century due to changes in the nature of work, the emergence of new technologies, and the globalization of markets. Similarly, the principles of management that are effective in one culture or context may not be as effective in another culture or context due to differences in values, norms, and institutions. The dynamic nature of principles of management requires managers to be adaptable, innovative, and open to learning and experimentation.

The principles of management are an essential aspect of modern organizational theory and practice. provide a framework for effective and efficient management by guiding managers' decision-making and actions. The nature of principles of management can be analyzed from various perspectives, including their historical development, conceptual foundations, universal applicability, and dynamic nature. By understanding the nature of principles of management, managers can understand.

## Nature of Management

### Management is goal-oriented:

- It is a means to achieve certain goals.
- Management has no justification to exist without goals. Management goals are called group goals or organizational goals.
- The basic goal of management is to ensure efficiency and economy in the utilization of human, physical and financial resources.
- The success of management is measured by the extent to which the established goals one achieved.

**Figure 11 : Importance of Principles of Management**

### **(1) Providing Managers with Useful Insights into Reality**

- The application of principles of management helps the managers to take right decisions at the right time.
- These principles of management help managers to tackle the diverse problems in a dynamic business environment.

### **(2) Optimum Utilization of Resources & Effective Administration**

- Resources are always scarce and limited.
- By applying the management principles, the managers can focus on optimum use of available resources so as to achieve productive results at minimum cost and maximum profits.
- It results in effective administration by channelizing resources (human and material) into the best possible way.

### **(3) Scientific Decisions**

- Application of principles of management makes the manager more realistic, thoughtful, justifiable and free from personal bias.
- The decisions taken on the basis of principles of management are subject to evaluation and objective assessment.

### **(4) Meeting Changing Business Environment**

Although the principles are in the nature of general guidelines, are modified and help managers to meet the changing requirements of the environment.

Example: With the rapid rise of online market sellers, offline vendors have also started selling their goods on online platforms.

### **(5) Fulfilling Social Responsibility**

- Principles of management not only help in achieving the goals of the organization effectively and efficiently, but also guide the managers to fulfil their commitment towards its employees and society.

Example: Principles of fair remuneration and equity ensure social justice to employees and compliance with government norms towards corporate social responsibility improves the company's image in the society.



#### **(6) Management Training, Education and Research**

- Proper understanding of principles is the base of training, research, and development in the field of management.
- Management is taught on the basis of these principles help the management institutes prepare future managers.
- These Principles help managers to take decisions and actions in the right manner.
- Application of these principles by the managers brings innovation in the field of management.

## 14 Principles of Management by Henr Fayol

Home Business Management Henr Fayol's 14 Principles of Management. Henr Fayol (born 1841 in Istanbul; died 1925 in Paris) was a French management theorist. Henr Fayol was one of the most influential contributors to modern concepts of management, having proposed that there are five primary functions of management:

- 1. Planning,**
- 2. Organizing,**
- 3. Commanding,**
- 4. Coordinating, and**
- 5. Controlling**

Controlling is described in the sense that a manager must receive feedback on a process in order to make necessary adjustments. Fayol's work has stood the test of time and has been shown to be relevant and appropriate to contemporary management. Many of today's management texts including Daft (2005) have reduced the five functions to four: (1) planning, (2) organizing, (3) leading, and (4) controlling. Daft's text is organized around Fayol's four functions.

Fayol believed management theories could be developed, then taught. His theories re published in a monograph titled General and Industrial Management. This is an extraordinary little book that offers the first theory of general management and statement of management principles.



7	Remuneration
8	Centralization
9	Scalar Chain (Line of Authority)
10	Order
11	Equity
12	Personnel Tenure
13	Initiative
14	Esprit de Corps

**Figure 12 : Fourteen Principles of Management**

The "Fourteen Principles of Management" was written by Henry Fayol. It directly suggests business management skills. The fourteen principles are :

- **Division of Work**

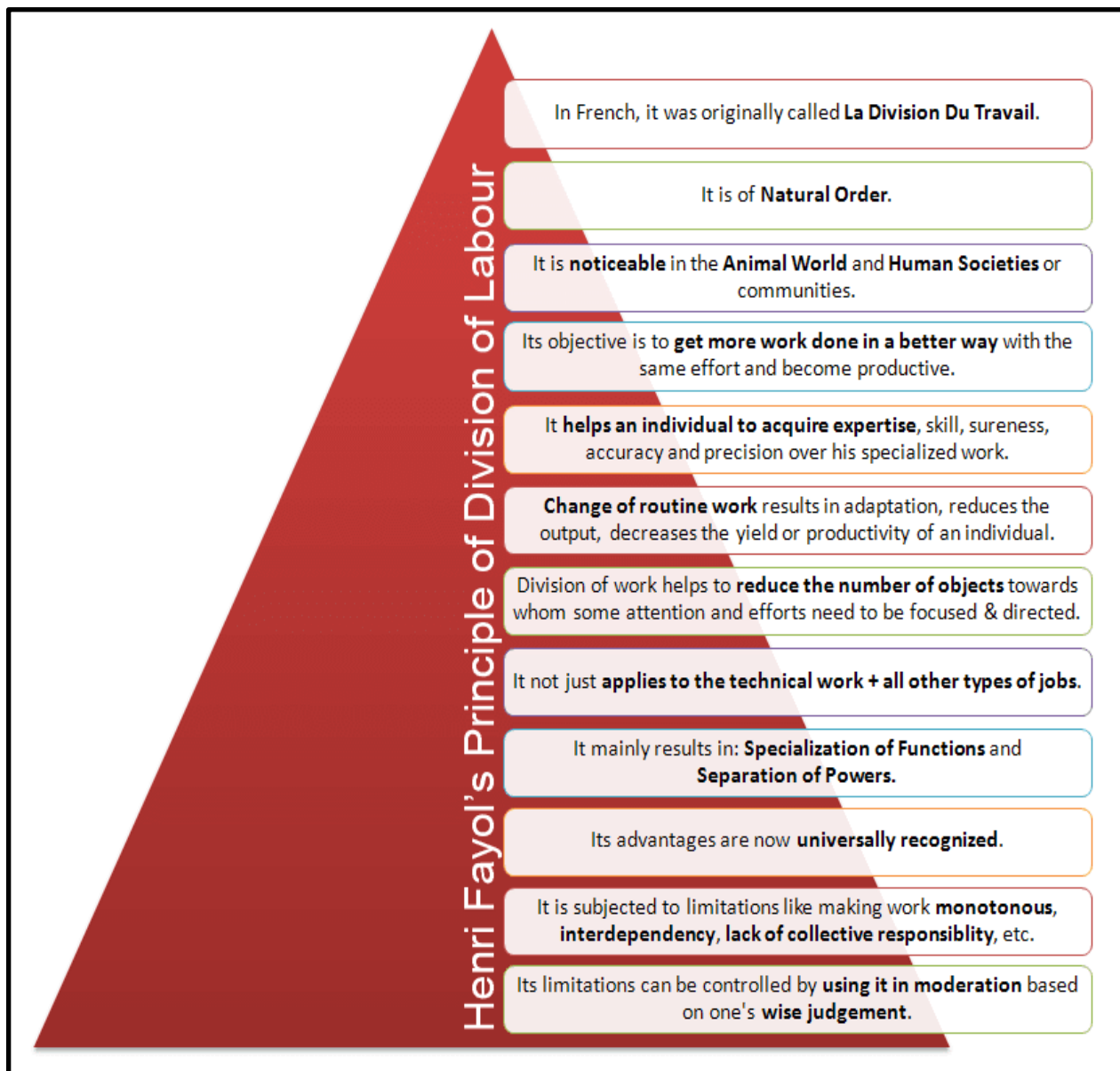
The first Henry Fayol principle of management is based on the theory that an employee is given a specific task to do, will become more efficient and skilled in it. This is opposed to a multi-tasking culture where an employee is given so many tasks to do at once. In order to implement this principle effectively, look at the current skill sets of each employee and assign them a task that can become proficient at. This will help them to become more productive, skilled, and efficient in the long run.

The division of work is also known as specialization. Specialization enables the individual to acquire expertise on the intricacies unique to a task. This saves time. As an example, consider much longer things would take without specialization. An employee could find themselves one day trying to program the organization's bite. On another day could find themselves trying to collate the accounts. Thus, the familiarity that specialization brings speeds up production.

In practice, employees are specialized in different areas and have different skills. Different levels of expertise can be distinguished within the knowledge areas (from generalist to specialist).

Personal and professional developments support this. According to Henry Fayol specialization promotes efficiency of the workforce and increases productivity. In addition, the specialization

of the workforce increases their accuracy and speed. This management principle of the 14 principles of management is applicable to both technical and managerial activities.



**Figure 13 : The division of work**

Dividing the full work of the organization among individuals and creating departments is called the division of workhand. It is believed that segregating work in the workforce amongst the worker will enhance the quality of the product. Similarly, researcher also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is

appropriate for both the managerial as well as a technical work level. Division of work leads to specialization, and specialization helps to increase efficiency and efficiency, results in improvements in the productivity and profitability of the organization.

- **Authority and Responsibility**

This Henry 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 employees. Managers did not have any authority, then they would lack the ability to get any work done. However, this authority should come along with responsibility. According to Henry Fayol, there should be a balance between authority and responsibility. If there is more authority than responsibility, the employees will get frustrated. If there is more responsibility than authority, the manager will feel frustrated. These are the two key aspects of management. Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.

In order to get things done in an organization, management has the authority to give orders to the employees. Of course with this authority comes responsibility. According to Henry Fayol, the accompanying power or authority gives the management the right to give orders to the subordinates.

The responsibility can be traced back from performance and it is therefore necessary to make agreements about this. In other words, authority and responsibility go together and are two sides of the same coin.

Managers should have the appropriate authority to give orders and instructions. Fayol stated that a manager must balance authority with responsibility. For example, if a manager's authority exceeded their responsibility, then they might misuse their authority. Likewise, if a manager doesn't have enough authority then they will feel frustrated.

Authority must be equal to responsibility. According to Henry Fayol, there should be a balance between Authority (Power) and Responsibility (Duties). The right to give orders should not be considered without reference to responsibility. If the authority is more than responsibility, then a manager may misuse it. If responsibility is more than authority, then a manager may feel frustrated.



**Figure 14 :Advantages of delegation**

- **Discipline**

This principle states that discipline is required for any organization to run effectively. In order to have disciplined employees, managers need to build a culture of mutual respect. There should be a set of organizational rules, philosophies, and structures in place that should be met by everyone. Bending rules or slacking should not be allowed in any organization. In order to achieve this, there is a need for good supervision and impartial judgment.

Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employees' good behavior also helps them smoothly build and progress in their professional careers.

This third principle of the 14 principles of management is about obedience. It is often a part of the core values of a mission statement and vision in the form of good conduct and respectful interactions. This management principle is essential and is seen as the oil to make the engine of an organization run smoothly.

Outward mark of respect in accordance with formal or informal agreements bet in a firm and its employees. Discipline means respect for the rules and regulations of the organization. Discipline may be Self-discipline, or it may be Enforced discipline. No slacking or bending of rules, not allow in any organization. The workers must respect the rules that run the organization. To establish discipline, good supervision and impartial judgment are needed.

- **Unity of Command**

This principle states that that should be a clear chain of command in the organization. The employees should be clear on whose instructions to follow. According to Fayol, an employee should receive orders from only one manager. an employee works under two or more managers, then authority, discipline, and stability are threatened. Moreover, this will cause a breakdown in management structure and cause employees to burn out. This means an employee should have only one boss and follow his command. an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.

The management principle ‘Unity of command’ means that an individual employee should receive orders from one manager and that the employee is answerable to that manager.

If tasks and related responsibilities are given to the employee by more than one manager, this may lead to confusion may lead to possible conflicts for employees. By using this principle, the responsibility for mistakes can be established more easily.



**Figure 15 :Advantages of Unity of Command**

- **Unity of Direction**

This Henry Fayol principle of management states that the work to be done should be organized in such a way that employees work in harmony towards the same objective, using one plan, under the direction of one manager. For example, researcher have a range of marketing activities such as advertising, budgeting, sales promotion, etc., there should be one manager using one plan for all the marketing activities. The different activities can be broken down for different sub-managers, but should all work towards a common goal under the direction of one main person in charge of the whole thing.



This management principle of the 14 principles of management is all about focus and unity. All employees deliver the same activities that can be linked to the same objectives. All activities must be carried out by one group that forms a team. These activities must be described in a plan of action.

The manager is ultimately responsible for this plan and researcher monitors the progress of the defined and planned activities. Focus areas are the efforts made by the employees and coordination.

Unity of direction means that all employees performing similar activities should be under the supervision of the same manager. It also means that the manager should be operating from a single plan. This ensures teams are well coordinated as everyone is pulling in the same direction.

As an example, in a modern organization, this means that all software development activities, such as coding the organization's bite and updating internal computer system, should ultimately be under the control of a single manager.

A person engaged in the same activity should have a unified goal. This means all the person working in a company should have one goal and motive will make the work easier and achieve the set goal easily. principle is expressed as: one head and one plan for a group of activities having the same objective. It is the condition essential to unity of action, co-ordination of strength and focusing of effort. A body with two heads is in the social as in the animal sphere a monster, and has difficulty in surviving. Unity of direction (one head one plan) must not be confused with unity of command (one employee to have orders from one superior only). Unity of direction is provided for by sound organization of the body corporate, unity of command turns on the functioning of the personal. Unity of command cannot exist without unity of direction but does not flow from it.

This principle is often associated with the work of Henri Fayol, one of the founders of modern management theory, who believed that coordination and cooperation are essential for the efficient and effective functioning of an organization. In practice, unity of direction can be achieved through clear communication, shared vision and values, and the alignment of individual and departmental goals with the overall objectives of the organization.

*There are a variety of ways that unity of direction can be achieved in practice, but some examples include:*

**Clear communication of organizational goals:** By clearly communicating the goals and objectives of the organization to all employees, everyone is aware of what are working towards and can make decisions and take actions that align with these goals.

**Shared vision and values:** By creating a shared vision and set of values, organizations can ensure that all employees understand the culture and direction of the organization and can act in accordance with these values.

**Alignment of departmental goals:** By aligning the goals of individual departments with the overall objectives of the organization, all departments can work towards a common purpose and be more efficient and effective.

**Collaboration and cross-functional teams:** By fostering collaboration and cross-functional teams, organizations can break down silos and ensure that all employees are working together towards the same goal.

**Leadership:** A good leader can set the direction for the organization and inspire employees to work towards a common goal.

**Strategic Planning:** A well-defined strategy that aligns all the activities of an organization towards a common goal.

Use of Key performance indicators (KPIs) that align with the overall goals of the organization.

Regularly review and adjust the direction based on feedback and performance metrics.

There are several rules or guidelines that organizations can follow implementing unity of direction:

**Clearly define and communicate organizational goals:** Organizations should clearly define and communicate their goals and objectives to all employees, so that everyone is aware of what are working towards.

**Align individual and departmental goals:** Organizations should align the goals of individual employees and departments with the overall objectives of the organization, so that everyone is working towards the same common goal.

**Establish a shared vision and values:** Organizations should establish a shared vision and set of values that guide the culture and direction of the organization, so that all employees understand the direction and purpose of the organization.

**Foster collaboration and cross-functional teams:** Organizations should foster collaboration and cross-functional teams to break down silos and ensure that all employees are working together towards the same goal.

- Use of Key performance indicators (KPIs) that align with the overall goals of the organization.
- Regularly review and adjust the direction based on feedback and performance metrics.
- Implement a system of accountability, so that everyone is aware of their role and responsibilities in achieving the organizational goals.
- Encourage open communication to ensure that everyone is aware of the progress made towards achieving the organizational goals. Provide necessary resources and support to employees to help them achieve their goals and contribute to the organization's overall direction.
- Empower employees to take actions and make decisions that align with the overall goals of the organization. Unity of direction is a concept in team management that assumes that all the team members should share the same objectives in order to work toward common results, using one plan. Every person has own objectives. Every employee is asked to adopt company objectives. Every team member is asked to adopt team objectives. Every person can have own objectives related to involvement in the team. These groups of objectives usually are not fully compatible. In case of clash, individual has to choose objectives should be achieved.
- The unity of direction assumes that in case of clash, every team member will choose team objectives as the most important. In order to achieve unity of direction the team should be properly created (team is more than group of random people) and trained.

- **Subordination of Individual Interest to General Interest**

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

anyone goes rogue, the organization will collapse. This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organization. This refers to the whole chain of command in a company.

There are always all kinds of interests in an organization. In order to have an organization function well, Henry Fayol indicated that personal interests are subordinate to the interests of the organization (ethics).

The primary focus is on the organizational objectives and not on those of the individual. This applies to all levels of the entire organization, including the managers.

- **Remuneration of Employees**

This Henry Fayol principle of management states that employees should be paid fair wages for the work that they carry out. Any organization that underpays its workers will struggle to motivate and keep quality workers. This remuneration should include both financial and non-financial incentives. Also, there should be a structure in place to reward good performance to motivate employees. This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. However, it should be according to an individual's efforts that have been made.

Motivation and productivity are close to one another as far as the smooth running of an organization is concerned. This management principle of the 14 principles of management argues that the remuneration should be sufficient to keep employees motivated and productive. There are two types of remuneration namely non-monetary (a compliment, more responsibilities, credits) and monetary (compensation, bonus or other financial compensation). Ultimately, it is about rewarding the efforts that have been made.

- **Centralization and Decentralization**

Centralization refers to the concentration of power in the hands of the authority and following a top-bottom approach to management. In decentralization, this authority is distributed to all levels of management. In a modern context, no organization can be completely centralized or decentralized. Complete centralization means that people at the bottom have no authority over their responsibilities. Similarly, complete decentralization means that there will be no superior authority to control the organization. To use this effectively today, there should be a balance of

centralization and decentralization. The degree to which this balance is achieved will differ from organization to organization.

Management and authority for the decision-making process must be properly balanced in an organization. This depends on the volume and size of an organization including its hierarchy.

Centralization implies the concentration of decision-making authority at the top management (executive board). Sharing of authorities for the decision-making process with lower levels (middle and lower management), is referred to as decentralization by Henri Fayol. Henri Fayol indicated that an organization should strive for a good balance in this.

Centralization means that decision making happens at the top of the organizational tree, with the executive board. Decentralization is the opposite. It pushes decision making as far down the organizational chart as possible.

Fayol doesn't state that a researcher should have a centralized or decentralized organization. But instead, that this decision should be deliberate and appropriate to the operating needs of the organization.

This principle is also related to the principle of authority. For example, in a completely centralized organization, it's likely that employees will lack the authority to perform their duties. But, in a completely decentralized organization managers lack authority to control employees.

In any company, the management, or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organization. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.

It is always present to a greater or lesser extent, depending on the size of the company and the quality of its managers. In centralization, the authority is concentrated only in a few hands. However, in decentralization, the authority is distributed to all levels of management. No organization can be completely centralized or decentralized.

If there is complete centralization, the subordinates will have no authority (power) to carry out their responsibilities (duties). Similarly, there is complete decentralization, the superior will have no authority to control the organization. Therefore, there should be a balance between centralization and decentralization. The degree to which centralization or decentralization should be adopted depends

on the specific organization, but managers should retain final responsibility but should give subordinates enough authority to do the tasks successfully.

- **Scalar Chain**

A scalar chain refers to a clear chain of communication between an employee and their superiors. Employees should know where they stand in the hierarchy of the organization and who to go to in a chain of command. To implement this in the workplace, Fayol suggests that there should be an organizational chart drawn out for employees to see this structure clearly.

A scalar chain is also known as a chain of command. It corresponds to the formal line of authority and communication within an organization.

Fayol states that a researcher should structure your organization to meet the needs of the organization. For example, a researcher needs fast decision making then a flatter organization is best. Researchers want to offer employees promotion opportunities then a taller organization is best. The trick is to find the right balance.

Hierarchy presents itself in any given organization. This varies from senior management (executive board) to the lowest levels in the organization. Henry Fayol's "hierarchy" management principle states that there should be a clear line in the area of authority (from top to bottom and all managers at all levels).

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, it concerns reports about calamities to the immediate managers/superiors.

The chain of command, sometimes called the scalar chain, is the formal line of authority, communication, and responsibility within an organization. Fayol on this principle highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also should be able to contact any, needed.

The chain of command is usually depicted on an organizational chart, identifies the superior and subordinate relationships in the organizational structure. Or it is the line of authority from top to bottom of the organization. This chain implements the unity-of-command principle and

allows the orderly flow of information. Under the unity of command principle, the instructions flow downward along the chain of command, and accountability flows upward.

More clear-cut the chain of command, the more effective the decision-making process and the greater the efficiency.

- **Order**

This principle states that there should be an orderly placement of resources (manpower, money, materials, etc.) in the right place at the right time. This ensures the proper use of resources in a structured fashion. Misplacement of any of these resources will lead to misuse and disorder in the organization. A place for everything and everything in its place, the right man in the right place. There should be an Order for materials/things and people in the organization.

Order for things is called Material Order, and order for people is called 'Social Order. Material Order refers to "a place for everything and everything in its place. Order refers to keeping organized and having good plans in place, so researcher avoid duplication of work and waste.

Order encompasses many things, including having a clean and safe environment for employees with everything in its place. It also means having resources available for use in the right place at the right time. This includes employees, capital, and other resources.

According to this principle of the 14 principles of management, employees in an organization must have the right resources at their disposal so that can function properly in an organization. In addition to social order (responsibility of the managers) the work environment must be safe, clean, and tidy. A company should maintain a well-defined work order to have a favorable work culture. The positive atmosphere in the workplace will boost more positive productivity.

- **Equity**

Equity is a combination of kindness and justice. This principle states that managers should use kindness and justice towards everyone manage. This creates loyalty and devotion among the employees towards the organization work for. While dealing with the employees, a manager should use kindness and justice towards employees equally. Equity is a combination of kindness and justice. All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination. Managers should treat

employees with equity. This means managers should treat everyone fairly at all times. This means both being consistent in your praise and consistent in your discipline. Treating employees fairly increases employee retention. The management principle of equity often occurs in the core values of an organization. According to Henri Fayol, employees must be treated kindly and equally. Employees must be in the right place in the organization to do things right. Managers should supervise and monitor this process and should treat employees fairly and impartially.

It creates loyalty and devotion in the employees toward the organization. The equity principle suggests that managers must be kind as well as equally fair to their subordinates.

- **Stability of Personnel**

This principle states that an organization should work to minimize staff turnover and maximize efficiency. Any new employee cannot be expected to get used to the culture of an organization right away. They need to be given enough time to settle into their jobs to become efficient. Both old and new employees should also be ensured job security because instability can lead to inefficiency. There should also be a clear and effective method to handle vacancies that arise because it takes time and expense to train new ones. An employee delivers the best when they feel secure in their job. It is the duty of the management to offer job security to their employees.

Although it could take a lot of time, employees must be given fair enough time to settle into their jobs. An employee needs time to learn his job and to become efficient.

The employees should have job security because instability leads to inefficiency. Successful firms usually have a stable group of employees. It is important for employees to have job security. The reason for this is that a lack of job security leads to actions that don't align with the goals of the organization. You should also understand that it can take time for new employees to settle into their new environment and learn to do their job well. Managers who understand this principle strive for ever-increasing employee retention rates.

This management principle of the 14 principles of management represents deployment and managing of personnel and this should be in balance with the service that is provided from the organization. Management strives to minimize employee turnover and to have the right staff in the right place. Focus areas such as frequent change of position and sufficient development must be managed well.



# Principles of Management.

- |                                   |   |
|-----------------------------------|---|
| 1. Initiative                     | 10. Scalar Chain of Authority.                              |
| 2. Unity of Direction.            | 11. Security of tenure.                                     |
| 3. Unity of command.              | 12. Subordination of individual interest to group interest. |
| 4. Division of work.              | 13. Remuneration.   |
| 5. Centralisation.                | 14. Espirit de corps.                                       |
| 6. Order.                         | 15. Delegation of Authority                                 |
| 7. Equity.                        | 16. Span of Control   |
| 8. Discipline.                    | 17. Decentralisation.                                       |
| 9. Parity of Authority and duty.. |   |

**Figure 16 : Principle Of Management**

- **Initiative**

This principle states that all employees should be encouraged to show initiative. employees have a say as to best can do their job, feel motivated and respected. Organizations should listen to the concerns of their employees and encourage them to develop and carry out plans for improvement. Without limits of authority and discipline, all levels of staff should be encouraged to show initiative. Management should encourage initiative.

Employee initiatives are a source of strength for the organization according to Henry Fayol. This encourages the employees to be involved and interested. That is, should encourage the employees to make their own plans and execute these plans. This is because an initiative gives satisfaction to the employees and brings success to the organization.

The management should support and encourage the employees to take initiatives in an organization. It will help them to increase their interest and make them worth. researcher should

encourage proactivity and the showing of initiative at all levels within the organization. Encouraging employees to use their initiative should be seen as a source of strength for the organization. It also gives employees an increased sense of job satisfaction.

The push to allow employees to use their initiative needs to be balanced with the employee's authority. The rules of equity should still apply.

- **Esprit de Corps**

Esprit de Corps means "Team Spirit". This Henry Fayol principle of management states that the management should strive to create unity, morale, and co-operation among the employees. Team spirit is a great source of strength in the organization. Happy and motivated employees are more likely to be productive and efficient. Esprit de Corps means "Team Spirit." Therefore, the management should create unity, cooperation, and team spirit among the employees. It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment. Management should strive to create a sense of shared goals and team spirit within their teams. This includes encouraging employees to work to the best of their abilities, as well as sharing what they have learned with others.

The management principle 'esprit de corps' of the 14 principles of management stands for striving for the involvement and unity of the employees. Managers are responsible for the development of morale in the workplace, individually and in the area of communication.

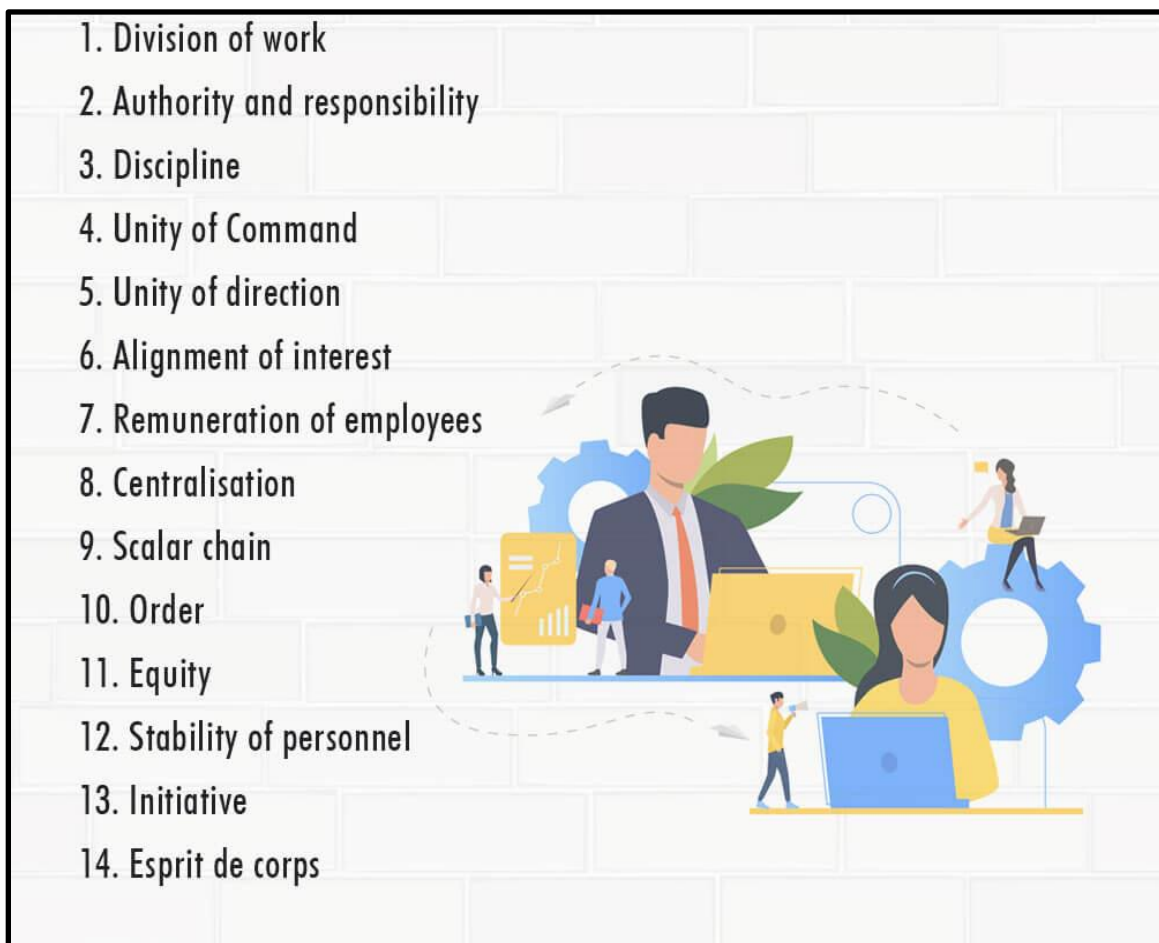
Esprit de corps contributes to the development of the culture and creates an atmosphere of mutual trust and understanding.

These 14 principles of management are used to manage an organization and are beneficial for prediction, planning, decision-making, organization and process management, control and coordination. They should avoid dividing and rule policy. Harmony and cohesion among personnel. It's a great source of strength in the organization. It is a quality in every successful business.

14 principles of management can be used to manage organizations and are useful tools for forecasting, planning, process management, organization management, multiple Project Management Methodologies, decision-making, coordination and control.















Although they are obvious, many of these matters are still used based on common sense in current management practices in organizations. It remains a practical list with focus areas that are based on Henri Fayol's research still applies today due to several logical principles.

These principles are guidelines for every management function. The manager must act according to the 14 principles of management; to reach the goal and create a surplus. These 14 management principles of Henri Fayol are universally accepted. They work as a guideline for managers to do their job according to their responsibility.



**Figure 17: 14 principles of management in an organization**

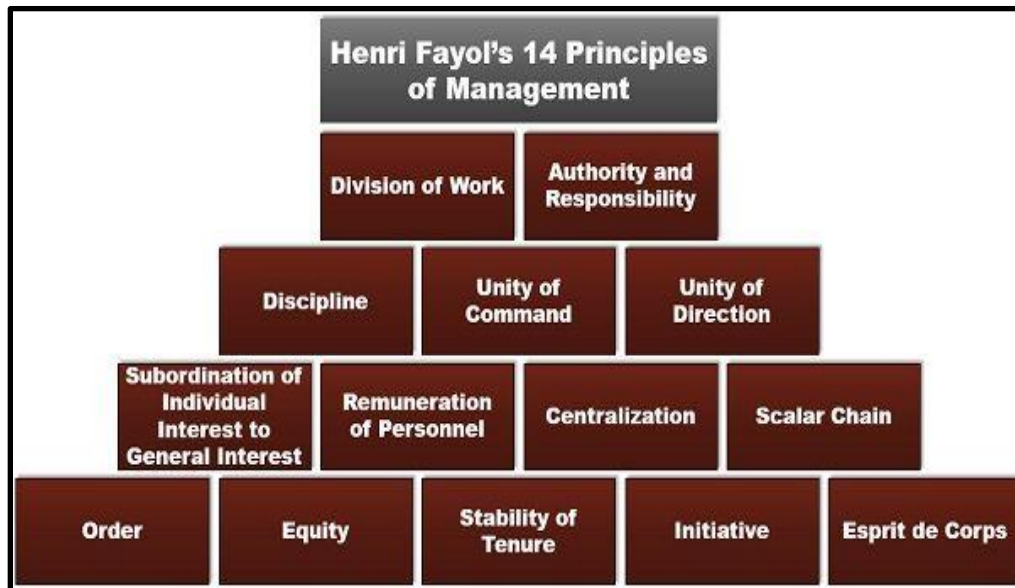
Fayol suggested that it is important to have unity of command: a concept that suggests there should be only one supervisor for each person in an organization. Like Socrates, Fayol suggested that management is a universal human activity that applies equally to the family as it does to the corporation.

1		Division of work	8		The Degree of Centralization
2		Authority and Responsibility	9		Scalar Chain
3		Discipline	10		Order
4		Unity of Command	11		Equity
5		Unity of Direction	12		Stability of Tenure of Personnel
6		Subordination of Individual Interest	13		Initiative
7		Remuneration	14		Esprit de Corps

**Figure 18: 14 principles of management in an organization**

Fayol has been described as the father of modern operational management theory. Although his ideas have become a universal part of the modern management concepts, some writers continue to associate him with Frederick Winslow Taylor. Taylor's scientific management deals with the efficient organisation of production in the context of a competitive enterprise that has to control its production costs. That was only one of the many areas that Fayol addressed. Perhaps the connection with Taylor is more one of time, than of perspective. According to Claude George (1968), a primary difference between Fayol and Taylor was that Taylor viewed management processes from the bottom up, Fayol viewed it from the top down. George's comment may have originated from Fayol himself. In the classic *General and Industrial Management* Fayol wrote that "Taylor's approach differs from the one we have outlined in that the researcher examines the firm from the "bottom up." starts with the most elemental units of activity the workers' actions then studies the effects of their actions on productivity, devises new methods for making them more efficient, and applies the research results at lower levels to the hierarchy. The researcher suggests that

Taylor has staff analysts and advisors working with individuals at lower levels of the organization to identify the ways to improve efficiency. According to Fayol, the approach results in a “negation of the principle of unity of command.



**Figure 19: Importance of the 14 Principles of Management**

### **Importance of the 14 Principles of Management**

Henri Fayol was one of the first people who highlighted the difference between technical and managerial skills. He stressed the idea that “manager” is a profession in and of itself - one that needs to be researched, taught, and developed. Imagine a team where everyone has the best technical skills in the world, but no clear management practices. Surely, skills without direction won’t produce any efficient results.

Good technical skills don’t necessarily make a researcher a good manager. A researcher would also need a number of non-technical skills for planning, forecasting, decision-making, process management, organization management, coordination, and control. All these skills are taught in the 14 principles of management to help managers understand how to effectively run an organization.

### **14 Principles of Management Advantages**

There are some advantages associated with the 14 Principles of Management, including:

When the model was first introduced, it gave managers a simple way to understand all the functions that a manager needs to perform.

It is comprehensive in nature and can be applied to any organizational context.

### **14 Principles of Management Disadvantages**

There are some disadvantages associated with the 14 Principles of Management, including:

Fayol based his work on his own experiences in management and not on any empirical research. It is myopic and very inward-looking, not giving any consideration to customer needs. This results in organizations structured to service the needs of the organization. It would be better if the organization was structured to service the needs of the customer.

Fayol created the model in a very different time. The command-and-control model doesn't work so well with today's knowledge workers. Today the focus needs to be on encouraging creativity, innovation, and problem-solving amongst the team.

In 1916 Henry Fayol published the 14 Principles of Management it was one of the first times anyone described a management theory. The researcher did it in such a general sense it could be applied to any business context.

The 14 Principles of Management still provide an excellent introduction to the demands of management. Where the 14 principles are outdated is that they are very inward-looking. This means focus on being structured on the business needs rather than being structured to meet the needs of the customer.



**Figure 20: Fayol criticized Taylor's functional management.**

Fayol criticized Taylor's functional management in this way. The most marked outward characteristics of functional management lies in the fact that each workman, instead of coming in direct contact with the management at one point only, receives his daily orders and help from eight different bosses. Those eight, Fayol said, are (1) route clerks, (2) instruction card men, (3) cost and time clerks, (4) gang bosses, (5) speed bosses, (6) inspectors, (7) repair bosses, and the (8) shop disciplinarian (p. 68). This, said, was an unworkable situation, and that Taylor must have somehow reconciled the dichotomy in some way not described in Taylor's works.

### **3. Difference bet in Unity of Command and Unity of Direction**

Unity of command and unity of direction are two principles of management that are often discussed together but refer to different concepts.

Unity of command refers to the principle that each employee should have one and only one direct supervisor. This is to ensure that employees receive clear and consistent instructions and that there is no confusion about who is responsible for different tasks or decisions. This principle is important to maintain a clear chain of command and to prevent conflicts of authority.

Unity of Command and Unity of Direction are two fundamental principles of management that were first introduced by Henri Fayol, a French industrialist and management theorist. These principles are essential for ensuring that an organization functions effectively and efficiently. Unity of Command refers to the principle that an employee should only receive orders from one supervisor, at the time Unity of Direction refers to the principle that all activities within an organization should be directed towards a common goal. Unity of Command is a principle of management that states that each employee should receive orders from only one superior. This means that an employee should have only one boss or manager to report to. This principle ensures that there is a clear line of authority within an organization, helps to avoid confusion and conflicts.

The concept of Unity of Command is based on the assumption that an employee cannot effectively serve two masters at the same time. If an employee receives conflicting orders from two or more superiors, it can lead to confusion and chaos. It can also create a situation where the employee is torn between loyalty to different managers, which can harm the organization's overall performance.

Unity of Command is particularly important in hierarchical organizations, where there are multiple levels of management. In such organizations, it is important to have a clear chain of command, with each level of management responsible for overseeing a specific set of employees. By following the principle of Unity of Command, an organization can ensure that employees know who their boss is, and who they should report to in case of any issues or concerns. Unity of Direction is a principle of management that states that all activities within an organization should be directed towards a common goal. This means that all employees within an organization should work towards the same objective, and their efforts should be coordinated and aligned. The principle of Unity of Direction ensures that all employees are working towards a shared vision, helps to achieve the organization's overall goals.

The concept of Unity of Direction is based on the assumption that an organization can only achieve its objectives if all its activities are directed towards a common goal. If different departments or employees within an organization work towards conflicting goals, it can lead to inefficiency, duplication of effort, and waste of resources. Therefore, it is important to ensure that all activities within an organization are aligned and coordinated.



Unity of Direction is particularly important in organizations that have multiple departments or functional areas. In such organizations, it is essential to ensure that all departments are working towards the same objective, and their efforts are coordinated. This helps to avoid conflicts and duplication of effort and ensures that the organization is making progress towards its overall goals.

Unity of Command and Unity of Direction are two principles of management that are closely related but distinct. The main differences bet in the two principles are as follows:

- **Focus:** Unity of Command focuses on the relationship bet an employee and their supervisor, at the time Unity of Direction focuses on the alignment of all activities towards a common goal.
- **Scope:** Unity of Command applies to the relationship bet an employee and their immediate supervisor, at the time Unity of Direction applies to the entire organization.
- **Purpose:** Unity of Command is designed to avoid conflicts and confusion by ensuring that an employee receives orders from only one supervisor. Unity of Direction is designed to ensure that all activities within an organization are coordinated and aligned towards a common goal.
- **Applicability:** Unity of Command is applicable in hierarchical organizations where there are multiple levels of management. Unity of Direction is applicable in all types of organizations, regardless of their structure.

Unity of Command and Unity of Direction are two fundamental principles of management that are essential for ensuring the effective and efficient functioning of an organization.

**Unity of command** is a principle of management that stipulates that an individual should only have one direct supervisor. This ensures that employees know who their direct supervisor is, and makes it easier for supervisors to provide clear instructions. The unity of command principle helps to reduce confusion and ensure that everyone is on the same page. In a military context, the unity of command principle is essential for effective decision-making. In a business setting, the unity of command can help to improve communication and increase efficiency. Implementing the unity of command principle can be challenging, but the benefits are clear.

Unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders, relating to the duties to be performed. Unity of command ignores dual subordination since one employee cannot report to more than one supervisor. The person to whom the employee is responsible for and is directly reporting is referred to as the 'immediate supervisor' or 'immediate boss'. Unity of command is a very effective way of controlling subordinates and leads to less confusion and complexity. Performance evaluation of the subordinates is also made convenient through unity of command.

However, unity of command is only applicable to organizations with a traditional hierarchy. The matrix structure is a type of organizational structure where employees are grouped concurrently by two different operational dimensions. This means that a matrix structure combines two organizational structures, most commonly a functional structure and a divisional structure. This type of organizational structure leads to dual subordination where the subordinates are accountable for two managers.

**Unity of direction**, on the other hand, refers to the principle that all efforts and actions within an organization should be directed towards a common goal or set of goals. This principle is important to ensure that everyone is working towards the same objectives and that resources are being used effectively. The term "unity of direction" refers to the idea that all members of an organization should be working towards the same goal. This concept is often attributed to Henri Fayol, who argued that a company's success depends on all employees working together towards a common goal. In order to achieve this unity of direction, Fayol suggested that businesses should have a clear and concise mission statement that everyone can get behind. He also believed that businesses should structure themselves hierarchically, with each employee only reporting to one direct supervisor. By following these principles, businesses can ensure that everyone is moving in the same direction and working towards the same goal.

Unity of direction explains that a group of activities that have the same objective should be performed as per a single plan and supervised by one manager. This is done to ensure that there is proper goal congruence and one vision where all the employees will work under the guidance of one manager. Proper coordination of activities in a timely manner is essential here and deviations from the plan (unless due to sudden changes of customer demand or unforeseen circumstance) are not acceptable. The success of unity of direction often depends on proper

understanding of the interrelationships between the activities and managing them in an effective manner.

Both principles are important for the efficient and effective functioning of an organization. Unity of command ensures that employees receive clear and consistent instructions, at the time unity of direction ensures that all efforts are directed towards a common goal. Together, help organizations to be more efficient, effective and well-coordinated.

The terms unity of command and unity of direction are often used interchangeably. However, there is a distinct difference between the two concepts. Unity of command refers to the idea that each employee should have a single supervisor who is responsible for their work. This helps to prevent confusion and allows employees to receive clear instructions. Unity of direction, on the other hand, refers to the idea that all employees working towards a common goal should be following the same plan. This ensures that everyone is working towards the same objectives and prevents duplication of effort. By understanding the difference between unity of command and unity of direction, businesses can ensure that their employees are working effectively towards their goals.

Unity of command is the principle that states a single commander should be given overall control of a military unit. This allows for better coordination and execution of orders. -Unity of direction is the principle that states all members of a unit should be aiming towards the same goal. This ensures that everyone in the unit is working together to achieve a common objective. The two principles are often confused with one another, but are actually quite different. Although both principles are important, unity of direction is more important than unity of command as it comes to military units.

Unity of command and unity of direction are two important aspects to consider in an organizational hierarchy. The key difference between unity of command and unity of direction is that unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders relating to the duties to be performed whereas unity of direction explains that a group of activities that have the same objective should be performed as per a single plan and supervised by one manager. Both concepts were introduced by Mining engineer of France, Henry Fayol.

### Unity of Command vs Unity of Direction

Unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders, relating to the duties to be performed. Unity of direction explains that a group of activities that have the same objective should be performed as per a single plan and supervised by one manager.

Main purpose of unity of command is to avoid dual subordination. Achieving a particular outcome effectively is the main purpose of unity of direction. The relationship between manager and subordinate is depicted by unity of command. Unity of direction is focused on exploring relationships between different activities that should be performed to achieve an objective.

Unity of command focuses on a single employee. Unity of direction focuses on the entire organization.

The difference between unity of command and unity of direction can be understood based on whether it is applied based on individual employee (unity of command) or for the organization as a whole (unity of direction). Furthermore, these two concepts also vary according to their purpose; unity of command is designed to provide clear responsibilities for employees whereas unity of direction is focused on goal congruence in achieving an objective.

<b>Difference between unity of command and unity of direction</b>		
<b>Basis</b>	<b>Unity of command</b>	<b>Unity of direction</b>
<b>Meaning</b>	One subordinate should receive orders from one boss only.	Each group of activities should have one head and one plan.
<b>Aim</b>	It avoids dual subordination.	It avoids overlapping of activities.
<b>Implication</b>	It affects individual employee.	It affects the entire organisation.

**Figure 21:Unity of Command vs Unity of Direction**

Henr Fayol is credited with developing a set of 14 management principles designed to improve the effectiveness of management at all levels of a company. researcher spent a lot of time thinking about and talking about different management techniques. After extensive research, Fayol concluded that the two most important abilities a person may have are technical competence and the capacity for high-level administrative work.

Management theory as a whole is undeniably one of his most significant contributions. These are the cornerstones of an organization's efficient administration, and their absence can have a devastating effect. For instance, the concepts of "Unity of Command" and "Unity of Direction" are examples of such basic conceptions.

Unity of Command emphasizes cooperation amongst individuals, whereas Unity of Direction stresses efficiency in operations. To define the aim of ensuring the unity of effort under one accountable individual, Unity of Command is a management philosophy implemented at the operational level. This indicates that there should be a single chain of command for each subordinate. When a company prioritizes cohesion, leaders work to ensure all departments are pulling in the same direction. Ho ver, the two management ideas are quite different and must be kept separate.

Unity of Command states that an employee or worker should only ans r to and take orders from one superior at any given time. Each superior should only report to one superior above them, and so on. It is important to keep the idea of a straight line of command in place so that subordinates do not become confused or feel pressured into making decisions against the wishes of their superiors. The continuity of this idea is aided by the unity of command.

The notion of "Unity of Direction" suggests that many initiatives are working together toward the same objective, there should be a single point of contact and a unified plan of action. That's for this reason it's so important for a company's many departments to work together toward a common goal. this isn't done, then there will be a waste of time and money as people would have to perform the same thing twice.

### **Differences – Unity of Command and Unity of Direction**

The following table highlights Unity of Command is different from Unity of Direction –

## **Characteristics of Unity of Command and Unity of Direction**

### **Concept**

- Unity of Command suggests that subordinates should only report to and take commands from a single superior, to whom they are answerable, and to whom they should also receive orders.
- The concept of the unity of direction suggests that all the members of an organization that participates in the same activities ought to work together to achieve a typical objective.

### **Objective**

- The single responsibility concept helps to make certain that the workers at each level of an organization's structure are able to do their jobs effectively.
- In accordance with the "One Head One Plan" guideline, the principal guides all of an organization's members toward achieving a shared objective.

### **Importance**

- It places emphasis on the individual worker or employee by advocating that they report to only a single supervisor at all times.
- It places a strong emphasis on investigating the connections between the many organizational activities that are all working toward the same goal.

### **Benefits**

- It removes the potential for any dispute to emerge as a result of having dual or multiple commands over the same authority.
- It prevents wasting resources and making unnecessary attempts at the same time.
- The Unity of Command concept states that all activities should be centralized under the authority of a single leader, whereas the Unity of Direction principle states that all parts of an organization should work together to achieve the same objective.
- The former is concerned with individual action, whereas the latter is linked to collective actions taken by members of an organization to achieve a common goal.
- Unity of Command ensures that the chain of command is preserved and that conflicts within the chain of command are avoided, whereas Unity of Direction ensures that the efforts of subordinates are coordinated and that there is the unity of action among them.

### **Meaning**

- Unity of command refers to a principle of management that states that one incumbent should get orders from and report to one boss.
- Unity of direction is a management principle implies that all the activities with the same objective must have one head and one plan.

### **Purpose**

- To prevent dual subordination.
- To prevent activities, overlap.

### **Focuses on**

Single employee

Entire organization

### **Outcome**

- The principle leads to effective functioning of the subordinates.
- The principal results in coordination of work of various employees.

### **Relationship**

- Represents relationship between superior and subordinate.
- Represents relationship of activities, as per organizational plans and goals.

### **Need**

- It is needed to fix the responsibility of each person in the organization.
- It is needed for sound organization.

Unity of Command is a Principle of Management, given by Henry Fayol, states that each subordinate in a formal organization should get an order from and report to one superior. As per this principle, dual subordination is completely ignored, i.e. an employee will be responsible to one supervisor, who in turn reports to the manager, and the chain continues. The person to whom the employee should be responsible is directly above the employee's position, called as immediate boss. Unity of Command results in less confusion and chaos regarding the task assigned to the employee and results in the effective discharge of duties. It indicates an integrated system of instructions, so as to enforce the command. The doctrine assumes that an employee cannot shoulder orders from more than one boss.

## Unity of Command VS Unity of Direction

### Comparison Chart

Unity of Command	Unity of Direction
Unity of Command implies that subordinates should report to and receive orders from only one superior and to whom they shall be accountable.	Unity of Direction implies that all the members of an organization that share the same activities should work towards a common goal.
The single accountability principle ensures the proper functioning of the personnel in an organization's chain of hierarchy.	The principle leads all the members of an organization towards a common goal under the "One Head One Plan" rule.
It emphasizes on individual employee or worker by recommending that they should report to only one supervisor.	It emphasizes on exploring relationships between different organizational activities that share a common objective.
It eliminates any conflict that may arise due to dual or multiple command over authority.	It avoids duplication of efforts and wastage of resources.

**Figure 22:Unity of Command and Unity of Direction**

Unity of Direction is another management principle laid down by the French Mining Executive Henry Fayol, stating that there must exist only one superior and one plan for a range of activities seeking the attainment of the same objective. On the basis of this principle, those tasks are aligned towards the same objective should be led by one manager, using a single plan.



# Difference between Unity of Command and Unity of Direction

Basis	Unity of command	Unity of direction
Meaning	It implies that a sub-ordinate should receive orders & instructions from only one boss.	It means one head, one plan for a group of activities having similar objectives.
Nature	It is related to the functioning of personnel's.	It is related to the functioning of departments, or organization as a whole.
Necessity	It is necessary for fixing responsibility of each subordinates	It is necessary for sound organization.
Advantage	It avoids conflicts, confusion & chaos.	It avoids duplication of efforts and wastage of resources.
Result	It leads to better superior sub-ordinate relationship.	It leads to smooth running of the enterprise

**Figure 23: Difference bet Unity of Command and Unity of Direction**

Unity of direction is a result of sound organization structure, leads to unity of action and coordination in the pursuit of the goal of the organization.

According to this principle, a subordinate (employee) must have and receive orders from only one superior (boss or manager). To put it another way, a subordinate must report to only one superior. It helps in preventing dual subordination.

This decrease the possibilities of “Dual subordination” creates a problem in a function of managers. One boss and researcher is the boss and order come from him nobody else.

One head and one plan for a group of activities with the same objective. All activities have the same objective must be directed by one manager, and researcher must use one plan. This is called Unity of Direction. For example, all marketing activities such as advertising, sales promotion, pricing policy, etc., must be directed by only one manager.

He must use only one plan for all the marketing activities. Unity of direction means activities aimed at the same objective should be organized so that there are one plan and one person in charge. The principle of unity of command should not be confused with the principle of unity of direction as both do not mean the same thing.

Differential factor	Unity of Command	Unity of Direction
definition	A subordinate must have one superior and receive orders only from him	Means activities aimed at the same objective
Objectives	Preventing dual subordination and creating accountability	All the activities aimed at the elected goal or plan
Subject matter	Activities and decisions made in light of the plan and objectives	One head and one plan for a group of activities with the same objective
Relation	Shows the relation among superior and Subordinate	Indicated relationship of activities with the organizational plan and goals
Concerned with	concerned with the functioning of people	Concerned with the activities toward goals

**Figure 24: Comparison between Unity of Command and Unity of Direction**

Henr Fayol, a French mining engineer and industrialist laid down 14 principles of management to improve the management of an enterprise from top to bottom. researcher devoted most of his attention to the analysis of managerial activities. Through many studies, Fayol revealed that the most important ability required by a worker is the technical ability and administrative ability at

higher levels. The general principles of management are probably one of his biggest contributions and these are the essential elements that influence the foundations of successful management in an organization. Two such principal concepts are Unity of Command and Unity of Direction.

Unity of Command vs Unity of Direction	
Unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders, relating to the duties to be performed.	Unity of direction explains that a group of activities that have the same objective should be performed as per a single plan and supervised by one manager.
Main Purpose	
Main purpose of unity of command is to avoid dual subordination.	Achieving a particular outcome effectively is the main purpose of unity of direction.
Relationship	
The relationship between manager and subordinate is depicted by unity of command.	Unity of direction is focused on exploring relationships between different activities that should be performed to achieve an objective.

**Figure 25: Distinguish between Unity of Command and Unity of Direction**

Unity of Command is concerned with the functioning of people at the time Unity of Direction is related to the activities. Unity of Command is an operational-level management principle that defines the purpose of ensuring the unity of effort under one responsible individual meaning one subordinate should have only one supervisor from whom researcher shall receive orders. Unity of Direction implies that different departments of an organization should work towards a common goal through coordinated efforts. However, the two principles of management should not be confused with each other as both are very different.

The principle of Unity of Command implies that a worker or employee should report to and receives orders from only one superior and should be accountable to him or her only, who in turn should report to his/her only supervisor, and so on. The unity of command helps to preserve the concept of an unbroken line of authority in order to avoid confusion and conflicting demands from several superiors.

The principle of Unity of Direction states that there should be one head and one plan for a group of organized activities that share a common objective. This means that different departments of an organization should work towards a common goal through coordinated efforts. Failing to do so would result in duplication of efforts and wastage of resources.

### **Difference between Unity of Command and Unity of Direction**

The concept of Unity of Command implies that subordinates should report to and receive orders from only one superior and to whom shall be accountable. It is one of the most important factors to consider in an organizational hierarchy to avoid confusion and conflict. No employee should report to or receive orders from two or more seniors to avoid any conflict. The principle of Unity of Direction, on the other hand, implies that all the members of an organization that share the same activities should work towards a common goal.

The principle of Unity of Command is concerned with the functioning of people and aims at placing one person in charge of the entire operation, thereby eliminating any conflict that may arise due to dual or multiple command over authority. This can cause indiscipline and delay in performance and production. The single accountability principle ensures the proper functioning of the personnel in an organization's chain of hierarchy. The principle of Unity of Direction leads all the members of an organization towards a common goal under the "One Head One Plan" rule.

The principle of Unity of Command emphasizes individual employees or workers by recommending that should report to only one supervisor helps to preserve the concept of an unbroken line of authority. the unity of command is broken, researcher or researcher might have to cope with conflicting demands or priorities from multiple superiors. The principle of Unity of Direction, on the other hand, emphasizes on exploring relationships between different organizational activities that point to a common objective. Failing to do so would result in duplication of efforts and wastage of resources.

The Unity of Command principle ensures one subordinate should be responsible to a single supervisor, who in turn reports to only one supervisor, and like that, the chain of command follows. It ensures a proper, functioning chain of command, an unbroken line of authority that extends from the top of the organization to the lowest in the organizational hierarchy. This

avoids confusion in the mind of subordinates and conflicts among upper management. The Unit of Direction states that each department in an organization should have a different head with each department pursuing its objective efficiently and effectively. An organization with different plans or more than one head cannot achieve the desired results.

<b>Basis of Difference</b>	<b>Unify of Command</b>	<b>Unity of Direction</b>
Definition	A sub-ordinate must have one superior and receive orders only from him.	Means activities aimed at the same objective.
Objectives	Preventing dual subordination and creating accountability.	All the activates aimed at the elected goal or plan.
Subject matter	Activates and decisions made in light of the plan and objectives.	One head and one plan for a group of activities with the same objective.

**Figure 25: Differentiate between Unity of Command and Unity of Direction**

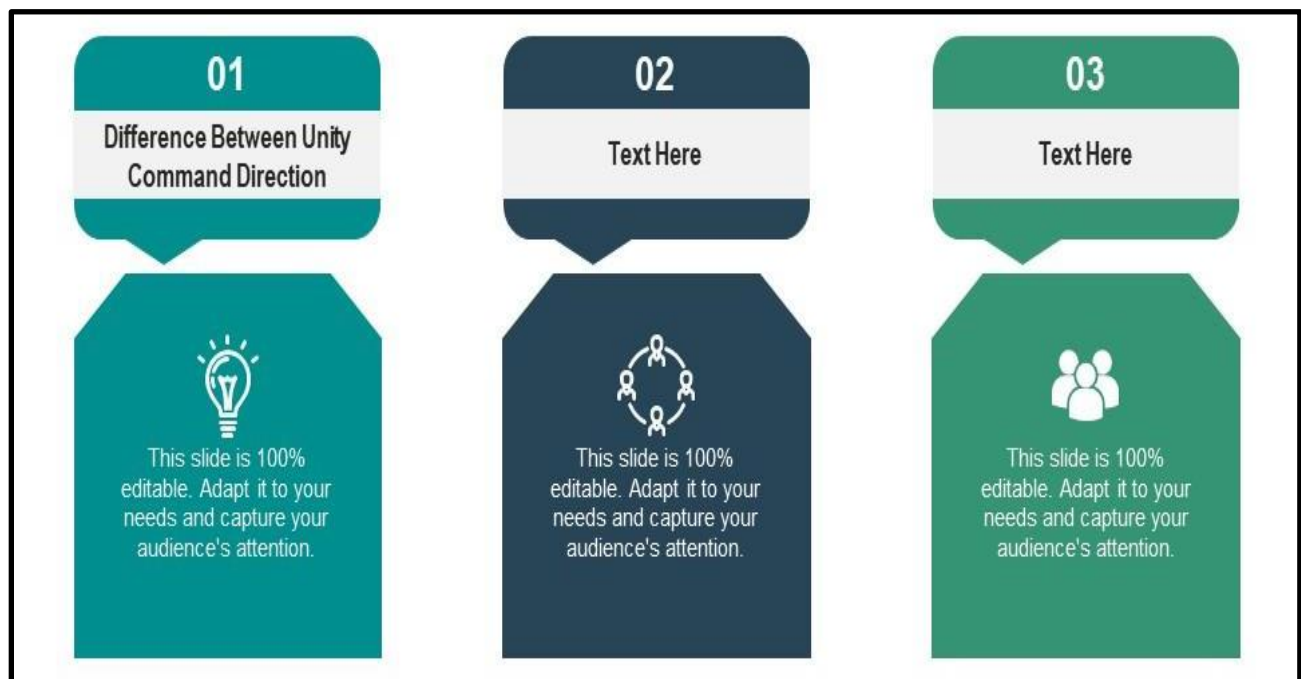
## **Difference Between Unity of Command and Unity of Direction**

### **Key Difference - Unity of Command vs Unity of Direction**

Unity of command and unity of direction are two important aspects to consider in an organizational hierarchy. The key difference between unity of command and unity of direction is that unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders relating to the duties to be performed whereas unity of direction explains that a group of activities that have the same objective should be performed as per a single plan and supervised by one manager. Both concepts were introduced by Mining engineer of France, Henry Fayol.

## Unity of Command

Unity of command states that each employee is accountable to one supervisor or manager from whom the employee receives orders, relating to the duties to be performed. Unity of command ignores dual subordination since one employee cannot report to more than one supervisor. The person to whom the employee is responsible for and is directly reporting is referred to as the 'immediate supervisor' or 'immediate boss'. Unity of command is a very effective way of controlling subordinates and leads to less confusion and complexity. Performance evaluation of the subordinates is also made convenient through unity of command. However, unity of command is only applicable to organizations with a traditional hierarchy. The matrix structure is a type of organizational structure where employees are grouped concurrently by two different operational dimensions. This means that a matrix structure combines two organizational structures, most commonly a functional structure and a divisional structure. This type of organizational structure leads to dual subordination where the subordinates are accountable for two managers.



**Figure 26: Key difference bet Unity of Command and Unity of Direction**

## Key Differences Unity of Command and Unity of Direction

The difference bet unity of command and unity of direction can be drawn clearly on the following grounds:

- A principle of management propounded by Henry Fayol, stating that one employee should get orders from and report to one boss, is the Unity of Command. On the contrary, a management principle implies that all the activities with the same objective must be led by one person as per a single plan is the Unity of Direction.
- Unity of command avoids subordination from multiple supervisors. Conversely, Unity of Direction avoids imbrication of activities.
- While the main focus of unity of command is the single employee, the focus of unity of command is the entire organization.
- The doctrine of the unity of command leads to the effective functioning of the subordinates. On the other hand, the doctrine of the unity of direction results in the coordination of work of various employees.
- Unity of Command indicates a relationship bet en superior and subordinate. In contrast, the unity of direction shows the relationship of activities, as per organizational plans and goals.
- Unity of command is must for an organization in order to fix the responsibility of each subordinate in the pursuit of common goals of the organization. Unlike unity of direction is required for sound organization of activities.

By and large, the two management theories are helpful in discharging the activities of the organization satisfactorily. Unity of Command is just to ignore confusion, disorder, and chaos in the tasks assigned by different superiors. On the flip side, the unity of direction is to match the activities with the organization's objectives.

#### **4. Principles of Scientific Management**

Taylor or Fredrick Winslow Taylor, also known as the 'Father of scientific management' proved with his practical theories that a scientific method can be implemented to management. Taylor gave much concentration on the supervisory level of management and performance of managers and workers at an operational level. Let's discuss in detail the five principles of management by F.W Taylor. scientific methods such as logic, observation, combination, and analysis to study working conditions and management to develop the functional level in factories and production

units. The scientific management concept helps improve productivity, effectiveness, and efficiency in the organization through scientific principles and methods.

Taylor was an American mechanical engineer who proposed and presented the concept of the scientific method in management through technical support. researcher is also known as the father of scientific management. In his working experience and observation, researcher noticed various factors that lead to low productivity and inefficiency.

Taylor believed that workers could be motivated by money, and therefore, researcher promoted the idea of the “a fair day’s pay for a fair day’s work” concept. a worker does not work 11 in a day, researcher won’t be paid his money for the day. Taylor’s theory depends on four basic principles, state replacing the regular working habits, also known as the ‘rule of thumb.’ It simply means to include scientific methods to implement in the working culture and perform innovative work rather than hard work.

Rather than assigning workers for any job, it is better to recruit employees according to their job field and efficiency to motivate workers and keep them interested in the work process. Monitoring the working is also a part of scientific management. Allocation of work between managers and workers is also a part of the principle. It will divide work according to responsibility, allowing the manager to create a proper plan to execute the overall working process. The Principles of Scientific Management, also known as Taylorism, is a management theory that emphasizes the application of scientific methods to the management of work processes in order to increase productivity and efficiency. The theory was developed by Frederick Winslow Taylor, an American mechanical engineer who lived from 1856 to 1915. In this essay, will explore the Principles of Scientific Management in detail, discussing its history, key principles, criticisms, and contemporary relevance.

The Principles of Scientific Management are first introduced by Taylor in his book, "The Principles of Scientific Management," published in 1911. Taylor had been working as a mechanical engineer at a steel company, where researcher became interested in finding ways to increase productivity and efficiency. researcher began to study the work processes at the company and noticed that workers are often inefficient and slow, led to a lot of waste and inefficiency.



Taylor believed that the key to increasing productivity and efficiency was to break down the work process into small, discrete tasks that could be easily measured and analyzed. researcher believed that by analyzing these tasks and finding ways to improve them, it was possible to increase productivity and efficiency. Taylor's approach was based on the belief that workers re inherently lazy and that needed to be incentivized and supervised in order to work hard and efficiently.



**Figure 27: There are four key principles of Scientific Management.**

### **Key Principles**

There are four key principles of Scientific Management. are as follows:

- **Develop a Science of Work**

The first principle of Scientific Management is to develop a science of work. This involves breaking down the work process into small, discrete tasks that can be easily measured and

analyzed. This allows managers to identify inefficiencies and find ways to improve productivity and efficiency.

- **Select and Train Workers**

The second principle of Scientific Management is to select and train workers. Taylor believed that workers should be selected based on their skills and abilities, and that they should be trained to perform their tasks efficiently. This would help to ensure that workers are able to perform their tasks correctly and efficiently, which would help to increase productivity and efficiency.

- **Monitor and Supervise Workers**

The third principle of Scientific Management is to monitor and supervise workers. Taylor believed that workers needed to be closely supervised in order to ensure that they are working efficiently. This involved using time and motion studies to analyze workers' movements and find ways to improve their efficiency. Taylor also believed that workers should be incentivized to work hard and efficiently, through the use of bonuses and other incentives.

- **Divide Work and Responsibility**

The fourth principle of Scientific Management is to divide work and responsibility. This involves breaking down the work process into small, discrete tasks, and assigning each task to a specific worker. This helps to ensure that each worker is responsible for a specific task, and that they are held accountable for its completion.

**The Principles of Scientific Management have been criticized on several grounds. Some of the key criticisms include:**

- **Dehumanization of Workers**

Critics of Scientific Management argue that the theory treats workers as machines, rather than as human beings. The emphasis on efficiency and productivity can lead to a dehumanization of workers, who may feel like they are being treated as mere cogs in a machine.

- **Lack of Flexibility**

Critics argue that the Principles of Scientific Management are too rigid and inflexible. The emphasis on breaking down the work process into small, discrete tasks can make it difficult to adapt to changes in the work environment or to new technologies.

- **Negative Impact on Motivation**

Critics argue that the focus on incentives and bonuses can have a negative impact on workers' motivation. Workers may feel like they are being treated like children, and that their only motivation for working hard is to earn a reward.

**Science not Rule of Thumb:** Taylor focused on the scientific study and analysis of each element of a work to replace the old rule of thumb method or hit and trial method. Rule of thumb is not based on science or exact measurement. Scientific method is based on cause and effect, whereas rule of thumb was based solely on the discretion of managerial decisions. Taylor focused that managers should scientifically analyze each and every component of work. According to him, even a small work, like loading of iron pigs into boxcars can be scientifically done. Doing a work scientifically reduces wastage of time and resources and helps to achieve the target effectively and efficiently. This rule focuses on increasing the efficiency of an organization through scientific analysis of work and not with the 'Rule of Thumb' method. Taylor believed that even a small activity like loading paper sheets into boxcars can be planned scientifically. This will save time and also human energy. This decision should be based on scientific analysis and cause and effect relationships rather than 'Rule of Thumb' where the decision is taken according to the manager's personal judgement.

Managers make decisions based on their judgments as a rule of thumb. Taylor claims that even minor industrial activities may be organized appropriately. This will assist in saving both time and human energy. Decisions must be based on scientific research that includes cause and effect linkages. Taylor focused on the scientific study and analysis of each and every element of a work to replace the old rule of thumb method or hit and trial method. Rule of thumb is not based on science or exact measurement. Scientific method is based on cause and effect, whereas rule of thumb was based solely on the discretion of managerial decisions. Taylor focused that managers should scientifically analyze each and every component of work. According to him, even a small work, like loading of iron pigs into boxcars can be scientifically done. Doing a work scientifically reduces wastage of time and resources and helps to achieve the target effectively and efficiently.

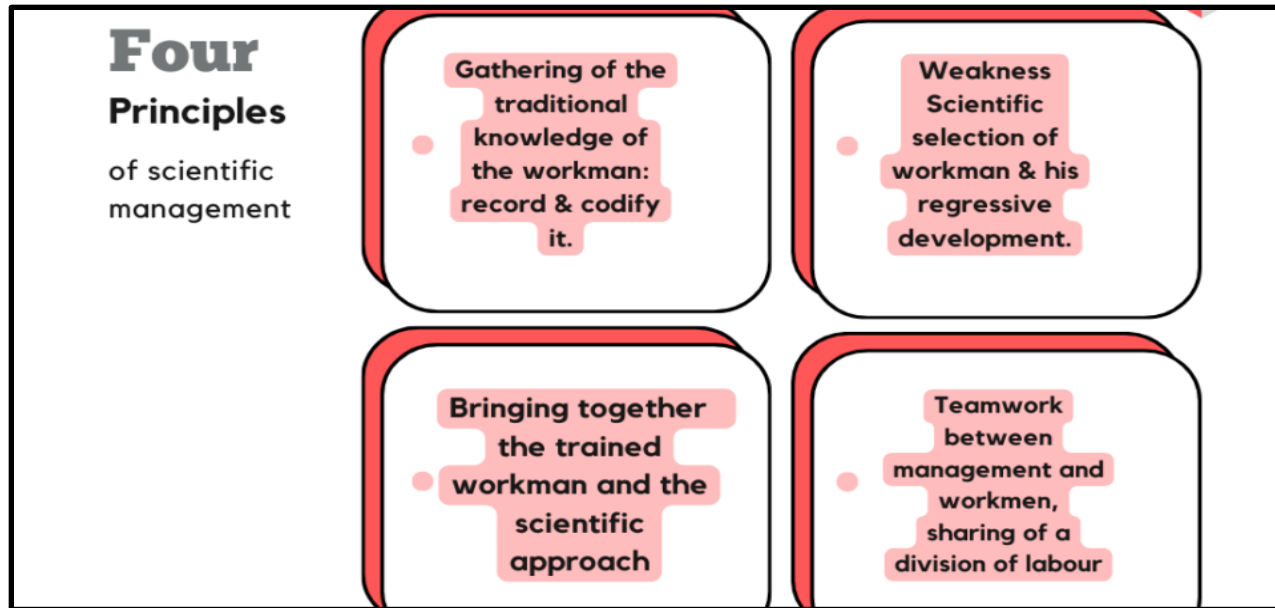
The procedure for selection of workers should be designed scientifically. The errors committed at the time of selection may prove to be very costly later on. They do not have the right workers on

the right job, the efficiency of the organization will be reduced. Therefore, every organization should follow a scientific system of selection. The selected workers should be trained to avoid wrong methods of work. Management is responsible for the scientific education and training of workers. It must provide opportunities for the development of workers having better capabilities. This principle emphasized on adopting new scientific ways to do work quickly and efficiently instead of following the old, traditional techniques. According to him, the science for rule of thumb should be considered as the starting point of differences bet scientific and traditional approach. It covers the following principles of scientific management:

- He suggested that work assigned to an employee should be monitored and analyzed in context of part and time involved in doing it.
- It emphasized replacing the traditional ‘rule of thumb’ with the method of analysis, data collection, examination, and formation of rules.
- This is because decisions under scientific management are made based on facts and by using scientific ways. According to him, even small production activity and be planned scientifically as it saves time and human energy. Also, implementing rule of thumb involves decision by managers based on their personal judgements. This should be replaced with decisions based on scientific inquiry with a cause-and-effect approach.

Taylor strongly believed that one must ascertain management with scientific precision rather than sticking to the decision making of the management. researcher incorporated this is his principles of scientific management.

For instance, activities such as loading raw material into the carts can also be arranged to be done in an organized scientific way rather than relying on the judgment of the manager. There should be a proper cause and effect relationship on decisions should be made. The principle says that decisions must rest on scientific analysis rather than trial and error. The best way of doing a job must be selected and adopted.

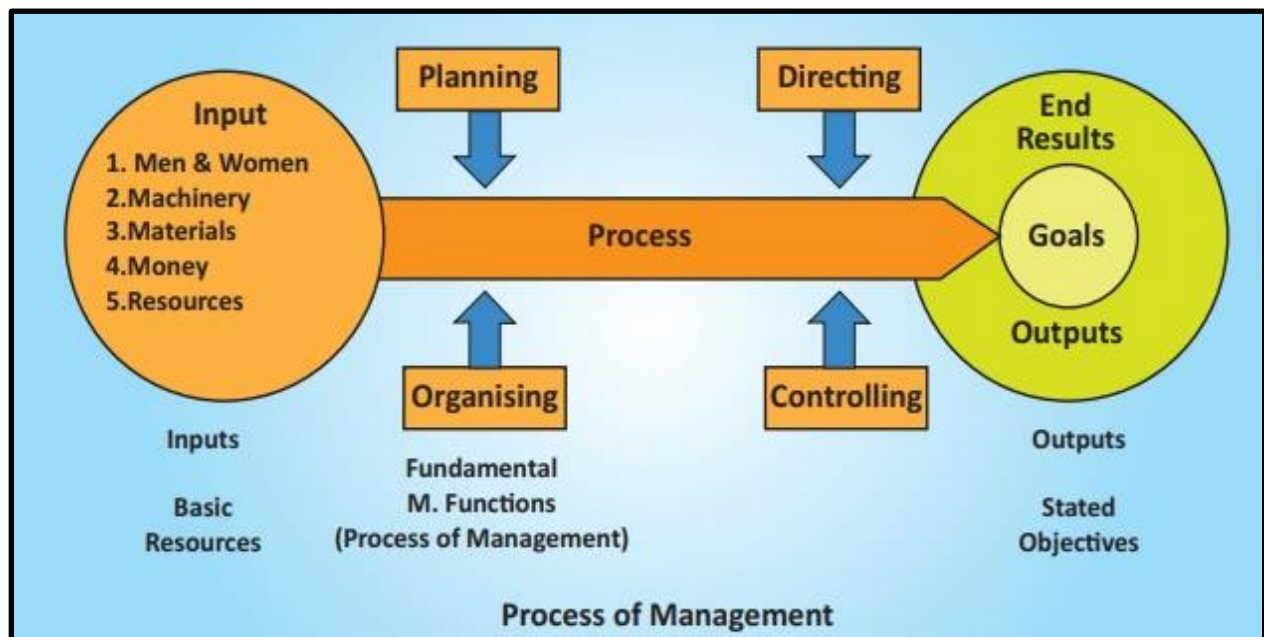


**Figure 28: Principles of Scientific Management**

**Harmony, Not Discord:** Taylor recognized the class conflict that existed between the workers and managers. The researcher emphasized that there should be no conflict between the workers and managers. Both of them should realize the importance of each other and should work together for organizational goals. In order to achieve this harmonious relation, the researcher focused on 'Mental Revolution', which means that workers and managers should transform their thinking. In such a situation, management aims at providing a better working environment for the employees, and sharing the gains of the company, etc., and workers should avoid going on strikes and work hard to the best of their ability. This principle is clearly visible in the case of Japanese work culture. There is complete openness between the workers and management. Workers are not satisfied with the management, wear a black badge and work for more than the normal working hours. Taylor propagated the need for harmony among the employees. In case there are any conflicts between the management and the employees, the organization will not be able to run smoothly. There ought to be a realization of mutual importance between the management and employees.

To achieve this, Taylor suggests that there should be a complete metamorphosis in the outlook and thought process of both sides. This will ensure harmony prevails among all levels of management in the organization.

**Scientific Procedures to Select, Train and Develop leaders:** Taylor recognized the class conflict that existed between the workers and managers. The researcher emphasized that there should be no conflict between the workers and managers. Both of them should realize the importance of each other and should work together for organizational goals. In order to achieve this harmonious relation, the researcher focused on 'Mental Revolution', which means that workers and managers should transform their thinking. In such a situation, management aims at providing a better working environment for the employees, and sharing the gains of the company, etc., and workers should avoid going on strikes and work hard to the best of their ability. This principle is clearly visible in the case of Japanese work culture. There is complete openness between the workers and management. Workers are not satisfied with the management, are a black badge and work for more than the normal working hours.



**Figure 29: Process of Scientific Management**

Taylor focused on the efficiency of workers. According to him, every organization should follow scientific method of selection of workers, and each worker should be scientifically selected. Then should be assigned work according to their mental, physical and intellectual capabilities. To increase efficiency, training should be provided. This increase in efficiency will be beneficial for both workers and management.

Taylor indicated and believed that the relationship between the workers and management should be cordial and completely harmonious. Difference between the two will never be beneficial to either side. Management and workers should acknowledge and understand each other's importance. Taylor also suggested the mental revolution for both management and workers to achieve total harmony. There should be harmony (not conflict) between the management and the workers. This requires change of mental attitudes of the workers and the management towards each other. Taylor called it mental revolution. This mental revolution takes place, workers and management turn their attention towards increasing profits. Do not quarrel about the distribution of profits.

Taylor emphasized the scientific system of selection of an organization's workforce. Researcher said that selecting workers using scientific techniques can help reduce the chances of choosing underserving candidates. An organization that fails to choose the right workers on the right job may lead to inefficiency of the organization.

- Physical, mental & other requirements for employees should be enlisted for each job.
- Employees should be selected & trained accordingly to make them fit for the job.
- Management should offer good opportunities for the development of employees with better potential and skills.
- Efforts should be made to improve employees to their greatest level, efficiency & prosperity.

**Cooperation, Not Individualism:** According to this, there should be cooperation between management and workers instead of individualism. This principle is an extension of Principle 'Harmony, Not Discord'. Both management and workers should realize that they need each other. There should be cooperation between them, and competition should be replaced by cooperation. For achieving this principle, management should consider the constructive ideas and suggestions of the workers. The workers should be praised and rewarded for the suggestions given if their suggestions are helpful. Workers should be taken into consideration at the time of taking important decisions. On the other hand, workers should avoid unreasonable demands and strikes, and should work effectively and efficiently to achieve the organizational goals.

It is similar to 'Harmony, not discord' and believes in mutual collaboration between workers and management. Managers and workers should have mutual cooperation and confidence and a

sense of goodwill. The main purpose is to substitute internal competition with cooperation. This idea is an outgrowth of the concept of 'Harmony, not Discord,' emphasizes reciprocal collaboration between employees and management. Cooperation, mutual trust, and a spirit of generosity should exist among managers and employees. The goal is to replace internal rivalry with collaboration.

There should be co-operation between the workers and the management. This requires change of mental attitudes of the workers and the management towards each other. Taylor called it mental revolution. This mental revolution takes place, workers and management turn their attention towards increasing profits. Do not quarrel about the distribution of profits.

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Scientific management is based on cooperation between management and workers, as also between workers themselves. Management can earn higher profits if the workers perform their jobs efficiently and thus ensure better quality, lower costs and larger sales. Workers on their part can earn higher wages if the management provides them with standard materials, standard tools, standardized working conditions, training in standard methods, etc.

Scientific management also promotes cooperation among workers and departments. As activities of all individuals and departments are directly or indirectly linked with one another, interruption of work at any stage would affect the work of many individuals and departments, resulting in lower production and lower wages. The fear of reduced earnings will force workers to cooperate with each other for the smooth working of their departments.



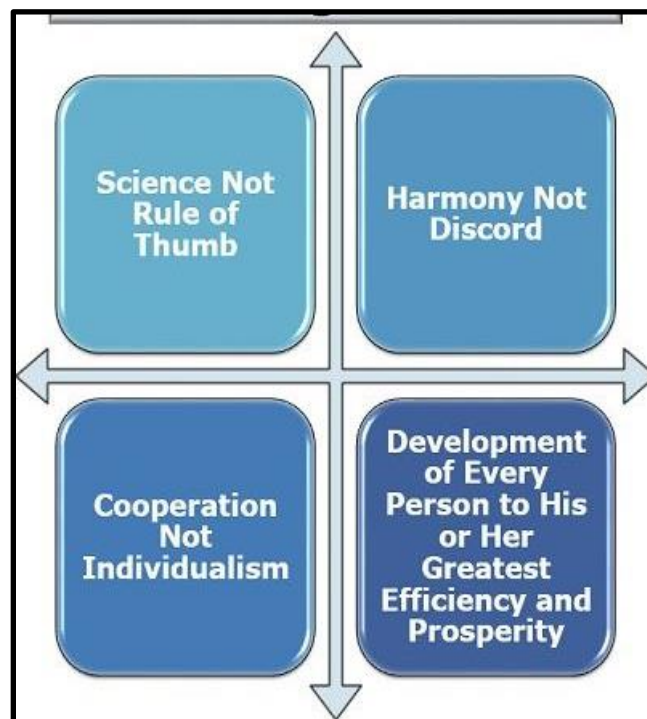
According to Taylor, cooperation between the workers and management is of great significance for any organization. This mental revolution can lead to increased profits for the organization.

There should be no individualism and managers and workers should consider each other as “important” for the organization. Only co-operation can help achieve company goals efficiently. There should be no discord between managers & employees.

The interests of both managers and employees should be harmonized to secure understanding and cordial relations between them.

This is an extension of the harmony principle. At the time the former emphasizes the need for harmony between the two, this principle takes it further and talks cooperation. As a part of an organization, it is imperative that the two sides find a ground for cooperation.

A sense of individualism in terms of an organization can lead to diversion from the unified goals, ultimately affecting the growth of the entire organization. A researcher must make attempts to remove any competition to create cooperation. This cooperation must percolate to the lowest levels. A categorical division of labor can help in enhancing cooperation and reducing competition.



**Figure 30: Rules of Scientific Management**

**Development of workers to their greatest efficiency and prosperity:** Taylor focused on the efficiency of workers. According to him, every organization should follow scientific method of selection of workers, and each worker should be scientifically selected. Then should be assigned work according to their mental, physical and intellectual capabilities. To increase efficiency, training should be provided. This increase in efficiency will be beneficial for both workers and management. There should be scientifically designed procedures for the selection of workers. Physical, mental & other requirements should be specified for each and every job.

Workers should be selected & trained to make them fit for the job. The management has to provide opportunities for the development of workers having better capabilities. According to Taylor efforts should be made to develop each employee to his greatest level and efficiency & prosperity. The effectiveness of a company also relies on the abilities and skills of its employees. Thus, implementing training, learning best practices and technology, is the scientific approach to brush up the employee skill. To assure that the training is given to the right employee, the right steps should be taken at the time of selection and recruiting candidates based on a scientific selection.

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**Mental Revolution,** this technique emphasizes a change in the attitude of management and workers towards each other. Taylor found that for organizational efficiency, the management and workers should work together with cooperation and require complete change in the outlook for each other. Both employees and managers should completely respect and value each other's efforts and work. should change their outlook towards their mutual relation also.

Managers are required to create appropriate working conditions for their peers and solve all the issues scientifically.

The workers and managers should have a complete change of outlook towards their mutual relation and work effort. It requires that management should create suitable working condition and solve all problems scientifically. Similarly workers should attend their jobs with utmost

attention, devotion and carefulness should not waste the resources of enterprise. Handsome remuneration should be provided to workers to boost up their moral. It will create a sense of belongingness among worker. will be disciplined, loyal and sincere in fulfilling the task assigned to them. There will be more production and economic growth at a faster rate. Likewise, employees should perform their jobs with extreme attention, dedication, and carefulness, without wasting the resources of enterprise.

Managers should offer handsome remuneration to the employees to boost their moral. This also creates a sense of belonging among them.

When employees get satisfactory remuneration, work sincerely in a disciplined manner and with loyalty. This, in turn, helps in increased productivity and economic growth of the organization at a faster rate.

**Maximum Success for Employer & Workers**, this principle states that organizations should take care that managers and employees are being allotted work according to their ability and interest and even paid accordingly. The aim of scientific management is to maximize the prosperity of both managers and employees. It is possible only each worker gets opportunity to attain the highest level of efficiency. With maximum output & optimal utilization of resources, employers can gain higher profits and workers can get better wages.

Organizations should follow the principle of “maximum output in place of restricted output”.

To a large part, the efficiency of every organization is determined by the talents and competencies of its people. As a result, providing workers with training was deemed necessary for them to understand the best way established via a scientific methodology. To achieve efficiency, actions should be made, beginning with the personnel selection process. Workers should be chosen using scientific methods.

### **Advantages and Disadvantages of Scientific Management**

Originally, the principle of Scientific Management was applied in the engineering industries. But now its scope is enlarged to cover all other aspects of the industrial management. It is due to the various advantages that may accrue to various parties due to the adoption of scientific methods.

## **Scientific Management - Advantages and Disadvantages**

The following are the principal advantages of scientific management.

1. It provides trained minds for achieving higher degree of excellence in all branches of shop management.
2. It completely revolutionizes and improves layout, routing, scheduling, purchasing, stores keeping and accounting.
3. It aims to standardize the materials, tools, equipment and methods of work.
4. It offers facilities for specialization and division of labor.
5. It replaces the old system of management rule of thumb method and introduces new and scientific methods.
6. Careful time and motion studies eradicate delays, avoid bodily strains of the workers, eliminate wastage, and thereby contribute to the efficiency of the workers and ensure waste less utilization of the resources.
7. It seeks to introduce a mental revolution in the ideas of both the employer and employee and assures co-operation of the labor force.
8. It seeks a reduction in the cost of production through increased output. This would help the organization to complete on a better footing and thereby enlarge the market.
9. The workers are in a position to get higher wages. This removes most of the causes for industrial disputes and unrest. Further, enhanced earnings also lead to higher standard of living of the workers. Thus, scientific management does justice to various sections of the society such as producers, workers, and the consumers.

### **Disadvantages of Scientific Management**

In spite of the illuminating advantages referred above, the concept of Scientific Management has become a subject of burning criticism. Not only the workers, but also the employees and even industrial psychologists are questioning the validity of Scientific Management. researcher shall now briefly examine the criticisms leveled by these three parties under distinct headings:

#### **Disadvantages of Scientific management from Employers point of view**

Most of the employers are highly reluctant to adopt the principles of Scientific Management. object the introduction of the principles of Scientific Management on the following grounds.

### **1. High Costs**

It is a costly affair. A thorough overhauling of the existing plant and organizational structure is highly expensive. Time and motion studies as well as other improvements involve a heavy initial outlay of capital.

### **2. Unsuitable for Small Firms**

Since the introduction of Scientific Management involves huge expenditure, small firms cannot afford to adopt it.

### **3. Response from the workers**

The system can be successfully implemented only with the heartfelt co-operation of the workers. If they fail to respond favorably, the system shall fail to bring the desired results.

### **Disadvantages of Scientific Management from Employees point of view**

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Disadvantages of Scientific Management from Employees point of view

The principal objections raised by the organized trade unions and the labor class are as follows:

- **Loss of Individual's Initiative**

The leading objection to Scientific Management that comes from workers is that it leads to excessive job standardization. Under Scientific Management, methods of work are all standardized and instructions are given to the workers by the foreman. The workers are supposed to perform the work in the same style and carry out the instructions given by the foreman. This

tends to destroy the individual worker's initiative, renders their skill useless, makes their work monotonous and converts them into automatic machines.

- **Speeding up of Workers**

Scientific Management aims to speed up the workers, not consideration of their health and well-being. Mere speeding up of the workers without corresponding structural changes in the organization and working conditions shall not lead to higher output but create only harmful mental conditions in the workers.

- **Autocratic Control of Functional Bosses**

Another severe objection raised against Scientific Management is that it is undemocratic in nature as it gives absolute control to the functional bosses and lessens the interest and responsibility of the workers. The workers ought to obey the orders and the instructions given by the superior or the foreman.

- **Creation of Unemployment**

The critics of scientific management also argue that scientific management creates unemployment and hits the workers hard as a consequence of the adoption of labor-saving devices both in machinery and in the arrangement of work.

- **Unfairness**

Another objection is that it tends to be unfair to the workers. A lion's share of the additional profit arising out of increased efficiency does not go to the workers but goes to the coffers of the employer. It is also stated that the introduction of Scientific Management, has the effect of lowering the wages of the workers. But it is not true because Taylor himself has proved with statistical data that workmen in the scientifically managed companies received wages 35% higher than those doing the same job in other companies.

- **Monotony**

Separation of planning function from that of doing, and excessive specialization, reduces the work to a mere routine. It would create monotony. Monotony refers to a mental state of slackness, inefficiency, and a loss of interest in the job.

- **Opposed by Trade Unions**

Under Scientific Management, the dominant issues of wages and working conditions are scientifically determined. This aspect embraces the workers and tries to introduce ideal conditions of work. Such a thing will naturally upset the very basis of the trade union movement.

- **Absence of Non-financial Incentives**

Absence of non-financial incentives is another drawback of the Scientific Management. Non-financial incentives can do many things more than financial incentives can do.

### **Disadvantages of Scientific Management from Industrial Psychologists point of view**

The objections raised by the industrial psychologists are mainly based on the human element involved in the management. view that Taylor's principles are too impersonal and undermine the importance of the human factor. The following are the main objections raised by them.

1. Workers are human beings and cannot be standardized in the same way as machines and materials. Any attempt to standardize their activities will not result in a success.
2. Scientific Management places emphasis on discovering the one best way of doing a work without considering the individual difference of the workers. Each human being has his own genius, abilities, style and mode. Hence, the best can be obtained only by giving scope to shape their carrier according to their carrier abilities and aptitudes.
3. Payment of wages on a peace rate basis will make the workers disappointed, particularly the beginners and untrained workers.

### **The following is the main importance of the Principles of Management.**

From the knowledge of principles managers get indication on to manage an organization. The principles enable managers to decide should be done to accomplish given tasks and to handle situations may arise in management. These principles make managers more efficient.

- **Direction for Training of Managers** - Principles of management provide understanding of management process managers would do to accomplish . Thus, these are helpful in identifying the areas of management in existing & future managers should be trained.
- **Role of Management** - Management principles make the role of manager's concrete. Therefore, these principles act as ready reference to the managers to check whether their



decisions are appropriate. Besides these principles define managerial activities in practical terms. tell a manager is expected to do in specific situation.

- **Guide to Research in Management** - The body of management principles indicates lines along research should be undertaken to make management practical and more effective. The principles guide managers in decision making and action. The researchers can examine whether the guidelines are useful or not. Anything makes management research more exact & pointed will help improve management practice.

## **Planning**

The vision of the Coca-Cola Corporation is to become the biggest and the best anchor bottler in the world and its mission is to refresh everyone guides its management team in the planning process.

The top management of the company engages in formulating five-year longer-term plans as well as shorter-term planning for the next year or so. The idea behind this type of planning is to have a strategic vision extending over a longer period as well as a flexible and adaptive strategy to change according to the imperatives of its external environment.

Apart from this strategic planning, the top management at Coca-Cola also engages in tactical planning in consultation with the middle management who in turn acts on the feedback from the salespersons on the ground.

The planning at Coca-Cola entails setting targets for all employees at all levels that are periodically reviewed for either success or failure in meeting the targets and in case of the latter, feedback is sought from the managers and the employees who have failed to meet the targets about the reasons for the same. This is then incorporated into the decision-making loop so that next year's plan can address and redress the shortcomings as well as set new targets taking into account these aspects.

An example of planning at Coca-Cola works can be gauged from this year's target for the managers to increase sales by 20% over last year's target and increase the total customer based by 10%.

This is the micro level planning is complemented by the macro level planning can be seen from the objectives of increasing market share ranging from 5 to 30% for the middle management in the various markets in it operates.

Further, there are operational goals are set for the salespersons on the ground and are to do with the point of sale and the other front end supply chain interfacing roles to actualize coordination and cooperation among the partners, bottlers, vendors, and distributors.

### **Organizing**

Coca-Cola follows the decentralization within centralization model of organizing itself. This means that at the time the global headquarters retains its overall decision making, the corporation is divided into regions and geographical territories in it operates.

These regional divisions are then organized into the functional departments in its case, comprised of the Production, Industrial Relations, Sales and Marketing, and Human Resources departments.

The key to understanding the organizing function at Coca-Cola is to recognize that employees with similar skills and common work functions are grouped together. This helps the company avoid redundancies in problem solving processes as well as bestowing a certain functional autonomy at all levels.

Further, the organizing function at Coca-Cola follows the maxim of the span of control, not exceeding five direct reports means that no employee has more than five others reporting to him or her.

Having said that, it must be noted that there is cross functional reporting as well is in the case of the managers and the functional heads reporting to the other divisional heads in addition to the country heads.

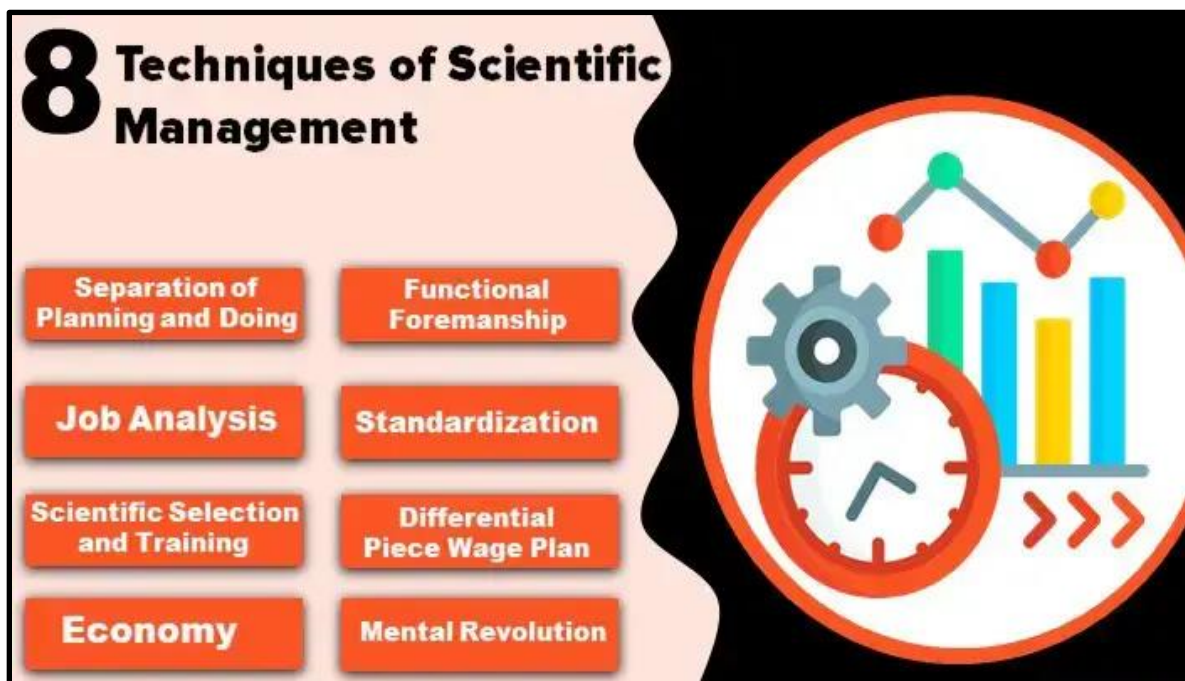
Moreover, the managers at all levels are afforded a high degree of autonomy employ rs them to decide according to the specific local needs.

Finally, the organizational structure is such that redundant layers in the hierarchy are eliminated and the layers of direct and dotted line reporting ensure that information flows through the

organization without the clogging of the organizational arteries due to bureaucratic mindsets as well as blockages due to communication gaps.

The overall responsibility for each country or region is with the country or regional head and the functional heads under him or her also report to the global functional heads. Similarly, the responsibilities are clearly defined means that accountability is taken care of as is the aspect of transparency.

### Techniques of Scientific Management

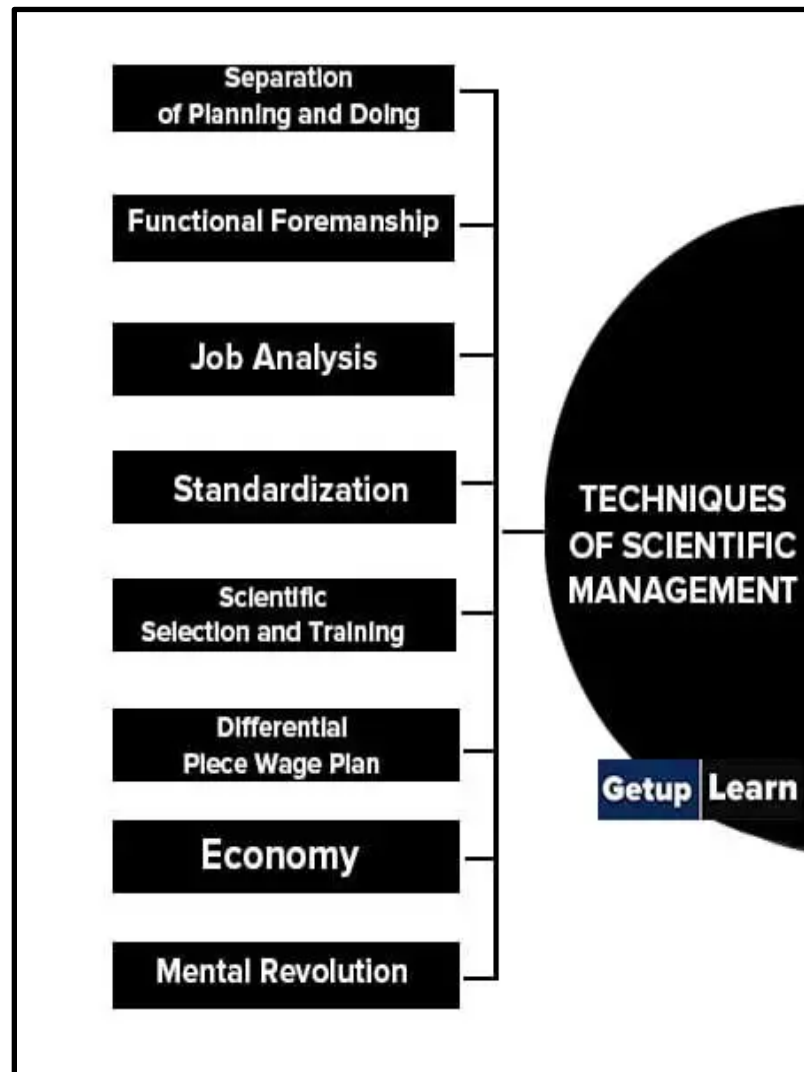


**Figure 31: Techniques of Scientific Management**

Taylor and his close associates suggested the following techniques of Scientific Management in order to put it into practice:

- Separation of Planning and Doing
- Functional Foremanship
- Job Analysis
- Standardization
- Scientific Selection and Training
- Differential Piece Wage Plan

- Economy
- Mental Revolution



**Figure 32: 8 Techniques of Scientific Management**

Taylor emphasized the need for planning work to be performed and researcher wanted the planning function to be separated from the executive function.

Before Taylor's scientific management, both planning and execution were carried out by the same individual and there was only a supervisor to control the job. This led to a lot of confusion and Taylor wanted the planning activity to be done separately by the planning department, where the worker had no role to play.

Taylor developed a theory of functional authority called functional foremanship based on the specialization of functions. Here planning was separated from executing. In this system, eight foremen were involved to direct and control the activities of the workers.

Of these, four were concerned with planning, namely, route clerk, instruction card clerk, time and cost clerk, and shop disciplinarian. The remaining four were concerned with getting the required performance from the workers, namely gang boss, speed boss, repair boss, and inspector.

It is undertaken to find out the best possible way to do a particular activity. Any activity that requires minimum movements and consequently less cost and time is the best way of doing that activity or job. This can be determined by taking up time–motion and fatigue studies.

This is otherwise called work measurement. It helps in recording the time required to do each element of an industrial operation. Thus, the precise time for each operation is clearly laid down. This helps in fixing fair and standard work for a period.

It helps in studying the movement of an operator or machine. Here, wasteful movements can be eliminated and the earliest method of doing a particular job can be determined.

Both physical, as well as mental fatigue, has an adverse effect on the worker's performance and health. Fatigue study indicates the amount and frequency of rest required in completing the job. Fatigue is normally caused because of continuous work without rest pauses, repetitive operations, poor working environment, etc. Fatigue study is to maintain operational efficiency of works. The concept of job analysis, as given by Taylor, suggests a fair day's work requiring certain movements and rest pauses to complete it.

Taylor suggested standardization of instruments and tools, amount of work, period of work, working conditions, cost system, and several other items. This would help to reduce wastage and spoilage of materials, reduce fatigue among the workers and improve the quality of work.

Standardization of activities and equipment should be fixed well in advance on the basis of job analysis and various elements of costs that are required for performing the work.

According to Scientific Management workers should be scientifically selected taking into account their education, experience, skill, and physical strength so that the right man is put into the right job. A person who is technically and physically fit for a given job should be assigned that work. Besides this, proper training should be given to make him efficient and perfect.

Taylor applied the concept of a differential piece-wage plan in order to motivate and attract highly efficient workers. According to the plan, a worker completes the normal work given to him, researcher will be given a higher piece rate. On the other hand, one who does not complete gets a lower piece rate. Taylor also suggested that only individual performance should be taken into consideration.

The application of scientific management should always lead to economy and profitability. For this purpose, techniques of cost estimates and control should be adopted. By making effective use of resources, wastage can be eliminated, and thereby profitability and efficiency can be improved. Scientific management should not be based only on technical and scientific aspects, but due consideration should also be given to profit and economy.

The concept of the Mental Revolution laid down by Taylor calls for a change in the mental attitudes of the workers and the management towards each other. This change in mental attitude can be brought about through cooperation and confidence.

No principle of scientific management can be applied without a revolutionary change in attitude. Mental Revolution can be obtained by:

- Taking proper efforts to increase production.
- Creating a spirit of mutual confidence and trust.
- Developing a scientific attitude towards problems. Mental Revolution helps in the effective accomplishment of organizational goals because both workers and management would turn their attention toward increasing the size of the surplus and will not be bothered about the division of surplus.
- Taylor's scientific management has provided a number of benefits to the industry. The main benefits are conservation and savings, better utilization of different resources, development of workers, and satisfaction of customer needs by providing quality products at lower prices.

Fredrick Winslow Taylor imposed various scientific management techniques to enhance workers' productivity and the functioning of organizations. These techniques are mainly proposed for the manufacturing and production industry. Let's learn about these techniques in detail. Scientific management is an essential theoretical concept in management, and helps large corporations achieve complicated tasks. executed effectively, these techniques have the possibility of bringing humongous changes in terms of growth.

Scientific management, also known as Taylorism, is a management approach that aims to increase efficiency and productivity in organizations. It was developed in the late 19th and early 20th centuries by Frederick Winslow Taylor, an American mechanical engineer, who believed that workers are not efficient enough and could be made more productive by using scientific methods to analyze and optimize their work processes.

#### **Scientific management is based on the following principles:**

**Time and motion studies:** Taylor conducted time and motion studies to analyze and improve work processes. researcher would observe workers performing their tasks and break down the tasks into smaller, more manageable parts. researcher would then time long each part took and find ways to eliminate any unnecessary steps or motions.

**Standardization:** Taylor believed that work processes should be standardized so that all workers would perform their tasks in the same way. This would help to eliminate variability and increase efficiency.

**Training and development:** Taylor believed that workers needed to be trained to perform their tasks in the most efficient way possible. researcher also believed that workers should be given opportunities to develop their skills and improve their performance.

**Incentives and rewards:** Taylor believed that workers should be given incentives and rewards for meeting or exceeding their performance targets. researcher believed that this would motivate workers to work harder and be more productive.

**Division of labor:** Taylor believed that work should be divided into smaller, specialized tasks so that workers could become experts in their particular area of work. This would increase efficiency and productivity.

Centralization of decision-making: Taylor believed that decision-making should be centralized so that managers could make decisions based on scientific analysis of the work processes. This would help to ensure that decisions are based on data and not on personal preferences or biases. These principles formed the basis of Taylor's scientific management approach. Let's take a closer look at each of these principles and re-implement them.

### **Time and motion studies**

Time and motion studies involve breaking down work processes into smaller parts and timing long each part takes. Taylor believed that by analyzing these times, researcher could find ways to eliminate unnecessary steps or motions and increase efficiency. researcher also believed that workers should be trained to perform their tasks in the most efficient way possible.

For example, Taylor observed workers shoveling coal into a furnace and found that they were using a large shovel that was too heavy and inefficient. researcher designed a smaller shovel that was more efficient and trained workers to use it. This increased productivity by up to 200%.

### **Standardization**

Standardization involves ensuring that all workers perform their tasks in the same way. This eliminates variability and increases efficiency. Taylor believed that work processes should be standardized so that workers would know exactly what to do and how to do it.

For example, Taylor standardized the process for loading iron onto rail cars. researcher created a set of rules that specified the exact number of workers required, the tools and equipment needed, and the order in which the work should be done. This standardized process increased productivity by up to 400%.

### **Training and development**

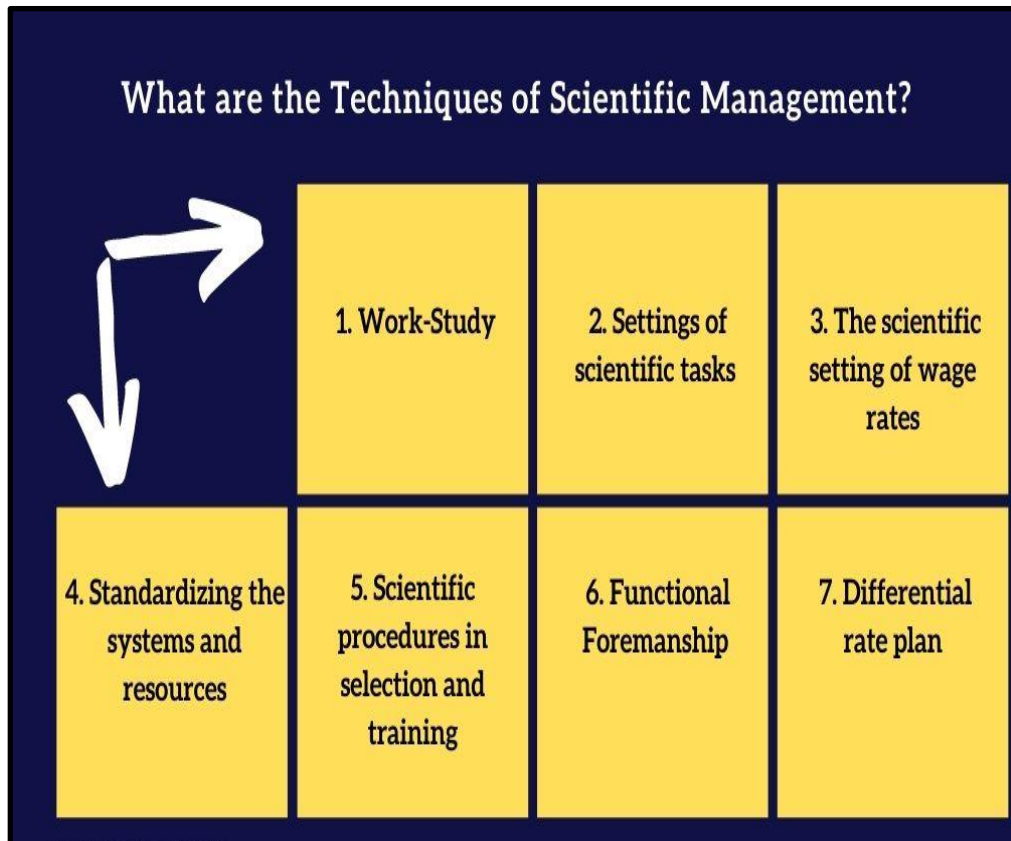
Taylor believed that workers needed to be trained to perform their tasks in the most efficient way possible. researcher also believed that workers should be given opportunities to develop their skills and improve their performance.

For example, Taylor trained workers to use his new, more efficient shovel for shoveling coal. researcher also provided training on how to load iron onto rail cars using his standardized process. This training helped workers to perform their tasks more efficiently and increased productivity.

### **Incentives and rewards**



Taylor believed that workers should be given incentives and rewards for meeting or exceeding their performance targets. researcher believed that this would motivate workers to work harder and be more productive.



**Figure 33: Techniques of Scientific Management**

**Functional Foremanship:** Taylor believed that to improve operational activities, it is necessary to have tactical skills, intelligence, knowledge, education, energy, leadership, honesty, and good health. researcher knew that it is difficult for an individual to possess all these skills at a time. Therefore, researcher divided managerial activities into two parts, i.e., planning and production. Moreover, researcher suggested obtaining four clerks under each in charge who hold expertise in their respective areas so that charges are not overburdened.

**Work-study:** The work-study was proposed to analyze the details of human work and investigate various factors like time study, motion study, fatigue study, and method study.

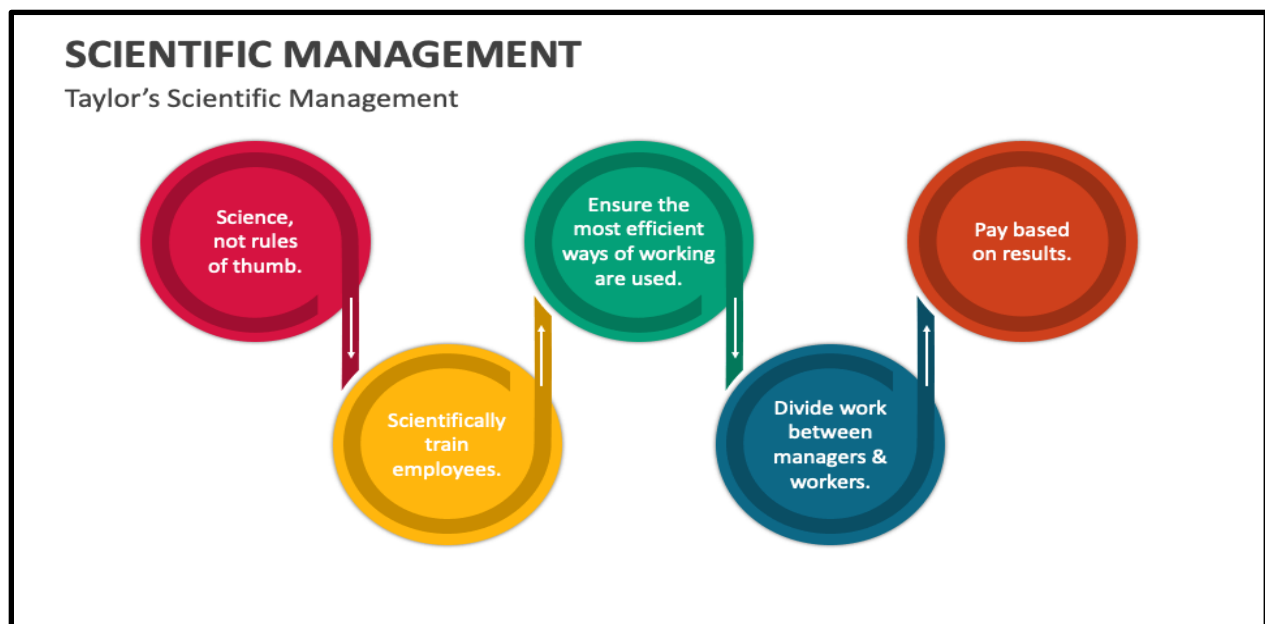
Standardization of tools and Equipment: Taylor suggested improving the standardization of tools and couplings to reduce production costs and enhance material quality in the production process. Work-study is the systematic management system categorically used to increase the efficiency of all operations within an organization. Some various factors and methods can be used to prepare a blueprint for efficient workflow in a business.

Using all the methods in the work-study system, management can carefully analyze and investigate all factors to improve efficiency and operations. Work-Study consists of the following sub-categories –

- Method Study
- Motion Study
- Time Study
- Fatigue Study

Work-study implies an organized based study. This objectifies, systematizes, the efficiency of various operations in an enterprise. All around, this technique analyses the whole system.

These techniques are also used in the examination of human work in all its context and lead systematically to the investigation of all the factors.

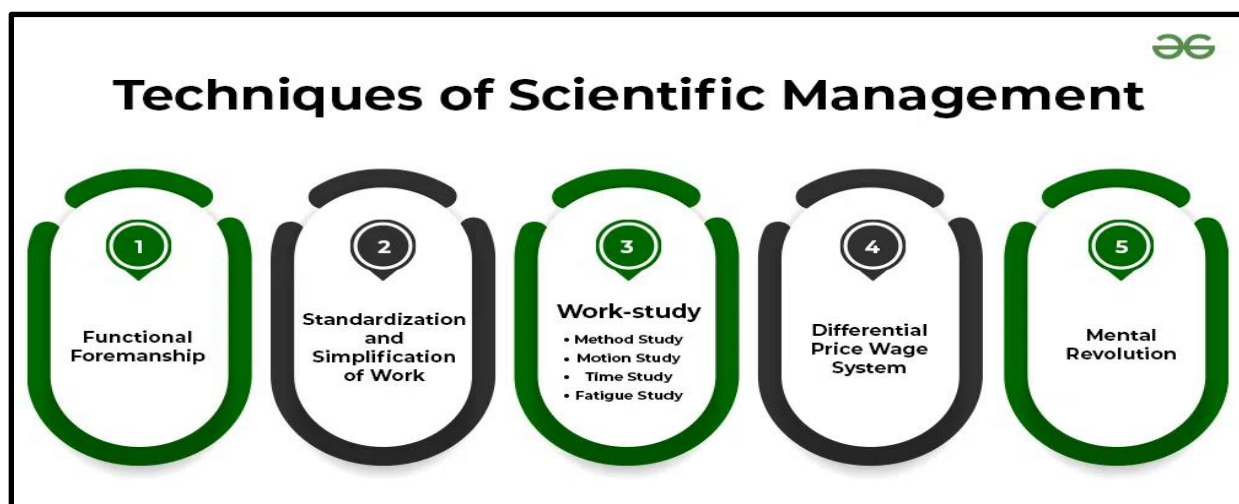


**Figure 34: Steps of Scientific Management**

**Scientific task setting:** Taylor felt the need to introduce a scientific task setting to decide a payday's work for a worker. Eventually, the method can help prevent the workers from performing functions, not in their capacity. This is essential to set a standard task an average worker will do during a working day. Taylor called it a fair day's work. researcher put together the need for fixing a fair day's work as this will prevent the workers from doing work that is much below their capacity.

Fedrick Winslow Taylor suggested fixing workers' wages to produce the standard output. Therefore, researcher gave an idea to introduce a different piece wage system. The setting of scientific tasks is one of the most effective ways to define worker efficiencies. The concept explains representing a precise set average work done by an employee in a day. The number of tasks and the amount of work done per day will vary every day, and employees will perform at higher efficiencies on some days and lo r efficiencies on others. The setting of scientific tasks is one of the most effective ways to define worker efficiencies. The concept explains representing a precise set average work done by an employee in a day. The number of tasks and the amount of work done per day will vary every day, and employees will perform at higher efficiencies on some days and lo r efficiencies on others.

Defining the average work helps workers maintain a standard amount of work. Workers can easily compare the progress to the average and keep a specific limit so that the weighted average does not fall below the norm set by the management of the company.



**Figure 36: 5 most important stages of Scientific Management**

### **The scientific setting of wage rates**

The wage rate is one of the most significant motivating factors for all employees. Because of the motivating ability, wage rates are also directly proportional to the output of efficiencies. Taylor proposed a system of wages in which the workers who are working more than the average worker should be paid more. Wage rates should be fixed in such a way that the average worker is induced to attain a standard output that is leveled up more than his level. Taylor thus suggested that the differential piece - wage system should be introduced.

More pay will act as a motivating factor for all the employees and result in increased efficiency overall. Every worker should be paid in proportion to the amount of work done, and according to the proposed structure, it is advised that efficient workers should be paid 30% to 100% more than the worker who has contributed the average amount of work.

### **Standardizing the systems and resources**

The systems and resources in a company, including the tools, cost systems, raw materials, etc. should be standardized. Giving equal quality and quantity of resources to every worker will result in a reduction in wastage of material, cost of production, and fatigue. It will also directly result in improving the quality and efficiency of systems within the organization.

### **Scientific selection and training**

A systematic selection procedure should be done so that the organization can get its potential workers. It includes the employee's selection, training, experience, and efficiency. Selecting the right employees for specific tasks is one of the most crucial steps in improving processes and increasing efficiencies. According to this theory, scientific procedures should first be designed to define the jobs for which workers are required. The management is required to design the scientific selection procedure so that the right men are selected for the right jobs. The first step in this scientific selection is determining the jobs for which the workers are required. After this, the employees are appropriately qualified, trained, experienced and the level of efficiency for the post is then determined. The employees are selected according to the predetermined standards in an impartial way.

After defining the jobs, minimum requirement criteria in all the categories, including Qualification, work experience, level of efficiency, and training, should be established to filter

the best candidates. Using these pre-requisite conditions, hiring is efficient, and workers can perform better at their jobs. A different piece-rate plan was suggested to attract the workers to contribute to the organization. Taylor suggested paying wages to the workers based on their capability and the amount of production done daily.

### **Functional Foremanship**

In this theory, Taylor has proposed that one foreman is not equipped with the knowledge to advise on all factors. Different factors of operations in a company like the speed of work, repair of machinery, etc. require separate expert foremen.

The concept is called functional foremanship, and it involves dividing specific divisions to a foreman who is an expert and will be responsible for that domain. The theory also includes defining two divisions of operations with four foremen each. These are –

#### **Planning department –**

Route clerk

Instruction card clerk

Time and cost clerk

Shop disciplinarian.

#### **Execution department –**

Gang boss

Speed boss

Repair boss

Inspector

### **Differential rate plan**

This specific plan within the system proposes to introduce two sets of payment structures, one being higher and the other lower. It offers a straightforward structure in which the wage rate that a worker gets depends on the number of units that he/she produces in the factory.

While working in a steel manufacturing company in the US, F.W Taylor experimented with the workplace environment and determined the optimal performance level. By working on the project for several days, researcher designed his theory and thus developed the best way to

complete a task. In addition, his theory has provided various aspects of technology and scientific methods to engage employees with the company and increase their productivity and efficiency.

## **Difference bet Fayol and Taylor Theories of Management**

Theories of management are essential in providing guidance to managers and leaders on managing and coordinate resources to achieve organizational goals effectively. The two theories of management that have had significant impacts on modern management practices are the theories of Henr Fayol and Frederick Taylor. Both Fayol and Taylor's theories re developed during the early t ninth century, a time industrialization was at its peak. Ho ver, despite sharing the same historical context, the two theories have significant differences in their principles, perspectives, and applications. This essay will discuss the differences bet en Fayol and Taylor's theories of management.

### **Henr Fayol's Theory of Management**

Henr Fayol is known for developing the administrative theory of management, focused on the administrative aspect of management. Fayol's theory emphasized the importance of top-level managers' administrative duties in ensuring organizational efficiency and effectiveness. According to Fayol, management consists of five functions: planning, organizing, commanding, coordinating, and controlling.

The first function, planning, involves setting organizational goals, developing strategies, and creating action plans to achieve those goals. The second function, organizing, involves designing the organizational structure, establishing the division of labor, and assigning tasks to employees. The third function, commanding, involves leading and directing employees to accomplish tasks effectively. The fourth function, coordinating, involves harmonizing and integrating activities and resources to achieve organizational goals. The fifth function, controlling, involves monitoring performance and taking corrective actions necessary to ensure organizational goals are achieved.

Henr Fayol is widely regarded as the father of modern management. His management theories, mostly developed and published in the early 1900s, were a major influence on the development of industrial management practice throughout the twentieth century.<sup>1</sup>

His ideas were developed independently of other popular management theories of the time, such as Human Relations or Elton Mayo's scientific management theories — although they drew similar conclusions about the importance of worker wellbeing to productivity.

Fayol's school of thought had a stronger emphasis on the role of management in an organization, compared with its contemporaries in the field of organizational psychology. It's associated with an "industrial" approach to business<sup>2</sup>, including cog-like replaceable workers and a rigid hierarchy with strong top-level command.

Fayol also identified fourteen principles of management that researcher believed re essential for organizational success. These principles include division of labor, authority and responsibility, unity of command, unity of direction, subordination of individual interest to the common interest, remuneration, centralization, scalar chain, order, equity, stability of tenure of personnel, initiative, and esprit de corps.

Management is vying d as the process in the responsible members of the organization get the work done through and with others. Principles of Management are the guidelines that govern the decision making and behavior in an organization. There are various theories of management are put forth by a number of management thinkers. Two such management thinkers are Henry Fayol and Fredrick Winslow Taylor.

Henry Fayol, renowned as 'father of modern management theory', as researcher introduced comprehensive thinking on management philosophy. researcher put forward general management theory that applies to every organization equally and in every field. The principles of management laid down by Fayol are used by managers to coordinate the internal activities of the company.

As mentioned earlier, since Henr Fayol's Five Functions of Management remains a major management framework, it can still be used as it was originally written. The theory is descriptive, not prescriptive; it serves more as a scaffolding, general process, or reminder of duties rather than any sort of technique.

Hawthorne Plant archival photograph.

Fayol's work is frequently compared with human relations theories popularized by other major thinkers in organizational psychology in the early 20th century, including Elton Mayo and the Hawthorne Plant experiments.

Otherwise, about applicability, many people have argued that Fayol's approach is cold and mechanistic. However, researchers argue the opposite, and especially so for his time. Throughout his work, one should note that he: considers multiple perspectives; recommends the empowerment of and "kindliness" and fairness towards personnel; and often prescribes flexibility in approaches.

Also, remember that he was talking about the broader subject of Management as opposed to the specific subject of Leadership; that is, researchers argue that Management tends to be less sympathetic, comparatively cold, and calculated, at that time Leadership is more sympathetic, warm, and considerate. Regardless, consider his work in its entirety and remember that it was translated from another language many years ago, believe you'll have a more favorable perspective.

### **Contribution of Henry Fayol**

To put into practice, the three components, i.e. division and classification of industrial activities, analysis of management and formulation of principles of management, Fayol promulgated fourteen principles of management, are listed below:

- **Division of Work:** Work is divided into small tasks or jobs, resulting in specialization.

**Authority and Responsibility:** Authority implies the right to give command and obtain obedience and responsibility is the sense of dutifulness that arises out of authority.

- **Discipline:** Discipline refers to obedience to organizational rules and the terms of employment. It is to ensure compliance and respect for seniors.

- **Unity of Command:** An employee will receive orders from one boss only.

**Unity of Direction:** All the organizational units should work for the same objectives through coordinated efforts.

- **Subordination:** Individual or group interests are sacrificed or surrendered for general interest.





**Figure 37: Contribution of Henry Fayol**

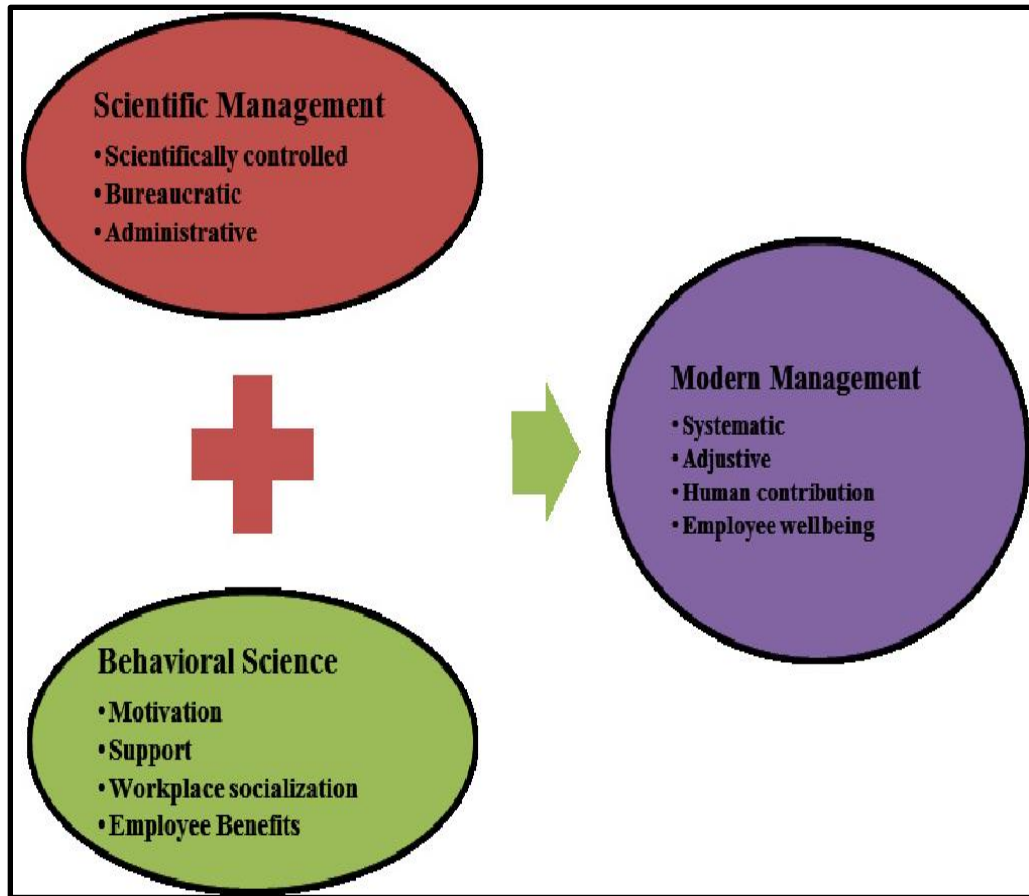
- Remuneration: Fair and satisfactory payment for both employer and employee.
- Centralization: There must be the optimum utilization of the organization's resources.
- Scalar Chain: Scalar chain implies the superior-subordinate relation, within the organization.
- Order: In an organization, there must be a proper place for everything as well as each thing must be in its appointed place.
- Equity: Sense of equity should exist at all the levels of the organization.
- Stability of tenure of Personnel: Efforts are to be made to reduce employee turnover.
- Initiative: It implies thinking out and implementation of the plan.
- Esprit de Corps: It stresses on the need of teamwork in the organization.

BASIS FOR COMPARISON	HENRY FAYOL	F.W. TAYLOR
Meaning	Henry Fayol, is a father of modern management who laid down fourteen principles of management, for improving overall administration.	F.W. Taylor, is a father of scientific management who introduced four principles of management, for increasing overall productivity.
Concept	General theory of administration	Scientific Management
Emphasis	Top level management	Low level management
Applicability	Universally applicable	Applies to specialized organizations only.
Basis of formation	Personal Experience	Observation and Experimentation
Orientation	Managerial function	Production and Engineering
System of Wage Payment	Sharing of profit with managers.	Differential Payment System
Approach	Manager's approach	Engineer's approach

**Figure 38: Contribution of Henry Fayol vs Frederick Taylor's Theory**

### **Frederick Taylor's Theory of Management**

Frederick Taylor is known for developing the scientific management theory of management, focused on the scientific analysis of work processes to increase productivity and efficiency. Taylor's theory emphasized the importance of applying scientific principles and techniques to manage and coordinate resources effectively. According to Taylor, the key to increasing productivity and efficiency is through the scientific analysis and standardization of work processes.



**Figure 39: Contribution of Fredrick Winslow**

Fredrick Winslow Taylor, or F.W. Taylor, popularly known as ‘father of scientific management’, who with the help of experiments proved that scientific methodology could be applied to management. A scientific process comprises of observations, experiments, analysis and inferences, Taylor wants to apply in management to develop a cause-and-effect relationship.

Taylor’s primary concern was management at the supervisory level and gave much stress on the efficiency of workers and managers at an operational level. Scientific Management is just a mental revolution for both employer and employees, consist of the following principles:

- Science, not the rule of thumb: To improve the performance level, the rule of thumb is replaced by science.
- Harmony, not discord: There must be a coordination of the activities of the employees and not discord.

- Cooperation, not individualism: There should be an environment of cooperation in the organization, of mutual interest.
- Development of every person to his greatest efficiency: Motivation is to be provided to greatest efficiency to every member of the organization.

**Taylor's theory identified four principles of scientific management, are:**

- Develop a science for each element of work, replaces the old rule-of-thumb method.

Scientifically select and then train, teach, and develop the worker.

- Heartily cooperate with the workers to ensure that all work is done in accordance with the principles of the science that has been developed.
- There is an almost equal division of the work and the responsibility between the management and the workers.

Taylor also introduced the concept of time and motion studies, involved breaking down work processes into small, measurable tasks to identify the most efficient way to complete them. Time and motion studies are used to determine the most efficient way of performing tasks, the optimal number of workers required, and the best tools and equipment for the job.

**Differences between Fayol and Taylor's Theories of Management**

- **Perspective**

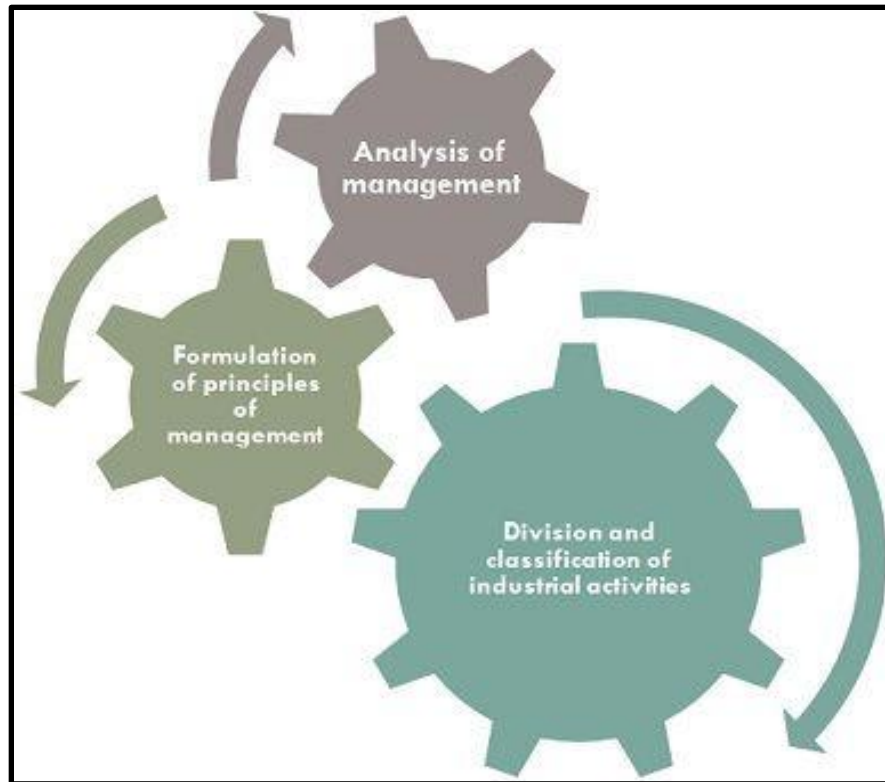
Fayol's theory of management emphasized the administrative aspects of management, at the time Taylor's theory of management emphasized the scientific aspects of management. Fayol's theory focused on the overall coordination and direction of the organization, at the time Taylor's theory focused on the analysis and standardization of work processes.

- **Focus**

Fayol's theory of management focused on top-level management and their administrative duties, at the time Taylor's theory of management focused on frontline workers and their work processes.

- **Principles**

Fayol identified fourteen principles of management that researchers believed are essential for organizational success. These principles emphasized the importance of organizational structure, division of labor, and coordination.



**Figure40 : Contribution of Henry Fayol**

### **Key Differences Between Fayol and Taylor's Theory of Management**

The difference between Fayol and Taylor's Theory of Management, are explained in the points presented below:

- Henry Fayol is a father of modern management who enunciated fourteen principles of management, for improving overall administration. As against, F.W. Taylor is a father of scientific management who developed four principles of management for increasing overall productivity.
- Henry Fayol introduced the concept of General theory of administration. F.W. Taylor laid down the concept of Scientific Management.
- Henry Fayol emphasized the working of top-level management, whereas F.W. Taylor stressed the working of production level management.
- Fayol's management theory has universal applicability. Unlike Taylor, whose management theory applies to a number of organizations only.

- The basis of formation of Fayol's theory is the personal experience. Conversely, Taylor's principles rely on observation and experimentation.
- Fayol is oriented towards managerial function. On the contrary, Taylor focused on production and engineering.
- The system of wage payment determined by Taylor is a differential piece rate system, at the time Fayol stressed on sharing of profits with managers.
- The approach of Taylor is termed as Engineer's approach. In contrast, Fayol's approach is accepted as a manager's approach.

Basis	Henri Fayol	F.W. Taylor
Personality	Fayol was a practitioner.	Taylor was a scientist.
Perspective	Fayol developed the principles from the point of view of the top level of management.	Taylor developed these principles and techniques keeping in mind the lower level.
Unity of Command	Unity of Command is strictly followed.	Unity of Command was not followed and emphasis was given on functional foremanship.
Applicability	Fayol's principles are universally applicable, as they are flexible.	Taylor's technique or principles are applied in specific situations, as they are less flexible.
Basis of formation	Fayol's principles are based on personal experiences.	Taylor's principles or techniques are based on experiments and observation.
Focus	The main focus is given on the overall administration of the organization.	The main focus is given on increasing productivity of employees.
Expression	Fayol's principles are expressed as general theory of administration.	Taylor's techniques are expressed as scientific management.
Human Element	Importance was given to human element in principles, like equity, initiative and stability of tenure.	Less importance was given to human elements, and more importance was given on increasing production.

Emphasis	Emphasis was given on principles and theory of general administration, and on functions of managers.	Emphasis was given on standardization of work and tools.
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**Figure 41 : Fayol Vs Taylor- A Comparison**

Both the management thinkers have an immense contribution in the field of management, is not contradictory but complementary in nature. at the time Henry Fayol is an ardent proponent of the unity of command, F.W. Taylor is of the opinion that it is not substantial that under functional foremanship, an employee receives orders from multiple bosses.

The difference bet en Fayol and Taylor Theories of Management is quite significant, as have divergent approaches to the subject. Fayolism, developed by Henr Fayol, emphasizes the management process and the functions of management, such as planning, organizing, commanding, coordinating, and controlling. Fayol also proposed the concept of "unity of command," states that each employee should have one clear superior to report to.

In contrast, Frederick Taylor's scientific management theory focuses on improving efficiency and productivity by analyzing work processes. researcher advocated the use of time and motion studies to optimize work methods and the use of incentives to motivate workers. Therefore, at the time Fayol's theory focuses on the overall management process, Taylor's theory centers on enhancing individual work processes.

These differences in approach bet en the two theories are further highlighted by their respective contributions to management theory. Fayol's theory has influenced the development of management principles, at the time Taylor's theory has influenced the development of operational efficiency and productivity practices.

Despite their differences, both Fayol and Taylor's theories have contributed significantly to modern management practices. Organizations can benefit from an understanding of the difference bet en Fayol and Taylor Theories of Management, as it enables them to identify the most suitable approach for their management needs.

<b>Fayol's Theory</b>	<b>Taylor's Theory</b>
Emphasizes management as a separate function.	Emphasizes management as a part of production.
Focuses on the management process.	Focuses on the scientific management of work tasks.
Emphasizes the importance of planning, organizing, and controlling.	Emphasizes the importance of work efficiency and productivity.
Considers the long-term goals of an organization.	Considers the short-term goals of an organization.
Suitable for large organizations.	Suitable for small and medium-sized organizations.

**Figure 42 :Fayol Vs Taylor- A Comparison**

It is the focus of Fayol's theory of management that distinguishes it from Taylor's. Known as "administrative management," Fayol's theory emphasizes the management process and management's functions, including planning, organizing, commanding, coordinating, and controlling. By studying and analyzing work processes and then implementing specific, detailed methods for completing tasks, Taylor's theory is known as "scientific management," aims to increase efficiency and productivity. Fayol's theory, on the other hand, focuses on the overall management process, whereas Taylor's theory emphasizes improving efficiency and productivity by analyzing and implementing specific work methods.

### **Advantages of Fayol Theories of Management**

Developed by French engineer Henr Fayol, Fayol's theories of management include the five functions of management (planning, organizing, command, coordination, and control) and the 14 principles of management (such as unity of command and scalar chain). Fayol's theories have the following advantages:



- **Clear and concise:** In understanding the management process, Fayol's theories provide a clear and concise framework.
- **Practical:** Based on Fayol's experience as a manager, his theories are applicable to the real world.
- **Universal:** In addition to being applicable to any type of organization, Fayol's theories are not limited to a specific industry.
- **Emphasis on efficiency:** In Fayol's theories, streamlining processes and eliminating waste improves the efficiency of an organization.
- **Strong leadership:** In managing an organization, Fayol emphasizes the importance of strong leadership and clear communication.
- **Scalability:** Organizations of any size can benefit from Fayol's theories.

### **Disadvantages of Fayol Theories of Management**

Among the criticisms of Fayol's theories of management are that they are too prescriptive and inflexible, do not apply to all types of organizations, and do not take into account individual motivation and behavior. Moreover, some claim that Fayol's focus on technical aspects of management, such as planning and organizing, overlooks the importance of interpersonal skills in leadership and decision-making. The early 20th-century theories of Fayol may be irrelevant in today's rapidly changing business environment, as they were developed in the early 20th century.

### **Advantages of Taylor Theories of Management**

Developed by French engineer Henri Fayol, Fayol's theories of management include the five functions of management (planning, organizing, command, coordination, and control) and the 14 principles of management (such as unity of command and scalar chain). Fayol's theories have the following advantages:

- **Clear and concise:** In understanding the management process, Fayol's theories provide a clear and concise framework.
- **Practical:** Based on Fayol's experience as a manager, his theories are applicable to the real world.
- **Universal:** In addition to being applicable to any type of organization, Fayol's theories are not limited to a specific industry.

- **Emphasis on efficiency:** In Fayol's theories, streamlining processes and eliminating waste improves the efficiency of an organization.
- **Strong leadership:** In managing an organization, Fayol emphasizes the importance of strong leadership and clear communication.
- **Scalability:** Organizations of any size can benefit from Fayol's theories.

### **Disadvantages of Taylor Theories of Management**

It has been criticized that Taylor's management theories are too focused on efficiency and productivity, at the time neglecting the human side of work. According to Taylor, the "scientific management" approach can lead to the dehumanization of workers, reducing them to replaceable parts in a machine-like environment. The methods employed by Taylor may also cause employees to feel that their skills and creativity are undervalued, leading to resistance and dissatisfaction. In addition, Taylor's theories are not suitable for every type of work or organization, nor may be effective in situations where creativity and innovation are required. Finally, Taylor's theories were developed in the late 19th and early 20th century and may not be relevant in today's rapidly changing business environment.

There is a significant difference between Fayol and Taylor principles of management. The Taylor principles of management consider employee efficiency, whereas Fayol principles of management theory consider human and behavioral determinants of the organization.

Fayol principles of management emphasize activities like planning and controlling, whereas Taylor principles of management emphasize work study and time of study of workers. Moreover, Fayol principles put more emphasis on top management point of view on resolving problems, whereas Taylor principles emphasize low-level management in an organization. So, this is another difference between Fayol and Taylor principles of management.

However, Fayol principles can be applied to any organization; because it is universally applicable, but Taylor principles are applied only to specialized organizations like production and engineering.

Although both management theories formed to enhance a positive workplace, there are significant differences between the two theories. The key difference between Taylor principles of

management and Fayol principles of management is that Taylor principles consider the workflows and operator efficiency levels in an organization whereas Fayol principles of management theory consider top management approach to resolve problems.

Fayol vs Taylor Principles of Management		
More Information Online <a href="http://WWW.DIFFERENCEBETWEEN.COM">WWW.DIFFERENCEBETWEEN.COM</a>		
	Scientific Management	Administrative Management
DEFINITION	Fayol principles of management are principles that consider the workflows and operator efficiency improvements in an organization	Taylor principles of management are principles that consider management styles and activities that help to achieve maximum output
DEVELOPER	Henry Fayol	F. W. Taylor
EMPHASIS	Top level management	Low level management
DIRECTION	Managerial function	Production and engineering
APPLICABILITY	Universally	Specialized organizations
METHOD OF REMUNERATION	Sharing of profit with managers	Different payment method
APPROACH	Manager's	Engineer's
MAIN ACTIVITIES	Planning and controlling	Work study, time study

Figure 43 : Comparison between Vs Taylor- A Comparison

BASIS FOR COMPARISON	HENRY FAYOL	F.W. TAYLOR
Meaning	Henry Fayol, is a <b>father of modern management</b> who laid down fourteen principles of management, for improving overall administration.	F.W. Taylor, is a father of scientific management who introduced four principles of management, for increasing overall productivity.
Concept	<b>General theory of administration</b>	<b>Scientific Management</b>
Emphasis	Top level management	Low level management
Applicability	Universally applicable	Applies to specialized organizations only.
Basis of formation	Personal Experience	Observation and Experimentation
Orientation	Managerial function	Production and Engineering
System of Wage Payment	Sharing of profit with managers.	Differential Payment System
Approach	<b>Manager's approach</b>	<b>Engineer's approach</b>

**Figure 44: Differences between Vs Taylor- A Comparison**

**Concern**– Taylor’s principles and techniques are concerned with workers’ efficiency at the time Fayol’s are concerned with the overall efficiency of management.

**Focus** – Both Taylor and Fayol advocated the division of work and specialization. Taylor’s techniques follow bottom upward approach, whereas Fayol’s are based on the top downward approach. Taylor’s techniques are mainly with production activities, whereas Fayol’s have relevance in all functional areas. Taylors’ techniques are more specific at the time Fayols’ are more general and flexible in nature.

**Beginning**– Taylor started with improving the efficiency of operational workers at the shop level and later gave the principles scientific management, at the time Fayol began by describing the functions of top management and then proceeded downward.

**Emphasis** – Taylor emphasized on standardization of work, methods and tools, time and motion study and scientific training of workers. But Fayol stressed upon the principles and theory of general administration and also the functions of managers.

Basis	Taylor	Fayol
Human aspect	Taylor disregards human elements and there is more stress on improving men, materials and methods	Fayol pays due regards on human element. E.g. Principle of initiative, Espirit De' Corps and Equity recognizes a need for human relations
Status	Father of scientific management	Father of management principles
Efficiency & administration	Stressed on efficiency	Stressed on general administration
Approach	It has micro-approach because it is restricted to factory only	It has macro-approach and discusses general principles of management which are applicable in every field of management.
Scope of principles	These principles are restricted to production activities	These are applicable in all kinds of organization regarding their management affairs
Achievement	Scientific management	Administrative management

**Figure 45: Key differences between Vs Taylor- A Comparison**

### Key Differences Between Fayol and Taylor's Theory of Management

The difference between Fayol and Taylor's Theory of Management, are explained in the points presented below:

1. Henry Fayol is a father of modern management who enunciated fourteen principles of management, for improving overall administration. As against, F.W. Taylor is a father of scientific management who developed four principles of management for increasing overall productivity.
2. Henry Fayol introduced the concept of a general theory of administration. F.W. Taylor laid down the concept of Scientific Management.
3. Henry Fayol emphasized the working of top-level management, whereas F.W. Taylor stressed the working of production-level management.
4. Fayol's management theory has universal applicability. Unlike Taylor, whose management theory applies to a number of organizations only.
5. The basis of the formation of Fayol's theory is personal experience. Conversely, Taylor's principles rely on observation and experimentation.

6. Fayol is oriented towards managerial function. On the contrary, Taylor focused on production and engineering.

7. The system of wage payment determined by Taylor is a differential piece rate system, at the time Fayol stressed on sharing of profits with managers.

8. The approach of Taylor is termed as Engineer's approach. In contrast, Fayol's approach is accepted as manager's approach.

### **Significance of Principles of Management**

The principles of management are in the form of pre-determined solutions for repeatedly occurring problems. guide the manager. It is very important for every manager to know them thoroughly. The importance of the principles of management becomes abundantly clear from the following facts:

- **Providing managers with useful insights into reality:** Management principles guide managers to take the right decision at right time by improving their knowledge, ability and understanding of various managerial situations and circumstances.
- **Optimum utilization of resources and effective administration:** Management principles facilitate optimum use of resources by coordinating the physical, financial and human resources. also help in better administration by discouraging personal prejudices and adopting an objective approach.
- **Scientific decisions:** Decisions based on management principles tend to be more realistic, balanced, and free from personal bias.

Meeting the changing environmental requirements: Management principles provide an effective and dynamic leadership and help the organization to implement the changes.

### **ssProvide Useful Insight to Managers:**

The principles of management were developed on the basis of the experience of various professional people. The principles make the manager aware about the manner in researcher

should act in various situations so that researcher does not repeat the mistakes of the previous managers.

In this way, timely guidance reduces the wastage of resources, and the objectives can be achieved in a less expensive manner. For example, according to one principle of management, i.e., division of work, a job is divided into many small units. Every unit or part is assigned to different individuals. Each individual does the same work repeatedly that has been assigned.

### **Optimum Utilization of Resources and Effective Administration:**

In every organization physical (material, machines, money, etc.) and human (manpower) resources are used. The function of management is nothing but to put them to optimum use or avoid wastage of resources. And it is possible only a manager makes use of the principles of management. According to the principle of ‘unity of command’ there should only be one boss for an employee at a time. In case there is more than one boss, the employee will not be in a position to work properly. Consequently, human resources will be wasted.

Therefore, researcher desire to use human resources favorably, this principle has to be adopted. Similarly, many other principles ensure favorable utilization of various other resources.

The primary need of every organization is that its administrative system should be effective. Only that administrative system is called effective where the managers can take balanced and quick decisions. In order to take such decisions, sufficient information and authority should be available.

This is made possible with the help of the principles of management. For example, the principle of ‘authority and responsibility’ advocates granting sufficient authority, at the time the principle of scalar chain advocates making adequate provision for providing information.

**Fulfilling social responsibility:** Principles of management not only help in achieving organizational goals but also guide managers in performing social responsibilities. Example : “Equity” and “Fair” remuneration.

**Management training, education, and research:** Management principles are helpful in identifying the areas in existing and future managers should be trained. also provide the basis for future research.

**Universal relevance:** Principles of management are expected to apply to all types of establishments, the industry as well as non-industry, small as well as large, private sector as well as the public sector, production as well as the services divisions. However, the scope of their applicability would diversify with the nature of the industry, business activity, scale of operations etc.,

The principles of management are determined by wisdom and accumulated knowledge of managers as well as experimentation. For instance, it is a subject of current knowledge that the system is necessary for achieving any goal. This principle gains name in the management system.

**Scientific Decisions:** A scientific decision means a balanced decision. The principles of management provide the necessary training to the managers so that they can take scientific/balanced decisions. In the absence of these principles the managers have to adopt the method of trial and error.

According to this principle, one is expected to do a job in a particular manner and if there is some error, some other method has to be adopted. In this way, the work is done in different ways till the error is eliminated. This method is not proper.

Therefore, managers are trained with the help of the principles of management which makes them capable of taking scientific decisions. For example, the principle of ‘authority and responsibility’ tells us that a subordinate is entrusted with some responsibility, a researcher should be allowed sufficient authority to accomplish it. Only in such a situation a subordinate will be able to take a scientific decision at the time needed.

### **Meeting Changing Environmental Requirement:**

In modern times only such a business unit can remain alive and develop which can keep pace with the rapidly changing environment. In every field of business activity (production, marketing, etc.) new techniques are emerging every day. Managers who can understand the changing situation well in time can alone face competition successfully. The principles of management enable the managers to face this challenge.

sss

For example, the principle of ‘unity of direction’ tells us that all the activities connected with the attainment of the same objective should be completed under the direction of the same manager.



In doing so a manager would be able to have the detailed information connected with the limited activities being done under his direction. In case the activities connected with different objectives are being done under the direction of one manager, researcher will not be able to understand the changes being affected in any activity.

**Fulfilling Social Responsibility:** The principles of management increase the efficiency of the managers and enable them to fulfill their social responsibility. More efficient managers can make good quality products at reasonable prices available all the times.

For example, the principle of 'Fair Remuneration' advocates appropriate remuneration to the employees and helps in fulfilling responsibility towards them.

**Management Training, Education and Research:** The advantages of the principles of management encourage the researchers to bring in more improvement in them. The attitude of the managers has molded itself in such a fashion that are doing, consciously or unconsciously, something new.

It means that the managers have come to acquire an attitude tilted towards research and development. This has helped the managerial knowledge to be more solid and scientific. The principles of management are actually providing education and training to the managers by enriching their theoretical and practical knowledge.

For example, in order to take advantage of the change of attitude among the managers, various big companies have established Research and Development Departments in HRD. Consequently, many new techniques have come to light in the field of marketing, production, finance, etc.

**Flexible:** The principles of management are general prescriptions not rigid. The managers can make certain changes as per the convenience and requirement of a situation. The principles of management are intended to establish cause and effect relationships so that the findings can be applied to such given situations frequently. The principles of management tell the likely effect a certain principle is applied. The effect of such principles remains more or less the same due to their application to humans. Administration of a business is a part and parcel of management. Principles of Management cooperate an enter role in administering the business by helping in the instruction of the human resources among each other and also by prescribing norms of relations.

For example, decentralization as a principle helps in management by giving sufficient control to many units transversely the business to make sure observance and effectiveness.

One of the foremost objectives of management principles is to improve understanding of managers and indicate to them to manage an organization with the help of these principles. Managers can decide on their place of action for achieving their objectives. These principles provide the managers with guidelines for working in different situations.

**Highlight True Nature of Management:** Principles of management are necessary to clearly understand the true nature of management. Lack of management principles makes it difficult to clearly define the nature and scope of the managerial job. Principles act as a checklist of the meaning and contents of management. They serve as criteria to judge the appropriateness of managerial decisions and actions in addition to highlighting the role of managers in concrete terms.

The principles of management are a set of guidelines and rules that guide the way organizations operate and are critical to the success of any organization. They serve as a blueprint for the effective and efficient functioning of a business, and provide a framework for decision-making, problem-solving, and communication. In this essay, we will explore the significance of the principles of management and their role in modern-day organizations.

The principles of management were first introduced by Henri Fayol in his book titled "General and Industrial Management" in 1916. Fayol identified five functions of management, which a researcher called planning, organizing, commanding, coordinating, and controlling. These functions formed the basis of the principles of management, which have since evolved and expanded to include other essential principles such as leadership, motivation, communication, and teamwork.

The principles of management are critical to the effective functioning of any organization, whether it is a small business, a non-profit organization, or a large corporation. They provide a roadmap for managers to follow, which helps them make sound decisions, manage resources effectively, and achieve organizational goals.

## **Improved Efficiency and Productivity**

The principles of management help organizations improve their efficiency and productivity by providing a framework for decision-making and problem-solving. For example, the principle of division of labor suggests that tasks should be divided into smaller, more manageable parts and assigned to the most suitable individuals. This principle helps organizations streamline their operations and ensure that each employee is performing tasks that are best suited to their skills and abilities.

Similarly, the principle of unity of command suggests that each employee should receive instructions from only one supervisor. This principle helps prevent confusion and ensures that employees know exactly what are expected to do, which in turn helps improve their productivity.

## **Effective Communication**

Effective communication is critical to the success of any organization, and the principles of management provide a framework for clear and concise communication. For example, the principle of scalar chain suggests that there should be a clear chain of command in an organization, with each employee reporting to a higher-level manager. This principle ensures that communication flows smoothly throughout the organization, and employees know who to contact for information or assistance.

Similarly, the principle of unity of direction suggests that all employees should be working towards a common goal. This principle helps ensure that everyone in the organization is on the same page and working towards the same objectives, which in turn helps improve communication and collaboration.

## **Effective Decision Making**

Effective decision-making is critical to the success of any organization, and the principles of management provide a framework for making sound decisions. For example, the principle of equity suggests that employees should be treated fairly and without bias. This principle helps managers make decisions that are based on merit rather than personal bias or favoritism.

Similarly, the principle of initiative suggests that employees should be encouraged to take the initiative and come up with new ideas. This principle helps managers make decisions that are

innovative and forward-thinking, and that can help the organization stay ahead of its competition.

### **Effective Leadership**

Effective leadership is critical to the success of any organization, and the principles of management provide a framework for effective leadership. For example, the principle of esprit de corps suggests that there should be a sense of camaraderie and team spirit within the organization. This principle helps leaders build a sense of community within the organization, in turn helping improve morale and motivation.

Similarly, the principle of remuneration suggests that employees should be fairly compensated for their work. This principle helps leaders build trust and loyalty with their employees, in turn helps improve retention rates and reduce turnover.

### **Improved Employee Motivation**

Employee motivation is critical to the success of any organization, and the principles of management provide a framework for improving employee motivation. For example, the principle

- **Providing managers with useful insights into reality:** The principles of management provide the managers with useful insights into real world situations. These principles will add to their knowledge, ability and understanding of managerial situations and circumstances. It will also enable managers to learn from past mistakes and conserve time by solving recurring problems quickly.
- **Optimum utilization of resources and effective administration:** Resources both human and material available with the company are limited. Principles equip the managers to foresee the cause-and-effect relationships of their decisions and actions. Thus, the wastages associated with a trial-and-error approach can be overcome.
- **Scientific decisions:** Decisions must be based on facts, thoughtful and justifiable in terms of the intended purposes. Management principles help in thoughtful decision-making, emphasize logic rather than blind faith.

**Meeting changing environment requirements:** Management principles are flexible to adapt to dynamic business environment. For example, management principles emphasize division of work and specialization. In modern times this principle has been extended to the entire business whereby companies are specializing in their core competency and divesting non-core businesses.

### **Principles of Management and its advantages and disadvantages**

Management is needed for planning business activities, for guiding employees in the right direction and finally for coordinating their efforts for achieving best/most favorable results. Efficient management is needed in order to achieve the objectives of business activity in an orderly and quick manner. Planning, Organizing, Coordinating and Controlling are the basic functions of management. Management is needed as these functions are performed through the management process. Management is needed for effective communication within and outside the Organization. Management is needed for motivating employees and also for coordinating their efforts so as to achieve business objectives quickly.

Efficient management is needed for success, stability and prosperity of a business enterprise. Modern business is highly competitive and needs efficient and capable management for survival and growth. Management is needed as it occupies a unique position in the smooth functioning of a business unit. This suggests the need of efficient management of business enterprises. Profitable/successful business may not be possible without efficient management. Survival of a business unit in the present competitive world is possible only through efficient and competent management.

Management is both an art and a science. The above-mentioned points clearly reveal that management combines features of both science as well as art. It is considered as a science because it has an organized body of knowledge contains certain universal truth. It is called an art because managing requires certain skills are personal possessions of managers. Science provides the knowledge & art deals with the application of knowledge and skills.

#### **Features of Management**

- Management is Goal-Oriented
- Management integrates Human, Physical and Financial Resources
- Management is Continuous

- Management is all Pervasive
- Management is a Group Activity
- Management Functions

### **Planning**

- It is the basic function of management. Planning is determination of courses of action to achieve
- desired goals. Thus, planning is a systematic thinking about ways & means for accomplishment of predetermined goals. Planning is necessary to ensure proper utilization of human & non-human resources.
- It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks,
- wastages etc.

### **Organizing**

It is the process of bringing together physical, financial, and human resources and developing productive relationship amongst them for achievement of organizational goal. To organize a business is to provide it with everything useful or it's functioning i.e. raw material, tools, capital, and personnel's". To organize a business involves determining & providing human and nonhuman resources to the organizational structure. Organizing as a process involves:

- Identification of activities.
- Classification of grouping of activities.
- Assignment of duties.
- Delegation of authority and creation of responsibility.
- Coordinating authority and responsibility relationships.

### **Levels of Management**

The term Levels of Management refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executory
3. Low level / Supervisory / Operative / First-line managers

Basis	Management
Meaning	Management is an art of getting things done through others by directing their efforts towards achievement of pre-determined goals.
Nature	Management is an executing function.
Process	Management decides who should do it & how should he do it.
Function	Management is a doing function because managers get work done under their supervision.
Skills	Technical and Human skills
Level	Middle & lower level function

**Figure 46 Importance of Management Principles**

## **Importance of Management Principles**

### **1. Managerial Training:**

To develop managerial talent it is essential to teach management in Institutes and Universities. Teaching and training of managers requires a systematized and structured theory of management comprising a number of interrelated principles.

Management principles provide a conceptual framework for systematic training and development of future managers. Such a framework is absent, management training will have to depend on haphazard trial and error. Principles of management have consistently suggested the areas in which training should be given.

## **2. Higher Efficiency:**

One of the foremost objectives of management principles is to improve understanding of managers and indicate to them to manage an organization with the help of these principles. Managers can decide on their place of action for achieving their objectives. These principles provide the managers with guidelines for working in different situations.

These principles, therefore, help in improving managerial efficiency. With the help of management principles managers are better enabled in taking a realistic view of situations and thereafter make a rational, feasible and effective decision, thereby directing human behavior effectively.

This does not mean however, that the management principles provide the manager with a complex kit of answers for all problems. Instead, these principles enable managers to work systematically and reach a logical solution to the situations they face.

In the absence of principles, a manager will have to depend on intuition or trial and error method, both of which are associated with high cost. Serious mistakes may be avoided if managers are aware of and guided by the management principles. For example, the principle of stability of tenure warns a manager that insecurity about the tenure of job will lead to problems and inefficiency.

## **3. Highlight True Nature of Management:**

Principles of management are necessary to clearly understand the true nature of management. Lack of management principles makes it difficult to clearly define the nature and scope of the managerial job. Principles act as a checklist of the meaning and contents of management. They serve as criteria to judge the appropriateness of managerial decisions and actions in addition to highlighting the role of managers in concrete terms.

## **4. Social Objective:**

Business organizations have a social objective in addition to their financial and economic objectives. Managers coordinate the efforts of people so that individual objectives get translated into social attainment. Business organizations have major impacts on the society. The standard of living of people depends upon the quality of management.



If management is efficient, the resources of society are better utilized, and quality of life is improved. Principles of management have helped in increasing the efficiency in the use of resources, thereby impacting the culture and society and revolutionizing the progress of human society.

## 5. Research

With the development of fundamental principles of any subject, their scope and limitations are also defined. These form the basis for further research in that subject. In the absence of principles, research becomes difficult and future horizons of knowledge cannot be expanded. Principles of management suggest the lines along which research should be carried out to develop new guidelines and to ascertain the validity of existing guidelines. Management principles help to make management more practical and effective.

Advantage and Disadvantage of Planning	
Advantage	Disadvantage
1.Reduces Uncertainty	1.Lack of Reliable Data
2.Focus on Objectives/Goals	2.Rigidity
3.Economical Operation	3.Time Consuming
4.Facilitates Control	Process
5.Encourages Innovation and Creativity	4.Costly Process
6.Improves Motivation	5.Rapid Change
7.Avoids Random Activity	6.Internal Inflexibility
8.Improves Competitive Strength	7.External Inflexibility

**Figure 46: Pros and cons of management planning**

In the early 1900s, Henri Fayol developed a modern management theory that business leaders still use today. Fayol's theory was honed at the time researcher worked his way up the ladder to become the director of a mining company in France that employed more than 1,000 people. By immersing himself at all levels of the company from rank-and-file employee to CEO, Fayol was able to gain valuable insight into effective management. The Henri Fayol 14 principles of

management include specialization; managerial authority; discipline; unity of command; unity of direction; subordination of individual interests; proper remuneration; centralization; chain of command; order; equity; job security; initiative, and team spirit. Although there are advantages and disadvantages of administrative management, the Henry Fayol 14 principles of management have some benefits researcher can apply to your small business.

### **Facilitates Organizational Structure**

One of the keys of the Henry Fayol 14 principles of management is the organizational structure. Fayol talked about a hierarchical structure in which the top levels of management act as forceful leaders. At the time this was standard procedure in his mining company, the hierarchical structure is still the model for many small businesses today. Although more companies are adopting a flat structure, the top-down model as described by Fayol remains popular as a means of ensuring that decisions are implemented from senior level to the rank-and-file.

### **Promotes the Team Concept**

Although there are advantages and disadvantages of administrative management, one of Fayol's lasting theories is the idea that employees should subordinate their private interest to the general interest of the company. This is a foundational theory of the team concept that has become so prevalent in many small businesses. Rather than having employees work individually on projects, many companies group workers with diverse skills and talents into a team. This helps shore up any weaknesses because employees with opposing talents work together to make up for each other's deficits. For example, a modern team could include an employee with an outgoing personality, an employee that is introverted and analytic, and an employee that can generate dozens of great ideas. Fayol also valued team spirit, which researcher called "esprit de corps." Researcher believed that business leaders who cultivated a sense of common goals among their employees would find that their workers are more willing to share their knowledge with colleagues.

### **Motivates Employees Through Fair Compensation**

While the Fanonism advantages and disadvantages are still debated, one theory that continues to prove true is the idea that business leaders must compensate employees in a manner that

motivates them to perform above standard. Salaries and wages are always a delicate subject, especially as it relates to gender pay equality. Fayol, however, went further than just talking about money, believing that non-monetary compensation was equally important. Today, it's easy to see examples of that kind of compensation, such as awards handed out to outstanding employees, and company retreats in management and employees interact as human beings without worrying about their status at the office.

### **Fayol's Principles of Management Considerations**

When considering the application of this system, it's important to evaluate all the Fayolism advantages and disadvantages before proceeding. One of the disadvantages is that Fayol's theory was developed based solely on his own managerial experiences, means researcher didn't undertake any further research. As a result, researcher wasn't able to fully develop a full understanding of Fayolism advantages and disadvantages, believing strongly that his system only produced benefits. Another thing to remember considering the advantages and disadvantages of administrative management is that some theories are prisoners of the era in which they were developed. For example, in Fayol's day, authority and control over employees was the norm. That isn't the case in modern society, means researcher have to revise some of Fayol's theories to make them more applicable to current standards.

Advantages Of Planning	Disadvantages Of Planning
<ul style="list-style-type: none"> <li>• Promotes Proper Utilization Of Available Resources</li> <li>• Minimizes The Risk Of Future Uncertainty</li> <li>• Helps To Obtain Goals</li> <li>• It Improves Organizational Effectiveness</li> <li>• Increases Motivation</li> </ul>	<ul style="list-style-type: none"> <li>• It Is Complex, Costly And Time Consuming</li> <li>• It Is Inflexible And Rigid</li> <li>• It Is Affected By Various Factors</li> <li>• It Is Not Useful In Emergency Situation</li> <li>• It Discourages Creativity</li> </ul>

**Figure 47: Pros and cons of management planning**

### **Importance of Management Principles – (With the Features of Management Principles)**

Theory is a systematic grouping of interrelated principles.

Management theory supplies guideposts for action. This enables managers to approach various problems systematically. Management theory provides principles should be applied judiciously.

A principle is a basic statement that provides understanding, and it acts as a guide to thinking and action. It is a fundamental truth that explains relationship between two or more sets of variable in a given situation. It is a basic element of management theory that helps in predicting would happen the principles re applied.

Management principles are the result of long experience of managers in different fields of organized work. Principles are classified as descriptive, prescriptive or normative. A descriptive principle merely describes the relationship between variables. A prescriptive or normative principle is stated to indicate a person should do. Management principles are both descriptive and prescriptive.



**Figure 48: Advantages and disadvantages of management planning**

The need for and importance of management principles is listed below:

**(1) To Increase Operating Efficiency:**

The principles of management serve as guidelines to manager for effective functioning in different situations. The managers can avoid the risky practice of trial and error and base their actions on sound knowledge of management theory. So, the managers can concentrate on improving the operating efficiency of the organizations.

**(2) To Crystallize the Nature of Management:**

The science of management is to be developed to analyze managerial jobs and to design programs for training and developing managers. This has facilitated and will facilitate in developing a considerable body of knowledge and in the crystallization of management principles.

**(3) To Improve Research:**

Research may be undertaken to expand the frontiers of management knowledge and theory. Every day number of research projects is pursued to test the validity of various hypotheses of management. These research projects would further enrich management science.

**(4) To Attain Social Objectives:**

Management principles have an important role in preparing efficient managers. Efficient managers can utilize the resources of society effectively and this will lead to better quality of life. Management plays an important role in shaping the life of people through government and other organizations.

**The features of management principles are as follows:**

**(1) General Statements:**

Management principles have been derived out of experience and analysis only. deal with human beings and no manager can ever be sure about the behavior of human beings who come from different backgrounds, perceptions, and needs. So cannot be tested either in a laboratory or controlled conditions. That is for this reason that has been expressed in the form of general statements.

**(2) Dynamic Guidelines:**

Business is always in a constant state of flux. Management principles change with the changes in the environment in an organization exists. So the principles of management are to be accepted

as flexible and dynamic guidelines and not rigid and static rules. So the principles of management are flexible and refinement in principles is taking place continuously due to constant research.

### **(3) Situation Based:**

The applicability of management principles depends on the situation faced by the manager. can be modified by the manager to meet the requirements of the situation. undergo a change according to the changed conditions. Their application needs careful consideration of organizational requirements and situational demands.

### **(4) Universal Application:**

Management principles can be applied to all kinds of organizations, namely, business, social, political, religious and non-profit organizations. These principles are made use of by people who manage different organizations and are needed in any organization where there is a need for coordinated efforts of human beings.

Importance of Management Principles – For Managers: Increase in Efficiency, Emergence of Clearer and Systematic Thinking, Opportunity for Research and a Few Others Importance of principles enumerated may be deduced from the principles themselves. The principles are of utmost importance for managers.

The following discussions bring out the importance of management principles have been classified into four heads as written below:

1. Increase in efficiency.
2. Emergence of clearer and systematic thinking.
3. Opportunity for research.
4. Increase in productivity

### **Increase in Efficiency:**

Principles are important for increasing the efficiency of managers as well as of the workers. No doubt own experiences are the best teachers. But one is taking the advantages of the experiences of others researcher is doubly benefited.



**Figure 49: Advantages and disadvantages of management planning**

These principles are not rigid. are flexible. can be put to test and according to requirement can be modified even during the process of his test and working. This factor further enhances the possibility of increased efficiency being achieved throughout the whole process of working.

#### **Emergence of Clearer and Systematic Thinking:**

Principles make the thinking clearer and systematic. Principles are helpful in imparting training to managerial personnel. In fact their training starts on the basis of these principles. learn the principles. evolve their own thinking. put them to test. Their thinking then becomes clearer.

They systematically put their newly acquired knowledge into an order according to their own way of thinking, mode, and work schedule. They, after testing and acquiring experiences, try to improve over them at that time think the need has come for improvisation and themselves care capable of providing and improvement over them.

#### **Opportunity for Research:**

The principles of management offer enough scope for further researches, advancement of science, has still not gone too far, is only possible through surveys and researches. Enough opportunity for research is there within the framework of the management principles itself.

The science of management is still in its infancy. Its principles are constantly put to test and modified. Every manager is free to adopt his own way of management within the set objectives and principles. But certainly, researcher is free to experiment and evolve their own thinking may be converted into principles at a later date after proper analysis, test and further experimentation. This gives the science of management a research character.

### **Increase in Productivity:**

Constant research and evolution of new thinking led us to a safe conclusion that new generalizations may come up. Naturally, new generalizations and consequent adoption of new principles may help in increasing the efficiency and thus productivity of all factors of production from all account is a social gain.

In fact, society is the real gainer from the management principles as ultimately it is the society as a whole stands benefitted by the increase in productivity. Increase in productivity brings prosperity to the enterprise, to its workers, to its allied institutions and thus ensures a prosperous and brighter society.

### **Management Principles are Flexible:**

Efficiency and successful management depend on ill-conceived principles. These principles may not be absolute. The principles must reflect the aspirations of the science and the purpose for have been originally conceived. This is possible, only the principles acquire a flexible character in its turn will offer scope for debates, deliberations, tests and experiments.

It is not necessary that the management should follow the set norms and that it should in no circumstance deviate from the treated path. No social science, even for that matter exact science also; worth its name can afford this situation. Certain amount of flexibility is genuinely required to accommodate new thinking and to adjust accordingly to the demand of the situation in principles are being put to use.



No thinker, how very, great, and saintly researcher might have been, can visualize all the situations are expected to follow him and his principles. His principles would have to stand to the test of the time. His one generalization may hold good at certain juncture but the same may need modifications after lapse of a particular time.

Management principles, like principles of other social sciences, must have a flexible character. A living science, the science of management, must be flexible in order to characterize itself as a living and dynamic science.

Putting the science of management to this test may safely conclude that the principles of management are neither absolute nor stable in all times and for all times to come. are such according to changed and special conditions prevalent at a given time may have to undergo a change. The principles of management are elastic in the true sense of the term.

The above discussions do not suggest that the principles of management may be overhauled according to whims and experiences of even those who have not matured themselves in the field or who are bent upon to say and do something contrary to the established principles and practices even their newly acquired knowledge and generalization are neither worthwhile nor could withstand the test of time.

The principles of management, though flexible, are to be guarded against such type of change seekers. But the principles of a developing, dynamic, and living science like management should be flexible and should be able to carry the time with them.

### **Universality of Principles of Management:**

Henri Fayol a well-known author of management at the time propagating his principles has specifically expressed that his principles are not applicable only to business houses but could be easily applied to social, political, and religious organizations with same amount of clarity and success. Fayol proved true. researcher was confident about his assertion and fortunately for mankind his confidence has not betrayed him.

The universality of these principles has been established beyond doubt. Scientific management is based on solid principles and is the outcome of vast experiences. Functional areas of the process of management – such as Planning, Organization, Control, Co-ordination and Co-operation are

so universal that even without the slightest change could be put into practice in fields other than business and industry.

The principles are not the monopoly of economic sector alone. Any organization, forever purpose it has sprung up, can take advantage of these principles and put them into practice with success. In fact these principles have other fields more respectable to social needs. Social consciousness of the human sciences has required new dimensions because of the University of the Principles of the science of management. Aided by these principles, organizations not belonging to the economic sector have successfully tried to attain their objectives.

Management principles are basic but at the same time are not rigid and hard. are elastic and are responsive to the circumstances in are put to use. ” The fundamental principles of scientific management”, says F.W. Taylor, “are applicable to all human activities from our simplest individual acts to the work of our great corporations.”

Henr Fayol himself has said that the “meaning have given to the word ‘administration’ embraces not only the public service but enterprises of every size and description of every form and every purpose.”

Importance of Management Principles – Simplification of Managerial Work, Development of Management Thought, Managerial Training, and a Few Others.

### **Principles of management are significant because of the following reasons.**

- **Simplification of Managerial Work:**

Management principles make the work easy and simple. Managers can perform complex managerial tasks on the basis of these principles and make sound business decisions. Actions in different situations are facilitated through management principles.

- **Development of Management Thought:**

Management is a full-fledged field of study taught in schools and universities. Management teachings on the basis of management principles develop management theories and thoughts become the basis for managers to carry out the managerial functions effectively in business and non-business organizations.

- **Managerial Training:**

Management as a discipline is taught to manage large-sized business houses. Teaching and training managers on the basis of sound management principles helps them perform better in all the functional areas (production, finance, personnel and sales).

- **Understanding of Human Behavior:**

Management is a behavioral science. It deals with people and tasks performed by them. Management principles help to understand the human behavior and ways to satisfy their needs (physiological and psychological) that lead to excellence in their behavior, Excellent or high-performance behavior leads positively towards accomplishment of organizational goals.

- **Improvement in Organizational Productivity:**

Management principles help to solve various organizational problems in a pre-defined manner. guide actions appropriate to the situation. This results in efficient decisions and optimum utilization of scarce organizational resources and increases organizational productivity and profits.

- **Improvement in the Study of Management Thought:**

When management principles exist as the foundation of management thought, provide scope for future research and improvement in the existing principles. This helps to attain organizational goals more efficiently.

- **Social Objective:**

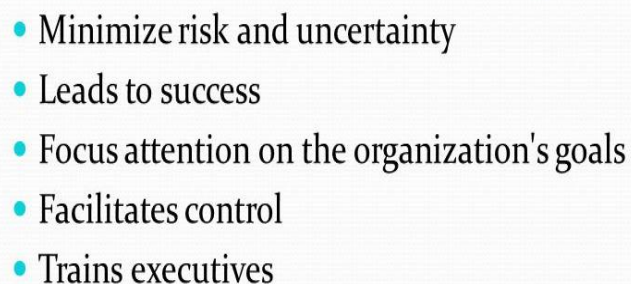
Besides attaining organizational goals, management principles also help to improve standards of society. Well managed organizations have satisfied workers whose economic and non-economic needs are largely satisfied in organizations. Such organizations and people working therein reflect better standards of society. This improves the image of the nation at the national and international forum.

- **Importance of Management Principles**

Principles of management are important to an organization as guidelines govern and promote the operations of an organization. These principles identify the requirements, set standardized approaches and conducts critical activities requiring the most attention.

**The significance of principles of management to an organization is detailed below:**

- **Increases efficiency**-Principles of management provide guidelines to a manager to tackle complex problems in an efficient manner to make organizational operations run smoothly. The efficiency placed within an organization attempts to make managers adopt a systematic and scientific approach towards an appropriate solution to the problem.
- **Social objective**-The principles attempt to create an environment involving cooperation and coordination between managers, their subordinates, and employees. This attempt ensures optimum utilization of resources, minimal or no wastage of resources and maximum profit without loss of social value.
- **Sound understanding**-The principles generate a sound understanding of standards and directives across managers and employees to tackle complex problems and seek relevant solutions.
- **Areas of training**-Principles of management aim at determining present and prospective areas of change and development in an organization. Accordingly, it enables relevant training among managers and workers that keep up to changing times to facilitate possible growth and opportunities in the future.
- **Guides research**-The guidelines developed in an organization under these principles are always subject to change with changing times. Future modifications require relevant research ensuring that the modified guidelines are practical and feasible.

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- Minimize risk and uncertainty
  - Leads to success
  - Focus attention on the organization's goals
  - Facilitates control
  - Trains executives

**Figure 50: Importance of Management Principles**

## **Importance of Management Principles**

The given points highlight the importance of management principles:

**i. Provides managers with useful insights into reality/Improves understanding** – The knowledge of principles improves the understanding of managers about the ways and means of managing an organization. Management principles are helpful in taking decisions and handling situations arising in the course of management.

**ii. Scientific decisions/helps in thoughtful decision making** – Management principles help in thoughtful decision-making. emphasis logic rather than blind faith. Management decisions taken on the basis of principles are free from bias and prejudice. are based on the objective assessment of the situation.

**iii. Optimum utilization of resources and effective administration** – Resources should be put to use in such a manner that should give maximum benefit with minimum cost. Principles equip the managers to foresee the cause and effect relationships of their decisions and actions. As such wastages associated with a trial-and-error approach can be overcome.

**iv. Direction for training of managers** – The principles is helpful in identifying the areas of management in existing and future managers should be trained. The principles of management help the Universities and professional institutes to impart teaching and training in the theory and practice of management.

**v. Guide to research in management** – The body of management principles indicates the lines on research should be undertaken to make management practices more effective. The management principles have so far been developed by experienced managers can be tested through research to make them perfect as nearly as possible.

**vi. Meeting changing environment requirements** – Principles are modified and as such help managers to meet changing requirements of the environment. Companies are specializing in their core competency and divesting non- core business.

**vii. Fulfilling social responsibility** – Management principles also guide the managers to perform social responsibilities. Principle of ‘equity’ today does not apply to wages alone. Value to

customers, care for environment, dealings with business associates also come under the purview of this principle.

Importance of Management Principles – Improves Understanding, Direction for Training of Managers, Role of Management, and a Few Others.

The principles of management are in the form of pre-determined solutions for repeatedly occurring problems. guide the manager. It is very important for every manager to know them thoroughly.

**The importance of the principles of management becomes abundantly clear from the following facts:**

- **Improves understanding:**

From the knowledge of these principles managers get indication on to manage an organization. The principles enable managers to decide should be done to accomplish given tasks and to handle situations may arise in management. These principles make managers more efficient.

- **Direction for training of managers:**

Principles of management provide understanding of management process managers would do to accomplish . Thus, these are helpful in identifying the areas of Management in existing and future managers should be trained.

- **Role of management:**

A management principle makes the role of managers' concrete. Therefore these principles act as ready reference to the managers to check whether their decisions are appropriate. Besides these principles define managerial activities in practical terms. tell a manager is expected to do in specific situation.

- **Guide to research in management:**

The body of management principles indicates lines along research should be undertaken to make management practical and more effective. The principles guide managers in decision making and action. The researchers can examine whether the guidelines are useful or not. Anything makes management research more exact and pointed will help improve management practice.

- **Evaluating the behavior of managers:**

Management principles prescribe what one should do to improve things in some ways. These principles attempt to prescribe and evaluate the behaviors of the managers of the organization.

- **Improving efficiency of managers:**

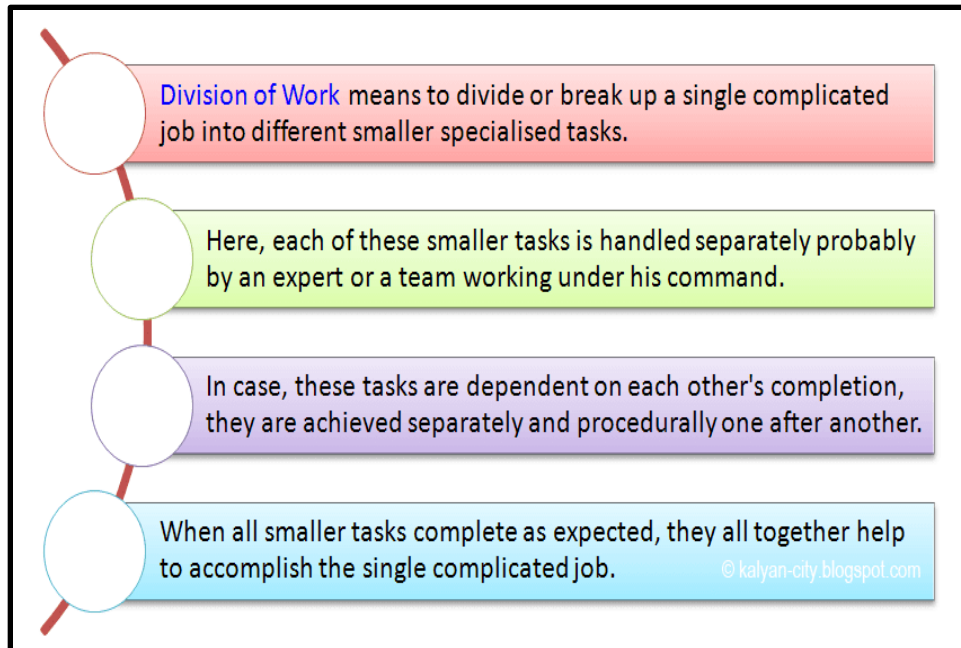
Management principles serve as a guideline for doing work with greater efficiency. These principles help managers to take a more realistic view of different managerial problems and to direct human behaviors effectively. The conscious manager can become more effective by using the established management principles to solve problems.



**Figure 51: Advantages and disadvantages of Principles of Management**

### **Principle of division of work in management**

The principle of division of work in management states that tasks should be divided among different individuals or groups based on their skills, abilities, and specialization. This principle helps to increase efficiency and productivity by allowing each individual or group to focus on their specific tasks and responsibilities. It also helps to reduce the time and effort required to complete complex tasks by breaking them down into smaller, more manageable parts.



**Figure 52: Advantages of Division of Work**

### **Advantages of Division of Work**

The concept of division of work has been all over the world. Just take an example of a mobile manufacturing company. It itself does not produce all components of the mobile. It imports different parts such as the battery, screen, and others from specialists' company, and makes a complete mobile phone. The same happens in management, the manager divides different tasks among different employees and seeks to achieve the aggregate results of all tasks to realize desired objectives.

- Productivity means greater results from the same input. By this principle, employees are focused solely on a specified task, can conquer it more easily and become more efficient in less time. As a result, they will become more productive in their sector.
- In fact, productivity is the reason that most organizations prefer to use the division of work. As the employees are aligned with tasks that best fit their capability, become efficient and effective, perform tasks in minimum time, and waste of resources is very low. become productive, so the overall organization performance becomes also.
- It also promotes the efficient allocation of resources, people, and tasks. Since most large organizations have different departments, HR, Account, IT, and Finance, it ensures

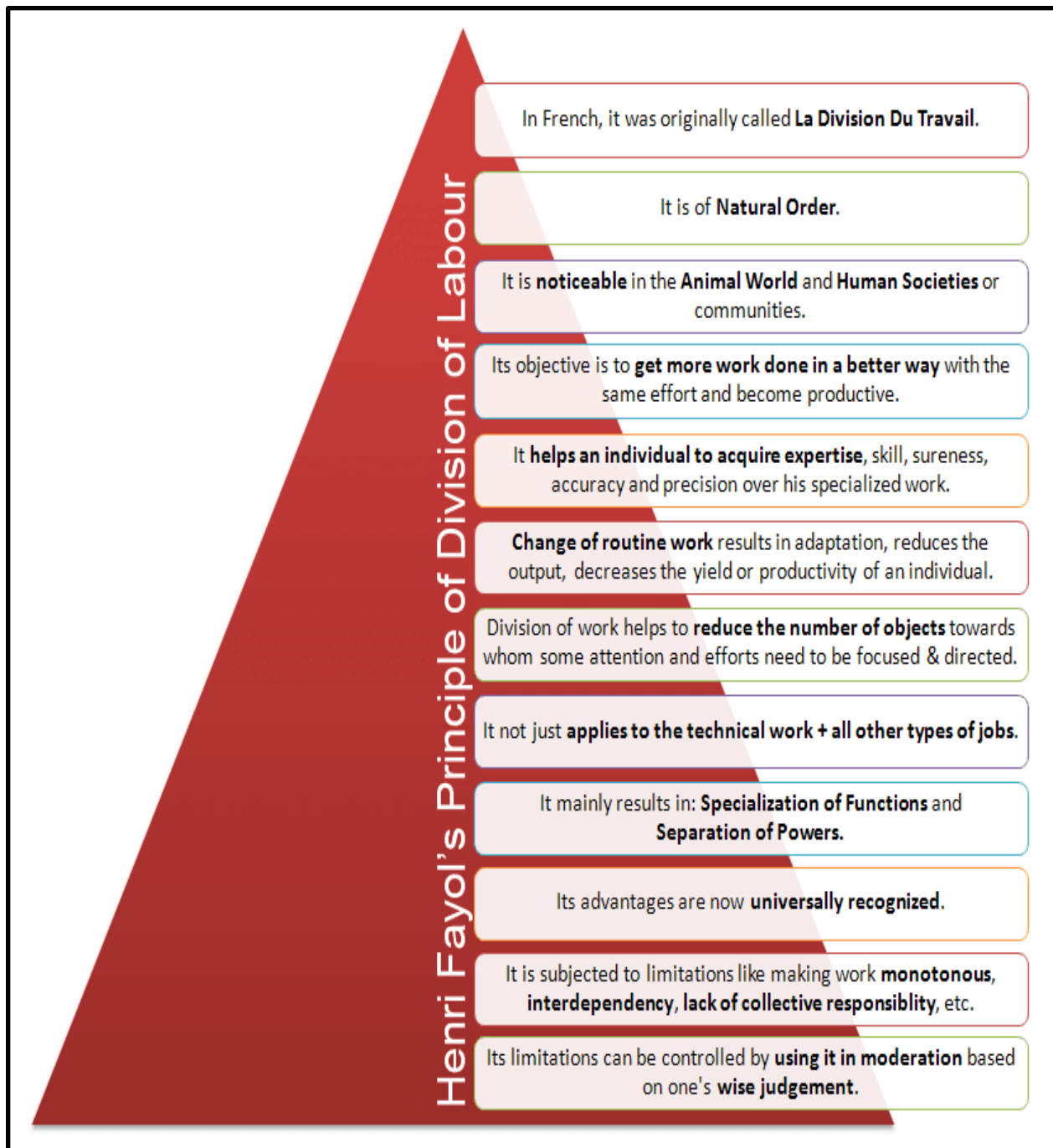


proper allocation of workers. People who have expertise in HR will be assigned to HR Dep., expertise in IT will go on IT, and so forth.

### **Disadvantages of Division of Work**

As the division of work provides some great advantages, it also has some cons and disadvantages. Some are:

- The basis of this principle is that an employee should be given a single task to perform during the period in the organization. Yes, it has many benefits – increases productivity and promotes efficiency but it also creates monotonousness and boredom at the time of doing work.
- It is obvious that there is a lack of spirit of collective responsibility. Their lack of teamwork. Everyone is responsible for their separate task, the task is done, think are done, do not want to share their work, and even involve in another's.
- Since every employee has a separate task to do, overall to make the task complete, are dependent on each other. For example, a company only produces mobile batteries, it is dependent on another company that purchases its batteries and finally makes a fine mobile. The same happens in the organization, though the employees work separately, in the end, to achieve set organizational goals and objectives need to share work.
- Increases in Boredom – Doing the same task again and again & again and again also increases boredom.
- Interdependent – Every employee is assigned only a single task to complete a whole task are dependent on each other.
- Lack of the Spirit of Collective Responsibility – There also seems no team works.



**Figure 53: The principle of division of work**

The principle of division of work states that any work project must be divided into small tasks among workers based on their specialization. This division of work promotes achieving specialization in a skill.

The principle of ‘Division of Work’ means to divide a given activity or work into small pieces or parts so that each part is handled with great ease and efficiency.

This principle states that every work should be divided into the smallest possible part and each such part is to be performed by an individual person (laborer). Instead of assigning the whole work to an individual, it’s better to assign one task to one person. Before assigning the task to anyone it must be assured that researcher possess the required knowledge, skill, capability and will to perform the task effectively and efficiently. The sssame task is performed by a person again and again researcher gains specialization in that task and can perform with greater ease and minimizes wastage of resources and time.

Fayol has emphasized this issue because specialization and minimization of wastage is a key to success for each and every organization. researcher was of the view that every work should be divided into the smallest possible part and then is to be assigned to an individual to gain success and specialization. This principle also guarantees specialization, efficiency, and maximum production with minimum time and least effort.

**Positive impacts of this principle:**

- Specialization,
- Minimization of wastage,
- Improved efficiency.

**Consequences of violation of this principle:**

- Overburden on a single employee,
- Conflicting situations,
- Wastage of time and resources,
- Chaos and confusion.

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The division of work means dividing a whole task into its components and assigning a specific task to a specific employee so that the given task can be done in the most efficient way. Division of work is one of Fayol’s principles of management, it is similar to the principle of the “Division of Labor” of Adam Smith. It is also called the “Division of Labor and Work Specialization”. This principle believes that an employee is given a specific task only researcher would be

specialized in it and gain greater knowledge and skills in it than researcher is given a range of tasks.

Since specialization is achieved, the productivity of the employee increases, so of the organization. It helps to achieve more tasks in the most efficient way, increasing productivity, and minimizing time and wastage. However, at the time assigning such tasks a manager should consider the skills, knowledge, expertise, and competencies of his employees. The specific task should align with the interests and abilities of the employees in order to it done effectively and efficiently.

### **The Theory Behind the concept of Division of Work**

The theory governs the principle of work division says that a laborer is assigned with a specialized work task, gain mastery in the skill over due course of time. That inevitably saves time as well as resources since the worker can focus all their energy on one task and manage time efficiently. In conclusion, such segmentation is highly cost-efficient and reliable.

The above picture depicts the principle of division of work in the process of dress production. To elaborate, suppose one gets the task of making a dress for a bridal ceremony. The process can be divided into the following various sub-processes.

#### **Designing:**

Outlining a draft sketch of the dress and creating a 3D version of the initial 2D design. This process involves two tasks, designing and patterning. Thus, this process is further divided between a designer and some who can pattern the 2D design.

#### **Production or Making of The Dress:**

The making of the dress can further be divided into several processes, and each worker can be assigned a task based on their skills. However, the textile is at the time a tailor sews the dress.

#### **Embroidery related work:**

After a dress is sewn, it might need detailing. This task is divided based on the requirements of the design. One worker can do sequencing, while the other can do embroidery. Further, a different worker can add laces to the dress. Hence, one can clearly see the importance of division of labor for ensuring efficient working.

**The advantages and importance of division of work have been highlighted below:**

**Intensification of Production:**

When the process of production is split into sub-processes, and each worker is assigned a task in particular to their mastery, the output indisputably increases. A group of people focus on a specific work, the yield can almost double.

**Saving the Expenditure on Production:**

When the outcome of production increases, naturally, the need to invest more resources decreases simultaneously. Hence, the costs of production are reduced significantly.

**Time Management:**

Since tasks are segregated, multiple processes can be carried out by different people/groups simultaneously. This results in faster production. Additionally, division of work promotes skill specialization, increases the efficiency of the worker.

The importance of the concept lies in its effectiveness. Without a proper allocation of resources and labor, a person would be burdened. It is not only impractical to expect a person to be dexterous in all tasks but also unethical. Hence, a division of labor based on expertise is of paramount importance.

**Work Efficiency:**

This principle aims to increase the work efficiency of employees. By doing the same task again and again, employees will master the specific task.

**Ease in Working:**

Doing the same tasks repeatedly provides easiness to employees.

**Increase Accuracy:**

The task that best fits with employees' interests and ability also reduces mistakes in doing.

**Productivity:**

According to Fayol's principle, employees are only focused on specific tasks, which allows them to complete them more quickly and successfully with less wastage of time and resources.

**Efficient Allocation :**

- It also ensures a healthy allocation of materials and employees among different jobs.
- It always emphasizes assigning an employee a specified task is always better than assigning him a whole task. This believes that an employee is assigned only a particular task researcher would gain specialization in that task.
- This principle focuses on gaining specialization in specified tasks. However, at the time assigning a specified task manager should assign complying with employees' knowledge, experience, skills, and abilities only then greater productivity will be achieved through specialization. As such is done employees do the same task again and again and gain specialization then results in greater productivity and reduced wastage of time and resources.

**Principle of delegation in management**

The principle of delegation in management involves assigning tasks and responsibilities to subordinates and empowering them to make decisions and take actions on their own. This principle allows managers to focus on more important tasks and to develop the skills and abilities of their subordinates. It also helps to increase motivation and engagement among employees by giving them a sense of ownership and responsibility for their work. However, effective delegation requires clear communication, trust, and support from the manager, as well as appropriate training and resources for the subordinate. The principle of delegation in management involves assigning tasks and responsibilities to subordinates and empowering them to make decisions and take actions on their own. This principle allows managers to focus on more important tasks and to develop the skills and abilities of their subordinates. It also helps to increase motivation and engagement among employees by giving them a sense of ownership and responsibility for their work. However, effective delegation requires clear communication, trust, and support from the manager, as well as appropriate training and resources for the subordinate.

The principles of delegation should be applied a manager is delegating a task to a subordinate. The principles ensure that the task is effectively delegated, and the delegate has the necessary resources and support to complete the task. Additionally, the principles also help to ensure that

the delegate is held accountable for the results of the task and that the manager is provided with feedback on the progress and performance of the task.



**Figure 54: The principle of delegation**

**Efficient transmission of a task or responsibility to specific employees, along with resources needed to perform desirable action requires following of several rules or principles of efficient delegation:**

Delegation should be associated with the provision of the resources, support and care to employees along with tools needed to achieve objectives, and not only from the formal scheduling of tasks and results effective delegation requires formalization of tasks and responsibilities and good organizational structure (Principle of functional clarity) not every employee is ready to take the responsibility and perform the delegated task (Principle of delegation according to ability) employees should report only to the manager who delegated the tasks to avoid conflicts and problem with communication (Principle of unity of command) goal and results expected from delegated task should be clearly defined, standards of performance

should be communicated to the employees (Principle of communication) tasks with smaller right, routine but urgent should be delegated in the first place, similar tasks should be grouped and delegated as a group do whole department or team decision-making process should be performed at the level of units performing the delegated tasks to avoid time consuming consultations and communication between employee and manager (Authority level principle) only exceptions from delegated tasks and its results should be reported to the higher ups, managers should not be bothered with typical situations and problems should be dealt with by employee (Principle of exception) strategic tasks of the great consequences for the company, activities at high risk or sensitive in nature should not be delegated (Principle of limits of delegation) degree of authority delegated to an individual employee should be adequate to assure their ability to accomplish the results expected of them (Principle of delegation by results expected) only manager who delegates the task is finally responsible for the final results delivered by the subordinates doing the task (Principle of absolute responsibility) degree of authority that is delegated to the task (assignment) has to be proportional to the level of responsibility (obligation to accomplish it) of employees or managers (Principle of parity of authority and responsibility) managers should trust the employees but at the same time should control the results and efficiency of operations (Principle of control).

**Principle of functional definition:** The objective of this principle is to define the task clearly that an individual is required to accomplish. It also focuses on the clarity of methods, expectations, goals, and targets.

**Principle of unity of command:** This principle focuses on an individual getting directions from only one supervisor, as receiving instructions from several supervisors may make the process of delegation perplexing. With this, the individual also remains answerable to their leader.

**Principle of parity of authority and responsibility:** This principle involves authority corresponding to responsibility, as the former without the latter may result in an individual's inefficiency. By implementing this principle, a manager may ensure a proper balance between both components.



**Principle of absoluteness of responsibility:** A supervisor can only grant authority to their team members but not responsibility. The latter is the commitment of an individual for both managers and team members are accountable.

**Principle of delegation by results:** This principle focuses on supervisors determining the final result of a process and based on that, assigning tasks and delegating authority. Managers may achieve this by coherently defining organizational goals and ensuring that team members align their efforts with these goals.

**Principle of limitations of authority:** To prevent misuse of authority, supervisors may limit the powers of an individual so that do not misemploy their authority. An efficient way for managers is to develop a written set of guidelines to provide their team members with clear directions.

**Principle of proper motivation:** Even with authority, an individual may not perform tasks that a supervisor delegate to them. With the help of this principle, managers may introduce incentives, helping team members to feel motivated and fulfil their responsibilities with accountability.

**Principle of effective control:** supervisors establish a system for control, may be better able to measure the performance of their team members. This allows them to evaluate an individual implements their authority.

### **Steps of Principles of delegation**

The steps of principles of delegation involve assigning the task, setting expectations, providing resources and support, and providing feedback.

**Assigning the task:** The manager should assign the task to the delegate and provide clear instructions on the task is, is expected, and it should be done. Prudently identify the right team members for specific jobs. After this analysis, may assign different tasks to members. To recognize tasks may assign to different team members, a manager may take the help of the following metrics:

- **Skills:** Managers can ensure better results assign team members tasks that match their skill set. This enables the team members to work independently and deliver their best work, further enhances their morale, and saves time.

- **Interest:** Managers often receive the best results assign work to those members who possess the eagerness to apply their skills and experience to tasks are most interested in accomplishing. Individuals may perform more efficiently work on projects that interest them.
- **Time:** an individual already has several tasks to accomplish, assigning more duties to them may not always produce favorable results. A manager who ensures delegation based on availability is better able to accomplish team goals within deadlines.

**Setting expectations:** The manager should set expectations for the delegate by providing a timeline and outlining any performance expectations.

When managers establish specific and actionable goals for their team members, monitor their performance and progress better. These goals also ensure success for both managers and their teams. Below are the SMART goals for the process of delegation:

- **Specific:** Clearly specify the expectations for success. For example, asking team members to upload 15 regional news stories every day that reporters submit.
- **Measurable:** Quantify the employee's progress. For example, specify the number of regional stories that a team member may upload to increase the traffic on the bsite.
- **Attainable:** Ensure that the team members have the resources that may require for completing their tasks within deadlines. For example, high-speed internet connectivity and a robust backend system that allows the team members to upload the news stories quickly and accurately.
- **Relevant:** Identify and eliminate unrelated processes to maximize efficiency. For example, asking team members to write stories that match the current news trends.

**Providing resources and support:** The manager should provide the delegate with the necessary resources and support to complete the task.

**Providing feedback:** The manager should provide the delegate with feedback on the progress and performance of the task.

**Establish comprehension:** Before delegating duties, a manager who conveys the task's objectives and expectations to their team members can better ensure that everybody understands their responsibilities clearly. A manager may also reiterate the requirements before the team members start working on their tasks. To help their team members recognize their responsibilities, the manager may develop a written document that has actionable instructions.

**Ensure accountability:** A manager's support to their team members results in greater trust and team efficiency. Good managers offer resources to their team members, helping them succeed in their roles. Here are some ways a manager may follow to increase accountability of their delegation: Agree on clear and unanimously accepted deadlines.

- Encourage open communication, allowing team members to ask questions comfortably.
- Establish benchmarks to enhance time management, along with monitoring work progress.
- Share the consequences of delivering incomplete work.

**Recognize accomplishments and provide incentives.**

Managers who recognized the accomplishments of their team members allow their team to possess higher motivation. To further enhance their motivation, managers may also introduce performance-based incentives. Rewarding those who do well may make them feel valued at an organization.

Here are some tips to help managers encourage their team members to complete their work productively:

- Share feedback with team members routinely and give specific details about what they do best and their areas of weakness.
- Compare the results with their previous performance to highlight their growth.
- Celebrate their accomplishments and support their career goals.



**Figure 55: Advantages of Principles of delegation**

### **Advantages of Principles of delegation**

The following are some advantages of using the principles of delegation:

- **Improved efficiency:** By delegating tasks, the manager can focus on more important tasks and can delegate tasks to subordinates that are better suited to the task.
- **Increased productivity:** By delegating tasks, the manager is able to increase the overall productivity of the organization by allowing subordinates to focus on tasks are better suited to complete.

#### **Less stress**

If delegation is done effectively, it allows managers to take something off their list of tasks to do, so can concentrate on other tasks that require their attention. As a result, should feel less stressed.

#### **Better time management**

By delegating, managers can free up their time and focus on other tasks that only can do. (Learn about the 10 benefits of time management in the workplace).

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**More trust**

Once a manager has successfully delegated to their team members, the manager will become more aware of the team members' abilities as a result, trust should increase.

**Knowledge and skills development**

By being put in charge of tasks that they would have not otherwise have been doing, staff increase their knowledge and develop their skills.

**Confidence**

If they receive the trust of a manager to carry out a task and carry it out successfully, the staff will feel more confident to take on new challenges in the future.

**Motivation**

By feeling trusted and empowered, staff will be more motivated to work for a company. Motivation is, in fact, essential for staff retention, one of the biggest costs for any business.

**Teamwork**

If managers trust their team and team members are motivated to work for that manager, teamwork can only improve.

**Productivity & efficiency**

As managers free up their time to do things that are more relevant to their jobs and team members learn a variety of new skills, productivity, and efficiency increase.

**Employees' satisfaction**

Managers will be more satisfied because they will be less stressed and team members will feel more valued as they are trusted and have more development opportunities.

**Innovation**

Through delegation, a researcher put in charge of projects different people who otherwise might not have had a chance to be involved.

As a result, new people may come up with different solutions, therefore helping to drive innovation.

**Developing skills:** The delegates is able to develop their skills and gain experience in completing the task, can lead to better job performance.

Improved morale: By delegating tasks, the manager is able to demonstrate trust in their subordinates, can lead to improved morale and motivation.

**Principle of functional definition:** The objective of this principle is to define the task clearly that an individual is required to accomplish. It also focuses on the clarity of methods, expectations, goals and targets.

**Principle of unity of command:** This principle focuses on an individual getting directions from only one supervisor, as receiving instructions from several supervisors may make the process of delegation perplexing. With this, the individual also remains answerable to their leader.

**Principle of parity of authority and responsibility:** This principle involves authority corresponding to responsibility, as the former without the latter may result in an individual's inefficiency. By implementing this principle, a manager may ensure a proper balance between both components.

Principle of absoluteness of responsibility: A supervisor can only grant authority to their team members but not responsibility. The latter is the commitment of an individual for both managers and team members are accountable.

In every organization, in order to cope with the volume of work, managers need to delegate authority to several employees. Delegation is a process of giving people responsibilities and sharing the workload in order to get things done. In this article, will understand it means to delegate and the principles and barriers of delegation.

### **Principles of Delegation of Authority**

Definition: The Delegation of Authority is a process through a manager assigns responsibility to the subordinate to carry out the work on his behalf. Also, a certain authority is delegated to the subordinate to the extent, is sufficient to accomplish the assigned responsibility.

## **Principles of Delegation of Authority**

Following are the guidelines that can be followed by the managers to practice an efficient delegation:

The Delegation of Authority is a process through a manager assigns responsibility to the subordinate to carry out the work on his behalf. Also, a certain authority is delegated to the subordinate up to the extent to it is sufficient to accomplish the assigned responsibility.

Principles of Delegation of Authority Following are the guidelines that can be followed by the managers to practice an efficient delegation:

1. **Principle of Functional Definition:** An organization is comprised of different functional departments, each contributing to the organizational goals and in turn have their specific objectives. Thus, clearly defined objectives of each department, the expected results, the specific activities to be performed and intradepartmental relationships help the manager to determine the requirements of that specific position.
2. **Principle of Result Expected:** Before delegating the authority to the subordinate, the manager must know the purpose of such delegation and the results expected from it. The goals, targets and the standard of performance must be clearly defined to direct the actions of the subordinate towards the accomplishment of a given task in a required manner. This principle helps in determining the authority to be delegated is sufficient for completing the responsibility.
3. **Principle of Parity of Authority and Responsibility:** This principle states that, the responsibility and the authority co-exist. This means, the subordinate is assigned certain responsibility, must be given some level of authority i.e. power to perform his responsibility. Thus, both the responsibility and the authority shall be clearly defined to the subordinate, so that knows is required to do within the powers delegated to him.
4. **Principle of Unity of Command:** According to this principle, every subordinate should have a single supervisor from whom gets the authority and to whom is solely accountable. This means, the subordinate should get the instructions from a single superior and perform those responsibilities assigned by him. In case, the subordinate is required to report to more than one boss, then there may be a conflict and delay in the managerial operations.

5. Principle of Absoluteness of Responsibility: This principle asserts that responsibility cannot be delegated, means even after delegating the authority to the subordinate to perform the certain tasks on the manager's behalf, the manager will be solely responsible for the doings of the subordinate. In other words, whatever actions being taken by the subordinate, the manager will be accountable to his senior. Thus, the responsibility is absolute and remains with the superior.

6. The scalar Principle: There are clear lines of authority in the organization, i.e. who is under whom. This helps the subordinate to know, who delegates the authority to him and to whom shall be accountable. Also, to whom shall contact in case things are beyond his control. Thus, this principle asserts, that there should be a proper hierarchy in the organization.

7. Principle of Exception: According to this principle, the subordinate shall be given a complete freedom to perform his responsibilities under the purview of his authority. The manager should not interfere in between his work and must allow him to do even commits mistakes. But in some exceptional cases, the managers can interfere and even withdraw the authority delegated to the subordinate.

8. Principle of Functional Definition: An organization is comprised of different functional departments, each contributing to the organizational goals and, in turn, have their specific objectives. Thus, clearly defined objectives of each department, the expected results, the specific activities to be performed and intradepartmental relationships help the manager to determine the requirements of that specific position.

9. Principle of Result Expected: Before delegating the authority to the subordinate, the manager must know the purpose of such delegation and the results expected from it. The goals, targets and the standard of performance must be clearly defined to direct the actions of the subordinate towards the accomplishment of a given task in a required manner. This principle helps in determining the authority to be delegated is sufficient for completing the responsibility.

10. Principle of Parity of Authority and Responsibility: This principle states that the responsibility and the authority co-exist. This means, the subordinate is assigned certain responsibility, must be given some level of authority i.e. power to perform his responsibility. Thus, both the responsibility and the authority shall be clearly defined to the subordinate, so that knows is required to do within the powers delegated to him.



11. Principle of Unity of Command: According to this principle, every subordinate should have a single supervisor from whom gets the authority and to whom is solely accountable. This means the subordinate should get the instructions from a single superior and perform those responsibilities as assigned by him. In case, the subordinate is required to report to more than one boss, then there may be a conflict and delay in the managerial operations.

12. Principle of Absoluteness of Responsibility: This principle asserts that responsibility cannot be delegated. This means even after delegating the authority to the subordinate to perform certain tasks on the manager's behalf; the manager will be solely responsible for the doings of the subordinate. In other words, whatever actions being taken by the subordinate, the manager will be accountable to his senior. Thus, the responsibility is absolute and remains with the superior.

13. The Scalar Principle: There are clear lines of authority in the organization, i.e. who is under whom. This helps the subordinate to know, who delegates the authority to him and to whom shall be accountable. Also, to whom shall contact in case things are beyond his control. Thus, this principle asserts, that there should be a proper hierarchy in the organization.

14. Principle of Exception: According to this principle, the subordinate shall be given complete freedom to perform his responsibilities under the purview of his authority. The manager should not interfere in between his work and must allow him to do even commits mistakes. But in some exceptional cases, the managers can interfere and even withdraw the authority delegated to the subordinate.

Thus, a manager must comply with all these principles of delegation of authority to ensure that the task is accomplished in a manner it was intended.

Delegating is not the same as dumping work. Instead, it's a two-way street. One objective is to free up time for the person delegating but the other is to empower the person they delegated to. This means they learn and grow from the experience. managers delegate with emotional intelligence (EI or EQ), they build strong and confident teams.

Participants on this delegation skills training course will learn to delegate tasks and empower their team members.

They will understand that it is not just about themselves or getting something done as quickly as possible. They will learn delegation training courses builds capability for the wider team. Course participants will also become aware of might hold them back in empowering their team members and to do to delegate, and when.

## **Importance Of Delegation**

While starting and building a business you will often be required to be the jack of all trades. You may be in charge of manufacturing, sales, marketing, finances, distribution and whatever else comes up on a daily basis. Keeping up with everything is not only overwhelming, but can be detrimental to you and the business. Learning to effectively delegate responsibilities will save you time, allow you to accomplish more and will help grow your business.

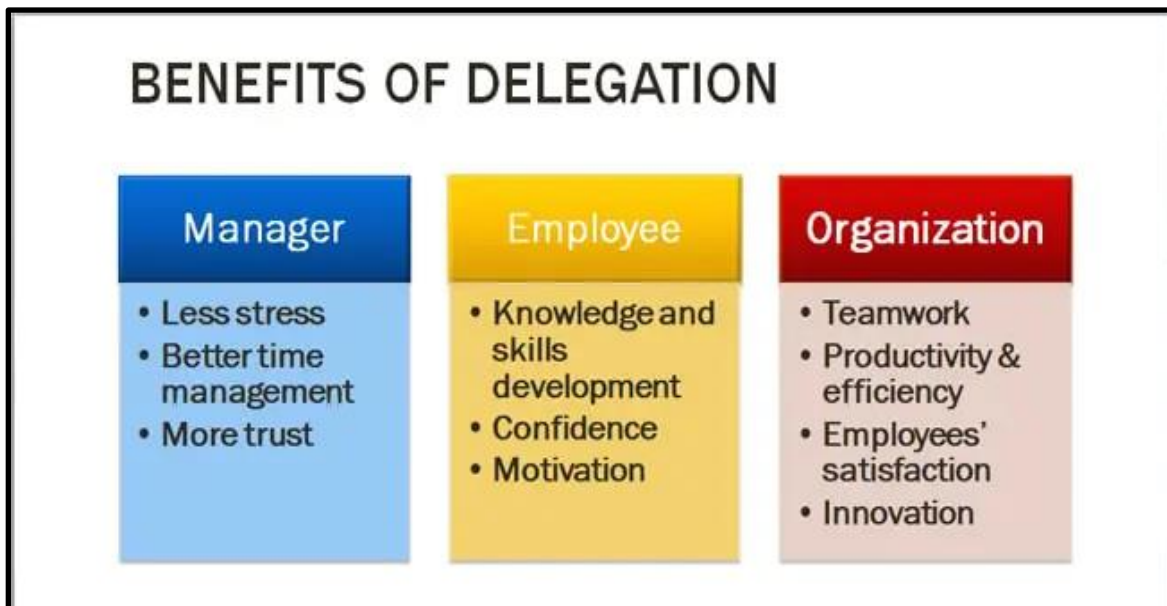
Successful delegation allows you to hand over tasks to others whose skills are better aligned to accomplish that specific task. Passing off tasks allows you the time to reflect, develop strategies and prepare for is ahead. To be an effective leader you need to be able to work on your business rather than in it and the proper delegation will allow you to do this.

The benefits of delegation go well beyond company leaders. The development of employees and team members is also at risk without delegation. Some employees have certain skills and aptitudes that can be developed and coached up. Assigning them new tasks encourages them to trust in their abilities and take on new responsibilities along with empowering them to develop their skills.

According to North Carolina State University, the main reason that leaders don't delegate is that they feel they don't have enough time. This short-sided approach allows leaders to complete tasks quicker than training employees, but hurts the company in the long run. Another reason leaders are hesitant to delegate is a potential loss of control. It can be frightening to trust someone else with one of your responsibilities.

Through the transition, it will be important for the leader to develop the needed qualities in the employee as well as communicate clearly is expected. Trust that your employees and team members are exceedingly capable.

Although delegation doesn't come naturally to most, it is vital to helping your company grow. To become an effective delegator, leaders must recognize what is stopping them from delegating, identify tasks that can be delegated, find the right person to complete the task and fully prepare them to take on the task. Delegation allows businesses to thrive by providing more time to grow the business.

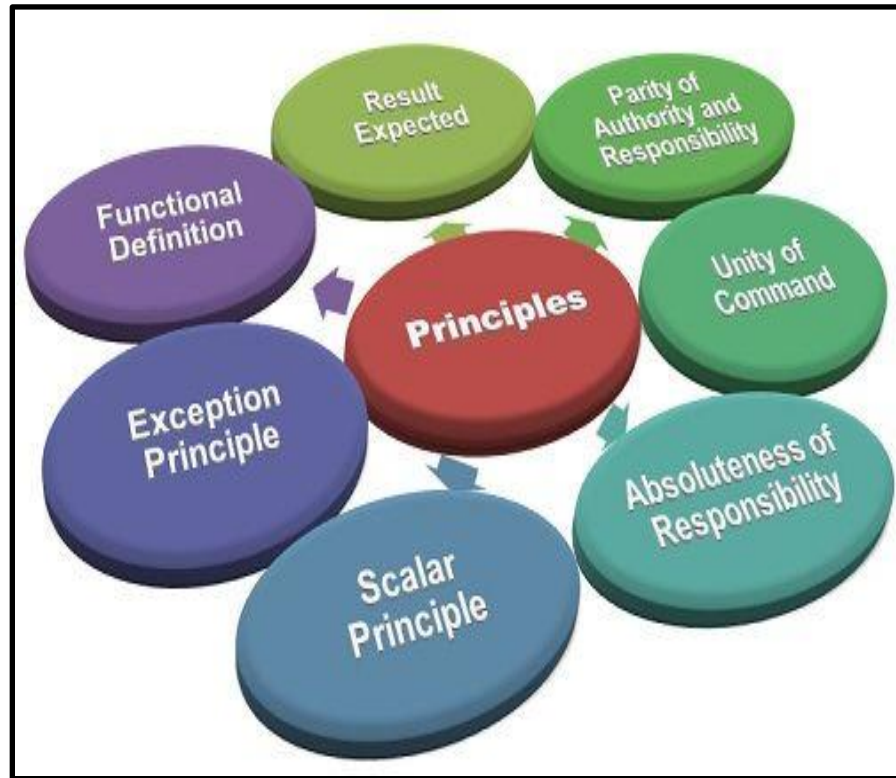


**Figure 55: Benefits of Principles of delegation**

**Delegation is important for managers and their team members because it can:**

- **Allows employees to gain new skills:** a manager delegates tasks that are outside an individual's usual duties, this allows the individual to gain new skills. This skill development enables the employees to find growth in their position and their career.
- **Fosters trust:** An employee may feel empowered if their manager shows faith in them to complete a particular task. Trust facilitates strong relationships between leaders and their team members and thus improves morale at work.
- **Increases accountability:** An employee feels more accountable if managers show confidence in their abilities. To maintain this trust, employees show their diligence and ensure that their actions result in beneficial outcomes.

- **Reduces stress:** Managers may often have several high-level goals are required to accomplish to help organizations achieve their business objectives delegate tasks that are incidental, allow themselves to manage their schedules better, can reduce stress.



**Figure 56: Principles of delegation**

## **Limitations of Principles of delegation**

### **Barriers to Delegation**

There are three primary reasons deter a manager from delegating tasks:

- Fearing that might lose power
- A personal attitude stops him from delegating
- An inability to direct people efficiently

### **Fear**

Many obstacles to delegation are due to fear. As a manager, it may be your fear that things may not work out or even fear that researcher might be seen as redundant researcher delegate your tasks to other people or that other people may be doing things better than you.

In actual fact, the role of a manager is not to be able to do everything but to be able to find the best people to carry out a job. Your role is to manage people and to help them shine.

The thing that will make researcher stand out as a leader is your ability to put together high-performing teams.



**Figure 57: Limitations of Principles of delegation**

### **Lack of trust**

This is researcher do not trust that staff in your team can do a good job. If researcher work with a team though, researcher have to be able to trust other people. It may be that researcher do not trust them because researcher had previous bad experiences. Instead of letting those experiences put researcher off though, researcher should learn from them.

Analyze researcher did, any mistakes researcher made (for example, choosing the wrong people or not communicating clearly), and try to do better the next time.

### **Control**

- Some managers want to control everything. Maybe are perfectionists and think that there is only one way to do things (their way) and everything has to be perfect.
- Hover, being a leader means leading, inspiring, and trusting people. researchers follow your team members' every movement, researcher will be stressed and will feel oppressed.
- Accept that people might make mistakes and that there are many ways to do things.

A way to deal with the fear of losing control, and with a lack of trust, is to start delegating small tasks at first and then let go.

Then, as team members accomplish the simple tasks, gradually allocate more important tasks.

### **Poor ability**

This can refer to the manager's lack of ability and experience with delegating. In this case, delegating is a skill that can be learned.

Also, the poor ability may refer to your team who may not have the skills researcher need. this is the case; researcher can arrange for them to receive training.

## Barriers to Effective Delegation

- Over-delegation
- Under-delegation
- Uncertainty
- Personal disorganization
- Feelings of loss of control
- Super-nurse desires

### **Feeling guilty**

You may not feel comfortable giving orders. Maybe researcher have recently been promoted and the people researcher are leading are your previous co-workers. In this case, will probably trust researcher more.

Also, delegating does not have to look like researcher are giving orders but more like researcher trust somebody to do something important for researcher and the company. Sell the delegation as a development opportunity.



**Figure 58: Barriers of Principles of delegation**

**Time:** Delegation may take longer than the manager completed the task themselves as must allocate time to brief the delegates and monitor their progress.

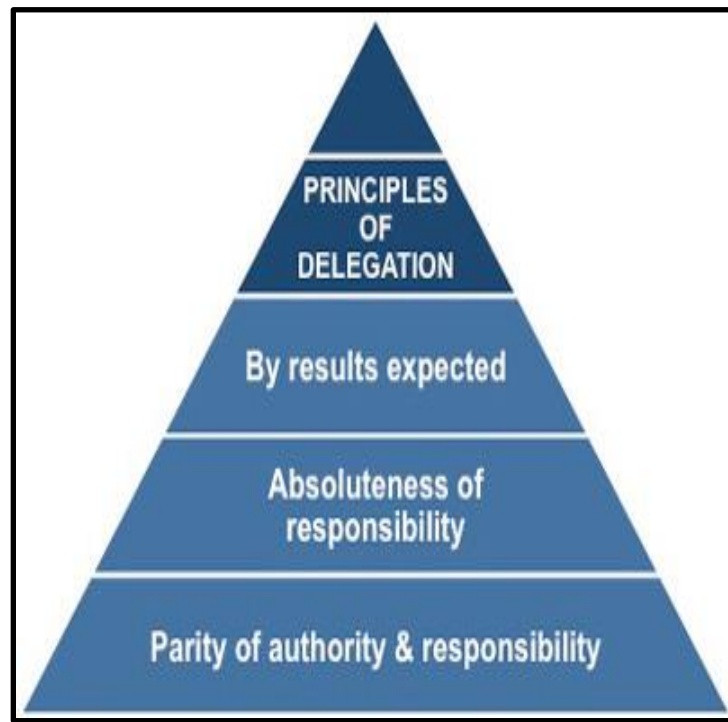
**Skill level:** The delegates must have the required skills and knowledge in order to complete the task. the delegate does not have the required skills, this can result in a slow completion rate or an unsatisfactory outcome.

**Risk:** Delegation can open up the organization to risks, as the delegate may not have the same level of understanding of the task as the manager.

#### **Other approaches related to Principles of delegation.**

- **Communication:** Clear communication is essential for effective delegation. The manager should explain the task to the delegate, provide them with necessary resources, and give them feedback on their progress.
- **Mentoring:** The manager should provide mentoring and guidance to the delegate throughout the process.

- **Evaluation:** The manager should evaluate the delegate's performance and provide feedback.



**Figure 59: Different Principles of delegation**

### **Principles of Delegation**

Delegation is a technique and in order to perfect it, managers need some practice. Further, there are some principles can make delegation more effective.

#### **Clarity of delegation**

When a manager delegates authority, must ensure that the delegation is clear in terms of its contents, scope, functional relations, and assignments.

In other words, the delegate must have a clear idea about his tasks, and it fits into the overall plan. This is important because any ambiguity in delegating authority usually produces poor results.

Another important aspect is that the delegation should provide clarity with respect to the horizontal and vertical relationships of the position of each subordinate with respect to other positions in the organization.



The idea is that all employees must know their position in the organization and in the overall management hierarchy. Therefore, managers must know the people working under and above him.

By having clarity of delegation, the manager, as well as the subordinates, understand their roles better, minimizing conflicts. However, higher up in the organization, it is difficult to have such clarity about delegations. Also, clarity does not imply rigidity. As the work or the requirement changes, delegations are modified accordingly.

### **Result-Oriented**

It is important that the manager is aware of the results expected from the subordinate before delegating authority to him. This allows him to delegate adequate authority to accomplish results. This is based on the assumption that in an organization, goals are set, plans are made well in advance, and tasks are set-up to accomplish them. This approach helps managers by reducing the perils of delegating too much or too little authority.

### **No delegation of responsibility**

An employee cannot delegate responsibility, or the obligation to complete a task is delegating authority to a subordinate. For example, the CEO of a company appoints a sales manager, gives him some authority to perform his duties.

However, the CEO has the primary responsibility for the overall growth of the company – including sales. Appointing a sales manager does not absolve him of his responsibility. is still accountable to the Board of Directors.

Employees started delegating responsibilities, then there three consequences will follow:

- The rule of a single chain of command gets violated.
- The senior management team have responsibilities but are not accountable for it
- No clarity about who is accountable for what.

Therefore, responsibility is not delegated along with authority. For that matter, new responsibilities are created at each level.

- Parity of Authority and Responsibility

- Authority and responsibility are coextensive. A manager can hold a subordinate accountable for the tasks assigned to him to the extent of the authority delegated for accomplishing them.
- The manager cannot hold his subordinate accountable for a task for has no authority. However, this parity between authority and responsibility is not mathematical.

Many experts have challenged this parity and have raised several doubts. According to them, duties are related to objectives and activities; obligations are related to attitudes; authority is related to rights. Therefore, these three things are related, it is difficult for a manager to express them and measure their equality. Further, authorities delegated to subordinates are usually subjected to restrictions, both internal and external to the organization. These restrictions make it more difficult to measure the parity of authority and responsibility. On the other hand, there are some managers who cover up their failures by blaming the lack of desired authority.

### **Exception Principle**

Under normal circumstances, a manager delegates authority to his subordinate to share the workload. Also pushes down the process of decision-making as close to the source of information and action as possible.

He expects the delegate to make full use of the authority and make decisions that fall under the purview of the authority. However, in certain exceptional cases, the delegate is unable to make decisions, can refer the matter to his seniors.

Remember, a manager does not absolve himself of his responsibilities by delegating his authority. Therefore, it is imperative that the manager devices control techniques help him ensure the proper use of the delegated authority.

These control techniques should report deviations immediately and not interfere with the authority itself. Managers must choose subordinates carefully for delegation.

Also, a manager can recover the authority delegated. Further, there are times certain situations require pooling the authority of multiple managers for decision-making. This is also possible and is termed as splintered authority.

## **Principle of Functional Definition**

In order to develop departmentation in an organization, it is important to group activities for the accomplishment of goals. Further, the manager of each sub-division must have the authority to oversee its activities. According to the Principle of Functional Definition,

If a position or department has a clear definition of the:

Expected results

- List of activities
- Delegation of authority
- Relationships with other positions
- Then, the individual or the department can contribute more efficiently towards achieving the organization's goals.

## **Scalar Principle**

According to the Scalar Principle, the line of authority from the topmost manager in an organization to every subordinate position is clear, then it will result in more responsible decision-making and communication.

In other words, subordinates must know who delegates authority to them and whom they should approach matter go beyond their authority.

## **The principle of Unity to Command**

According to the principle of unity to command, an employee has a single supervisor, then there is a lesser chance of conflict in instructions. Further, the employee will feel personally responsible for the results.

Therefore, except in the case of a splintered authority, one senior must provide instructions to a subordinate.

## **Span of Management**

It is important that a superior manages the maximum number of subordinates for an optimum output. However, one superior cannot manage all subordinates. Hence, the organization must

define a limit on the number of subordinates per superior. This number of subordinates that a superior can effectively manage is the Span of Management or the Span of Control.

In conclusion, communication, mentoring, and evaluation are other approaches related to the principles of delegation. These approaches help ensure the task is effectively delegated and the delegate is provided with the necessary resources and support to complete the task.

### **Reasons Why Leaders Under-Delegate**

Although the number one reason why most managers under-delegate tasks is the fear of failure due to putting important tasks in someone else's hands, there are other reasons, too. Some feel that proper delegation takes longer than simply doing the task themselves, and others even question their own ability to choose the right person for the task at hand. However, by realizing the benefits of delegation, it is possible to overcome these objections.

#### **Below are the 4 benefits of delegation:**

##### **1. It keeps you from putting too many irons in the proverbial fire**

Today's leaders and managers are driven to succeed, and for this reason, they often take on more projects than they can handle alone. The fear of failure drives them to avoid delegation for fear that someone else will not get the job done correctly. Managers are juggling priorities at the same time, they are more likely to make mistakes. Delegating tasks to the right individuals is important in this case since it allows managers and leaders to focus on planning and organizing.

##### **2. It builds trust, open communication, and engagement among team members**

Another benefit of delegation has to do with building trust, a feeling of openness, and engagement among team members. Leaders who fail to delegate adequately often have employees who are afraid to take initiative or who feel apprehensive about bringing new ideas to the table. Managers who delegate tasks adequately help to build trust, and that trust is driven even further those managers remain open for communication and listening. Employees truly feel that their skills and talents are being put to good use, they are engaged and happier overall.

##### **3. It stimulates creativity and develops skills in your team**

Leaders who give their team members the freedom to tackle delegated tasks in their own way are actually empowering their team and giving them a creative license. These employees become driven to succeed, not only for themselves and their own futures, but also for the future of their employer. What's more, this personal initiative can lead to creativity breakthroughs, can benefit everyone involved, and it helps team members build some very specific skills along the way.

#### **4. It creates a positive business culture**

Perhaps the best reason to delegate tasks to others has to do with the type of business culture a leader hopes to create. Delegation helps to boost team moral, improve efficiency and productivity, and promotes enthusiasm, innovation, and cooperation – all of which are vital to a company's bottom line. It can also help reduce turnover rates, minimize safety risks, and supply the company with a group of highly qualified employees who are experts at getting the job done right.

Although delegation is vital to the success of any company, it is important for managers and leaders to remember that it is not a way to push off unsavory tasks to others. What's more, leaders should never micro-manage delegated tasks. They should delegate effectively and offer communication and support but allow for autonomy and creativity at the same time.

#### **Main Benefits of Delegation**

Freeing up your time & achieving more

As mentioned above, the first clear benefit of delegation is that you will free up your time that you can dedicate to more strategic tasks. Since you have more time to spend on other tasks, you will definitely be able to achieve more.

#### **Developing your team**

Involving your team in certain tasks will also develop their capabilities and teach them new skills. This is a great benefit to the employee, it makes them more versatile and more employable, however, they also become more important to the team. By giving them more new tasks you will, in addition, make their job more interesting, challenging, and enjoyable.

#### **Establishing a culture of trust**

When delegating tasks to your employees you are automatically establishing a culture of trust in your team. By giving them important tasks you show them that you trust them to take these tasks and complete them in a good manner. This is not only good for the working culture in the team but also for the self-esteem of the employee.

### **Making the team more efficient**

By delegating tasks to your team members, you are making better use of everybody's time. As a result, the team as a whole will get so much more done. You won't be able to finish everything yourself and you don't want your team members to sit around idle, so by delegating tasks to them everybody has an adequate workload.

### **Increase the flexibility of your team**

When you delegate tasks to your team, make sure you also move the tasks around between different team members. By doing so, the flexibility of your team will increase, and everybody will improve their skills – is great for the company.

### **1. Figure out work you want to delegate**

Make a list of work tasks for myriad departments. Then, you can delegate these tasks to various team members. If necessary, you can provide team members with training so they can complete assigned tasks with precision and care. And you can ensure team members receive comprehensive support as they become experts at completing these tasks.

### **2. Establish priorities**

Let team members know work tasks need to get done and they need to be completed. You should establish realistic expectations for any work you delegate. Make sure you give personnel clear instructions on how to complete work tasks. In addition, be ready to answer any questions about these tasks.

### **3. Align tasks to your employees' strengths**

Find out work tasks best suit your employees. To do so, it helps to consider your employees' strengths and weaknesses. You can review employee performance reports to see where your workers thrive. Also, you can meet with workers and learn about their career interests and goals.

From here, you can assign work tasks that your employees can complete to become more productive and efficient than ever before.

#### **4. Communicate and collaborate with workers**

Communication is crucial across your team. If you keep the lines of communication open with workers, you can help them achieve outstanding results with any work task. Furthermore, collaborate with workers and help them with tasks as needed. Over time, workers will become increasingly comfortable completing tasks you assign to them. This can lead to unparalleled success across your organization.

#### **5. Get employee feedback**

Learn from your employees and find out they feel about any work tasks they complete. If workers are struggling, you can provide them with extra support. Or, if workers are thriving, you can delegate additional responsibilities to them.

#### **It can save time for everyone.**

- As a leader of a growing business, you properly know you're spinning too many plates. Effective sharing of responsibilities will take off the pressure and allow you to focus on achieving your personal and company visions.
- We know that most leaders love spending more time with their friends and families or investing in their overall business strategy.
- By entrusting work to others and investing the time to train staff in the short term, we have seen leaders gain time in the long term.
- However, it's probably not a great strategy to only delegate to save your own time alone.
- By doing this correctly, you begin to collaborate with others so you can all find the most efficient way of doing something. This way, everyone can become more productive and satisfied.

#### **2. Growing team and business**

A massive benefit of delegating is growing a team in numbers and employee skills.

By sharing the load of responsibilities, you're not only investing in your team's careers, but it also means you won't waste time, leading to increased productivity and business output. This can lead to increased profit margins, better recruitment opportunities, higher staff retention rates and growing product lines.

### **3. Fulfilling your job role**

As a managing director or CEO of a business, you should do the stuff only the CEO can do. Once you start management delegating, this becomes a reality. This means you'll be less frustrated with the notion of "not doing what you should be doing." You'll be able to focus on building a workable and successful business strategy, making it more likely that you'll reach your goals and aspirations and take your business to a higher level.

### **4. Stronger business continuity**

It's always a humbling question. How would your business fare if you suddenly weren't around? This brings us to another benefit - a more robust business continuity model. By delegating as many tasks as possible within the business, your team and stakeholders would likely be able to run the business without you. This applies when you look to exit your business, too and means that you are safeguarding your company for its future with delegation.

## **The disadvantages of delegation**

### **1. Quality of work can suffer**

When you are used to completing tasks in a certain way and to a certain standard, it can be hard when that standard is compromised.

A big disadvantage to delegation is the fact that quality can suffer. This might be the quality of communication with clients, sales pitches, or delivered products.

In any capacity, when you delegate, you are running the risk that the company's outputs may not be as strong as before.

### **2. Lack of employee confidence**



Unfortunately, delegation can put you at a disadvantage when the wrong task is given to the wrong staff member. Their confidence and morale can often plummet if a staff member is delegated a task beyond their capabilities or knowledge. This can lead to a lack of job satisfaction and increased staff turnover if it isn't addressed correctly.

### **3. Potential extra costs for staff training**

Coupled with the lack of employee confidence comes the extra costs that may be tied to delegation.

If you decide you need to delegate responsibility, but only you have the know-how to take it on, you must be prepared to invest in staff training so they can learn new skills. This is both a financial and resource consideration.

Working on a tight budget could take funds from elsewhere, so you must weigh the pros and cons of delegating a task if costs are involved.

### **4. It can lead to frustration**

As a result of these challenges, you, as a leader, can become increasingly frustrated.

That can lead to your lack of focus and demotivation, which is a dangerous game to play as a business leader.

### **Three tips on how to delegate.**

Now we've covered these benefits, we wouldn't want to leave you without top tips on developing practical delegation skills.

#### **1. Learn to let go**

Our first and probably most important tip is that leaders must let go. You're limiting your team and your business by holding on to a particular way of doing things.

Learn to embrace the change delegation can bring and see your business thrive. You might even find the task is done better.

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#### **2. Match the right people to the task**

As Max Crosby-Browne writes in his tips on delegation, always begin delegating with employees who have demonstrated the ability to think on their feet and are happy to take on the responsibility tied to the task.

### **3. Provide feedback without taking over**

With delegation, you've got to find a balance; you don't want to interfere too much once the responsibility has been passed, but we also wouldn't recommend taking your foot completely off the gas. Check in now and again, provide constructive feedback on how staff can improve and allow them to suggest their thoughts and ideas.

Having worked with thousands of business owners across the UK and supporting them with delegation issues, we know the positive impact it can have. The key to delegation is to make sure you do so thoughtfully and effectively, and you should reap the benefits delegating provides.

Delegation at the workplace is when managers assign tasks to their team members, which helps them to focus on higher-level goals and also makes the members feel empowered and accountable. The objective of delegation of authority is to decrease direct supervision and make the team members more responsible for their work and learning. Knowing about the principles of delegation of authority can help you better understand the delegation process at work.

Delegation of authority is the technique of moving or entrusting obligations to any other character. Delegation is the process of managing tasks by others by delegating responsibility. In businesses, managers regularly delegate obligations to their team members. Each superior authorizes subordinates to perform a specific task. The process goes to the point where real work is done. A person who is responsible for a specific task is given the necessary authority to carry it out. For example, Executive deputies work for department heads, who in turn, delegate authority to their subordinates.

Delegation means devolution of authority to subordinates to make them perform the assigned duties or tasks. It is that part of the process of organization by which managers make it possible for others to share the work of accomplishing organizational objectives. Delegation refers to the assignment of work to others and confers them the requisite authority to accomplish the job assigned.

## **Effective Delegation**

Delegation is the most important characteristic of a supervisor. The achievement of a supervisor can also additionally come right all the way down to his or her cap potential within side the delegation of authority in addition to the responsibility. In a business enterprise or in an organization a supervisor isn't anticipated to do all of the work.

The supervisor has many features of control on which she or he has to focus. Therefore, the recurring of everyday work is delegated to his or her subordinates. Along with the delegation of work, there's additionally a delegation of authority in order that the subordinate can accomplish his or her tasks.

In an organization, a supervisor isn't always anticipated to do all of the work. He has several features of control on which he has to focus. So the habitual daily work is delegated to his subordinates. And in conjunction with the delegation of work, there's additionally the delegation of authority in order that the subordinate can accomplish his tasks.

## **Advantages of Delegation**

Delegation is possibly the maximum considerable phrase in terms of the organizational shape due to the fact if the proper activity is delegated to the proper character then it is able to be very a hit and time-saving for the pinnacle control but if there may be any mistake in delegating then it is able to be a catastrophe for the organization. Delegation, in easy phrases, refers to getting activity completed with the aid of using others that you had been speculated to do, which will apprehend extra approximately this time period.

The largest advantage of delegation is that it facilitates the control in concentrating extra on vital activities of the organization due to the fact habitual and repetitive work may be given to decrease degree managers. So as an instance in a finance branch of the organization sports like every day fee of wages, fee of habitual costs is given to decrease control whilst vital selections like instruction of month-to-month and every year budget, financing choice and so forth are taken with the aid of using the pinnacle control.

## **Improves the morale of the decreased stage managers**

Another benefit of delegation is that it improves the morale of the decreased stage managers due to the fact that if all selections are taken via means of top-stage managers and not anything is delegated than humans at decreased stage work like robots and that they do now no longer experience any attachment closer to the company.

Hence, delegation in a manner holds the decreased stage personnel satisfied via means of giving them a few duties through delegation, which in turn cause them to be more connected and assist align their private desires and targets with the company desires and targets.

### **Improves the response time of the organization**

Delegation improves the response time of the organization to numerous demanding situations confronted in daily sports of the organization.

For example, if in finance branch no work is delegated and a few equipment breakdowns and calls for upkeep, then within side the case of no delegation that equipment will stay non-operational till pinnacle control approves the restore expense. However, if there may be delegation then that equipment will begin inside hours.

Lays the basis for the effective operation of the organization.

Delegation lays the basis for the effective operation of the organization. It creates relationships with others and achieves various organizational goals. It creates relationships with others and achieves various organizational goals.

### **Allows more time to other important matters**

Delegation of authority allows a manager to allot more time to important matters such as planning, organizing, staffing, managing and coordinating, controlling, and making decisions.

Delegation helps the superior to get the benefit from the experience of different employees at lower levels. For example, production is delegated to a production manager, sales to a salesperson, legal issues to a lawyer, and so on.

### **Increases administrative capacity**

Delegation allows subordinates to perform administrative tasks, which undoubtedly increases administrative capacity. He is spared from routine work and cares about important complex issues.

### **Importance of Delegation**

Through delegation, a supervisor is capable of dividing the work and allocating them to the subordinates. This allows him to lower his workload in order that he can work on vital regions such as - planning, commercial enterprise evaluation etc.

With the reduction of load on superior, he can concentrate his energy on vital and crucial troubles of concern. This manner he's capable of carrying effectiveness in his work as properly within side the work unit. This effectiveness enables a supervisor to show his capacity and capabilities within side the satisfactory manner.

Delegation of authority is the ground on which the superior-subordinate dating stands. Company capabilities because the authority flows from pinnacle stage to backside. This in reality suggests that via delegation, the superior-subordinate dating will become meaningful. The go with the drift of authority is from pinnacle to backside that is a manner of reaching results.

Delegation of authority in a manner offers sufficient room and area to the subordinates to flourish their skills and skill. Through delegating powers, the subordinates get a sense of importance. They get inspired by work and this motivation presents suitable effects to a concern. Job pride is an essential criterion to convey balance and soundness withinside the courting among advanced and subordinates. Delegation additionally allows in breaking the monotony of the subordinates in order that they may be extra innovative and efficient.

Delegation of authority isn't handiest beneficial to the subordinates however it additionally facilitates the managers to expand their capabilities and skills. Since the supervisor gets sufficient time via delegation to pay attention to critical issues, their decision-making is robust and in a manner they are able to flourish the capabilities which might be required in a supervisor. Through granting powers and getting the work done, facilitates the supervisor to obtain verbal exchange skills, supervision and guidance, powerful motivation and the management tendencies

are flourished. Therefore, it's far handiest via delegation, a supervisor may be examined on his tendencies.

Delegation of authority is held to each advanced and subordinate. This, in a way, offers balance to a situation's working. With powerful results, a situation can consider developing extra departments and divisions. This would require introduction of extra managers which may be fulfilled via way of means of transferring the experienced, professional managers to those positions. This enables each digital in addition to horizontal boom which could be very critical for a situation's balance.

### **Limitations of Delegation**

Managers' lack of required competencies necessary to delegate effectively Choosing the wrong tasks to delegate, the wrong subordinate to trust, or they may provide inadequate direction to the subordinate when delegating.

Improper delegation can cause a host of problems Improper delegation can cause a host of problems, primarily an incorrectly completed task, which may hurt the overall productivity of the organization.

### **Economic Limitations**

Sometimes monetary elements including competition, costs of product additionally have an effect on authority. The decreases down within side the managerial hierarchy, the extra regulations at the authority, the better up within side the managerial hierarchy, the less boundaries and the wider the scope of authority.

Delegating responsibilities to team members helps utilize the capabilities and strengths of other individuals within the organization. It enables management to make the best use of their time and skills as well as ensuring that staff and subordinates are assisted in their growth and development whilst building trust and confidence as well as increasing the amount of expected work to be completed.

Delegating obligations to group individuals enables them to make use of the skills and strengths of different people in the agency. Delegation permits control to make the quality use in their time

and abilities in addition to making sure that personnel and subordinates are assisted in their increase and improvement while constructing agree with and self-belief in addition to growing the quantity of anticipated work to be completed.