

Henry Fayol and Frederick W. Taylor's Contribution to Management : An Overview

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Abstract- Henry Fayol and Frederick W. Taylor made a wonderful contribution to development of management. Fayol wrote as a sensible or practical man of business reflecting his long professional career and listed the principles he had observed. He precisely specified the functions of management by a systematic analysis of management process. This segregation and analysis of management as a separate authority was his original contribution to the theory of management. He was the father of management principles, many of which have stood the test of time. Frederick W. Taylor was a pioneer who propounded principles of Scientific Management. Taylor worked in different capacities in industries and saw the urgent necessity for elimination of uncontrolled wastages in industrial organization. He observed that the only way to achieve efficiency is to apply method of science to the field of management. They both applied scientific methods to the problems of management. Their work was essentially complementary; different in their approach was merely reflection of their different careers. If we call Taylor the—Father of Scientific Management, it would be fair to describe Fayol as the—Father of Management.

I. INTRODUCTION

Fayol's theoretical analysis of management with stood almost a half-century of critical discussion. There have been few writers since who have not been influenced by it; and his five elements have provided a system of concepts by which

managers may clarify their thinking about what is they have to do. His emphases are on unity of direction and command, non-financial incentives, decentralization, coordination have greater relevance even today.

Frederick W Taylor contributed a number of principles and features of management that adhered to his new concept of approaching management thought scientifically. Scientific Management tries to increase productivity by increasing efficiency and wages of the workers. It finds out the best method for performing each job. It selects

employees' by using Scientific Selection Procedures. It provides Scientific Training and Development to the employees. It believes in having a close co-operation between management and employees. It uses Division of Labour. It tries to produce maximum output by fixing Performance Standards for each job and by having a Differential Piece-Rate System for payment of wages. Works Henry Fayol and Frederick Winslow Taylor are essentially complementary; they made outstanding contribution to development of management thought. They believed that proper management resource is the key reason for organizational success. Both use scientific approach to management. There major difference was in their orientation. Fayol emphasized the management of entire organization while Taylor focused on the management of operational work.

II. OBJECTIVES OF THE STUDY

Considering the significance of Fayol's and Taylor's contribution to management thought, the study is taken for three fold of objectives:

1. To outline Henry Fayol's contribution to management thought.
2. To outline Frederick Winslow Taylor's contribution to management thought. and
3. To compare and contrast Henry Fayol and Frederick Winslow Taylor's contribution to management thought.

III. LITERATURE REVIEW

In management literature, the greatest use of the term —PRINCIPLES OF MANAGEMENT with the reference of FAYOL and SCIENTIFIC MANAGEMENT with the reference to TAYLOR regarded as Father of Management and Scientific Management respectively. Fayol's theories were the original foundation for management as a discipline and as a profession. Also Fayol was the

first to advocate management education. Scientific management was one of the first attempts to systematically treat management and process improvement as a scientific problem. Fayol is best remembered for his contribution to school of management thought. Fayol's theories continue to be valuable contributions to management because many management experts consider his 14 principles of management to be the early foundation of management theory as it exists today.

IV. HENRY FAYOL - FATHER OF MODERN MANAGEMENT

Fayol summarizes a number of General Principles of Management on his personal experience, most become part of managerial know-how many are regarded as fundamental tenets. Fayol outlines the fourteen principles:

- Division of labour: Concept of specialization at work.
- Authority: The right to give order and the power to exact obedience.
- Discipline: Based on obedience and respect.
- Unity of command: Each employee should receive orders from only one superior.
- Unity of direction: One boss and one plan for a group of activities having the same objective.
- Subordination of individual interest to the general interest: To abolish the tendency of placing individual interest ahead of the group interest.
- Remuneration: Employees should receive fair payment of service.
- Centralization: Consolidation of management functions. Decisions are made from the top.
- Scalar chain: Formal chain of commanding run from the top to bottom of the organization.
- Order: All materials and personnel have a prescribed place, and they must be remained there.
- Equity: Resulted from kindness and justice.
- Stability of tenure: Limited turnover of personnel. Life time employment for good workers.
- Initiative: Call for individual zeal and energy in all efforts and

- Spirts de crops: Stressed the building of harmony and unity within the organization. Fayol was a firm believer that if organizational leaders used his theories, including the 14 principles of management, they would be able to achieve performance excellence. For example, the principle of division of labour would help employees be more efficient by specializing in different tasks agreed that an organization's proper implementation of Fayol's 14 principles of management would lead to organizational efficiency and effectiveness. He especially supported the concept of continuous training of personnel. Training is important because it not only improves employees' skills, knowledge, and competencies, but it also enhances organizational capacity, capability and performance which are essential ingredients for organization effectiveness and are the foundation of an organization.

V. TAYLOR - FATHER OF SCIENTIFIC MANAGEMENT

The fundamental principles that Taylor saw underlying the scientific approach to management are-

- The development of a scientific method of designing jobs to replace the old rule-of-thumb methods; this involved gathering, classifying and tabulating data to arrive at the—one best way to perform a task or series of task.
- The scientific selection and progressive teaching and development of employees; Taylor show the value of matching the job to the worker. He also emphasized the need the study worker strengths and weakness and to provide training to improve workers performance.
- Bringing together of scientifically selected employees and scientifically developed methods for designing jobs; Taylor believed that new and scientific methods of job design should not merely be put before an employee; they also should be fully explained by management. He believed that employees would show little

resistance to changes in methods if they understood the reasons for the change and they show a change for greater earnings for themselves.

- Division of work resulting in an interdependence between management and the worker; Taylor felt that if they were truly dependent on one another, then cooperation would naturally follow.

VI. FAYOL VS TAYLOR

Attempts have been made to compare and contrast the work of Fayol and Taylor. The works of Fayol and Taylor are essentially complementary. Both believed that proper management of personnel and other resources was the key organizational success. Both use scientific approach to management. Berdayes suggests that the following are ideas of Fayol and Taylor that unite their work:

- Work processes, organizational structures, and an emphasis on a hierarchical division of labour.
- Creation of the concept of the organization as a whole (Fayol delineated clear lines of authority into a conceptual and functional unity, and similarly Taylor emphasized formalization of work processes into a total organization).
- Emphasis on formal rationality by supporting scientific techniques, order and efficiency.
- The role of managers is to work with and encourage their workers. Taylor (1947) indicated that managers should work along with the workers, helping, encouraging, and smoothing the way for them. However, he also sought to change their mental attitudes and behaviours on the basis of scientific principles so as to improve operational efficiency. Along this same line, Fayol (1949) noted that need to determine their workers abilities, encourage and train them, and reward enthusiasm, initiative and success.

There major difference was in their orientation. Fayol wrote during the same time period as Taylor.

- Fayol stressed the management of organization while Taylor stressed the management of operative work.
- Fayol attention was directed as the activities of all managers while Taylor was concerned with first line managers and the scientific method.

Fayol wrote from personal experience as he was the managing director of a large French coal-mining firm.

Fayol observed management from the top-down while Taylor worked at management from the bottom-up. Fayol was a top manager and was obviously in a better position than Taylor to observe the functions of a manager. Fayol's main concern was to improve the management of total organization while Taylor concentrated on improving the management of jobs. Therefore, Fayol's administrative theory has a wider application than Taylor's Scientific Management.

VII. CONCLUSION

Fayol made outstanding contribution to management thought. He clearly specified the functions of management by a systematic analysis of management process. In the same way, Taylor introduced improved management methods by emphasizing the concept of work measurement. Both the economist, Fayol and Taylor, are best suited on their part and worked efficiently providing us with appropriate way to learn and explore.

There is, however, no contradiction between the work of Taylor and Fayol. They both applied scientific methods to the problems of management. Their work was essentially complementary. Different in their approach was merely reflection of their different careers. Therefore if we call Taylor — The Father of Scientific Management, it would be fair to describe Fayol — The Father of Management.

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