

Different types of organizational structures

Functional Structure

Functional structure is set up so that each portion of the organization is grouped according to its purpose. In this type of organization, for example, there may be a marketing department, a sales department and a production department. The functional structure works very well for small businesses in which each department can rely on the talent and knowledge of its workers and support itself. However, one of the drawbacks to a functional structure is that the coordination and communication between departments can be restricted by the organizational boundaries of having the various departments working separately.

Divisional Structure

Divisional structure typically is used in larger companies that operate in a wide geographic area or that have separate smaller organizations within the umbrella group to cover different types of products or market areas. For example, the now-defunct Tecumseh Products Company was organized divisionally--with a small engine division, a compressor division, a parts division and divisions for each geographic area to handle specific needs. The benefit of this structure is that needs can be met more rapidly and more specifically; however, communication is inhibited because employees in different divisions are not working together. Divisional structure is costly because of its size and scope. Small businesses can use a divisional structure on a smaller scale, having different offices in different parts of the city, for example, or assigning different sales teams to handle different geographic areas.

Matrix

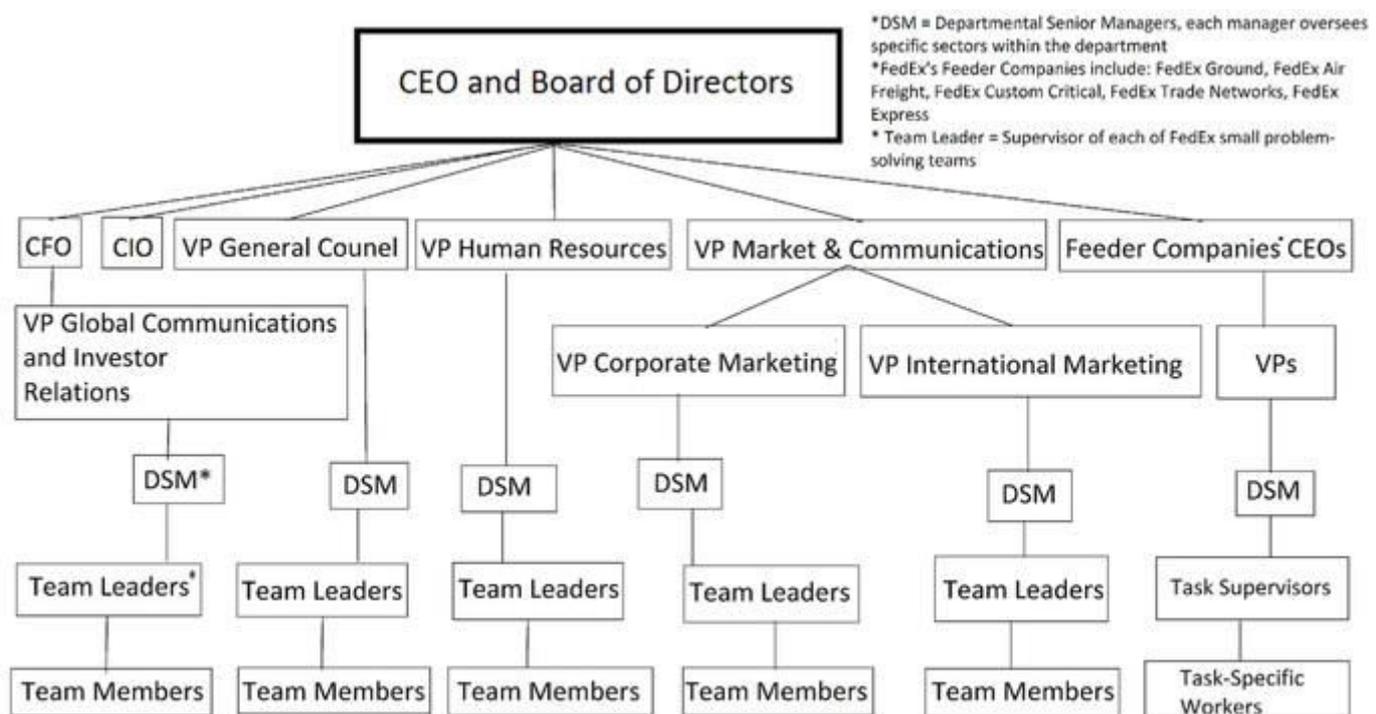
The third main type of organizational structure, called the matrix structure, is a hybrid of divisional and functional structure. Typically used in large multinational companies, the matrix structure allows for the benefits of functional and divisional structures to exist in one organization. This can create power struggles because most areas of the company will have a dual management--a functional manager and a product or divisional manager working at the same level and covering some of the same managerial territory.

Functional organization

Functional organization is a type of organizational structure that uses the principle of specialization based on function or role. An organization with a functional structure is divided based on functional areas, such as IT, finance, or marketing.

It allows decisions to be decentralized since issues are delegated to specialized persons or units, leaving them the responsibility of implementing, evaluating, or controlling the given procedures or goals.

Correspondingly, the company's top management team typically consists of several functional heads (such as the chief financial officer and the chief operating officer). Communication generally occurs within each functional department and is transmitted across departments through the department heads.



Functional structure at FedEx

This organizational chart shows a broad functional structure at FedEx. Each different functions (e.g., HR, finance, marketing) is managed from the top down via functional heads (the CFO, the CIO, various VPs, etc.).

Advantages of a Functional Structure

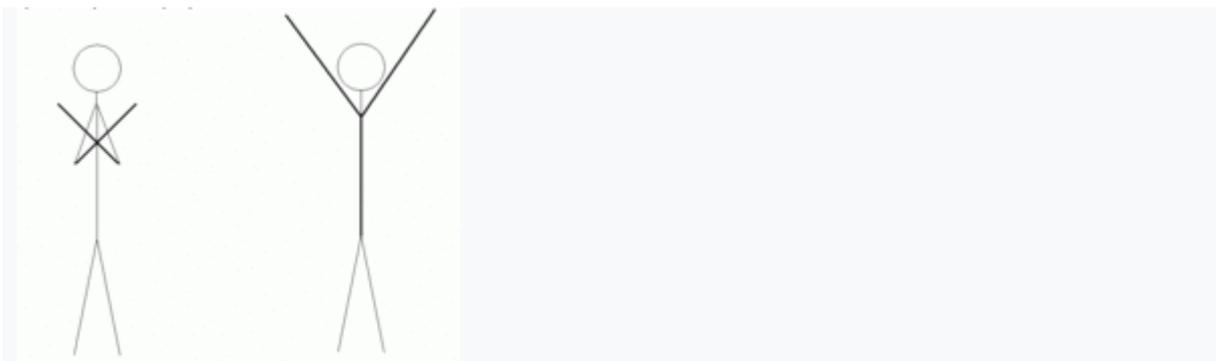
Functional departments arguably permit greater operational efficiency because employees with shared skills and knowledge are grouped together by functions performed. Each group of specialists can therefore operate independently with

management acting as the point of cross-communication between functional areas. This arrangement allows for increased specialization.

Disadvantages of a Functional Structure

A disadvantage of this structure is that the different functional groups may not communicate with one another, potentially decreasing flexibility and innovation. Functional structures may also be susceptible to tunnel vision, with each function perceiving the organization only from within the frame of its own operation. Recent trends that aim to combat these disadvantages include the use of teams that cross traditional departmental lines and the promotion of cross-functional communication. Functional structures appear in a variety of organizations across many industries. They may be most effective within large corporations that produce relatively homogeneous goods. Smaller companies that require more adaptability and creativity may feel confined by the communicative and creative silos functional structures tend to produce.

Douglas McGregor Theory X and Theory Y



Mnemonic device for the two theories: a person refusing to work ("X") and a person cheering the opportunity to work ("Y")

Theory X and Theory Y are theories of human motivation and management. They were created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s. These theories describe two contrasting models of workforce motivation applied by managers in human resource management, organizational behavior, organizational communication and organizational development. According to the models, the two opposing sets of general assumptions of how workers are motivated form the basis for two different managerial styles. Theory X stresses the importance of strict supervision, external rewards, and penalties: in contrast, Theory Y highlights the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision.

Theory X

Theory X is based on pessimistic assumptions of the average worker. This management style supposes that the average employee has little to no ambition, shies away from work or responsibilities, and is individual-goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes the average workforce is more efficient under "hands-on" approach to management. The 'Theory X' manager believes that all actions should be traced and the responsible individual given a direct reward or a reprimand according to the action's outcomes. This managerial style is more effective when used in a workforce that is not intrinsically motivated to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform repetitive tasks.

According to Douglas McGregor, there are two opposing approaches to implementing Theory X: the "hard" approach and the "soft" approach. The hard approach depends on close supervision, intimidation, and imminent punishment. This approach can potentially yield a hostile, minimally cooperative work force that could harbor resentment towards management. The soft approach is the literal opposite, characterized by leniency and less strictly regulated rules in hopes for high workplace morale and therefore cooperative employees. Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real world application. Instead, McGregor feels that somewhere between the two approaches would be the most effective implementation of Theory X.

Overall, Theory X generally proves to be most effective in terms of consistency of work. Although managers and supervisors are in almost complete control of the work, this produces a more systematic and uniform product or work flow. Theory X can also benefit a work place that is more suited towards an assembly line or manual labor type of occupation.^[4] Utilizing theory X in these types of work conditions allow the employee to specialize in a particular area allowing the company to mass produce more quantity and higher quality work, which in turns brings more profit.

Theory Y

"Theory Y is almost in complete contrast to that of Theory X". Theory Y managers make assumptions that people in the work force are internally motivated, enjoy their labor in the company, and work to better themselves without a direct "reward" in return. Theory Y employees are considered to be one of the most valuable assets to the company, and truly drive the internal workings of the corporation. Also, Theory Y states that these particular employees thrive on challenges that they may face, and relish on bettering their personal performance. Workers additionally tend to take full responsibility for their work and do not require the need of constant supervision in order to create a quality and higher standard product.

Because of the drastic change compared to the "Theory X" way of directing, "Theory Y" managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching based relationship.^[5] As a result, Theory Y followers may have a better relationship with their higher ups, as well as potentially having a healthier atmosphere in the work place.

In comparison to "Theory X", "Theory Y" adds more of a democratic and free feel in the work force allowing the employee to design, construct, and publish their works in a timely manner in co-ordinance to their work load and projects. A study was done to analyze different management styles over professors at a Turkish University. This study found that the highly supervised Theory X management affected the research performance of the academics negatively. In general, the study suggests that the professional setting and research based work that professors perform are best managed with Theory Y styles.

While "Theory Y" may seem optimal, it does have some drawbacks. While there is a more personal and individualistic feel, this does leave room for error in terms of consistency and uniformity.^[3] The workplace lacks unvarying rules and practices, and this can result in an inconsistent product which could potentially be detrimental to the quality standards and strict guidelines of a given company.

EVOLUTION OF MANAGEMENT THOUGHT

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EVOLUTION OF MANAGEMENT THOUGHT

I. Pre-Scientific Management Era

II. Scientific Management Era-F.W.Taylor Henri Fayol

Henry Lawrence Grantt

III. Human Relations Era

- Mary Parker Fallet

- Elton Mayo

IV. Social Science Era

- Chester I.Barnard

- Rensist Likert

- McGregor

EVALUTION OF MANAGEMENT THOUGHT

V. Management Science Era

Herbert A. Simon, Peter F. Ducker

VI. Management Thought Today

BOOK – PRINCIPLES OF SCIENTIFIC MANAGEMENT

To enhance Productive efficiency of each worker-Principles to be followed

- 1) Science not rule of thumb
- 2) Harmony not discord.
- 3) Co-operation not individualism
- 4) Maximum output in place of restricted output.
- 5) Development of each man to his greatest efficiency & prosperity.
- 6) Equitable division of work and responsibility between management and labour.

EVALUATION OF MANAGEMENT THOUGHT

I. PRE SCIENTIFIC MANAGEMENT ERA

- I. Ever Since Down Of civilization.
- - Administration of mohenjodaro & harappa Cities Of ancient aryan in 2000 B.C.
- - Buddha order and the sangha
- -Organizations of public life in ancient greece.
- Organisation of roman catholic church.
- Organisation of military forces.

EVALUATION OF MANAGEMENT THOUGHT

- **SECOND HALF OF NINETEENTH CENTURY**
- Use of management Principles in business.
- Robert Owen-1813 :- Development of mgmt Concepts.
- Factor which influence the productivity of personnel in plants.

II. SCIENTIFIC MANAGEMENT ERA

1.F.W Taylor –Industrial Engineers.

FATHER OF SCIENTIFIC MANAGEMENT MOVEMENT

- Emphasized the need for scientific approach to management of business org:”
- **Courses Of Law Efficiency of Workers**
- Lack of Knowledge on the part of management should be done by workers in a day.

BOOK – PRINCIPLES OF SCIENTIFIC MANAGEMENT

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BOOK – PRINCIPLES OF SCIENTIFIC MANAGEMENT

Technique Developed - To implement these Principles

1)ELEMENT OF SCIENTIFIC MANAGEMENT

Method study, routing motion study, time study ,fatigue study& role setting.

2)PLANNING OF INDUSTRIAL OPERATIONS

What How ,Where & When the work shall be done .

3)Proper selection ,placement and training of workers by a centralized personnel department.

BOOK – PRINCIPLES OF SCIENTIFIC MANAGEMENT

IMPROVEMENT IN METHODS OF WORK VIZ

- i) Standardization of tools and equipment.
 - ii) Regulation of speeds of machines.
 - iii) Improvement of the work environment.
- Introduction of functional organisation.

14 Principles of management (Fayol)



14 Principles of management

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

Introduction to 14 principles of management

In the last century, organizations already had to deal with management in practice. In the early 1900s, large organizations, such as production factories, had to be managed too.

At the time there were only few (external) management tools, models and methods available. Thanks to scientists like Henri Fayol (1841-1925) the first foundations were laid for modern scientific management.

These first concepts, also called principles are the underlying factors for successful management. Henri Fayol explored this comprehensively and, as a result, he synthesized the 14 principles of management.

14 Principles of management

14 principles of management are statements that are based on a fundamental truth. These principles serve as a guideline for decision-making and management actions.

They are drawn up by means of observations and analyses of events that managers encounter in practice. Henri Fayol was able to synthesize 14 principles of management after years of study, namely:

1. Division of Work

In practice, employees are specialized in different areas and they 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 Henri 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.

2. Authority and Responsibility

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 Henri 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 they are two sides of the same coin.

3. Discipline

This third principle of the 14 principles of management is about obedience. It is often a part of the core values of a mission 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.

4. Unity of Command

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 which may lead to possible conflicts for employees.

By using this principle, the responsibility for mistakes can be established more easily.

5. Unity of Direction

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 he monitors the progress of the defined and planned activities. Focus areas are the efforts made by the employees and coordination.

6. Subordination of Individual Interest

There are always all kinds of interests in an organization. In order to have an organization function well, Henri 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.

7. Remuneration

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.

8. The Degree of Centralization

Management and authority for 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.

9. Scalar Chain

Hierarchy presents itself in any given organization. This varies from senior management (executive board) to the lowest levels in the organization.

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

10. Order

According to this principle of the 14 principles of management, employees in an organization must have the right resources at their disposal so that they can function properly in an organization.

In addition to social order (responsibility of the managers) the work environment must be safe, clean and tidy.

11. Equity

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 they should treat employees fairly and impartially.

12. Stability of Tenure of Personnel

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.

13. Initiative

Henri Fayol argued that with this management principle employees should be allowed to express new ideas.

This encourages interest and involvement and creates added value for the company. Employee initiatives are a source of strength for the organization according to Henri Fayol.

This encourages the employees to be involved and interested.

14. Esprit de Corps

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.

In conclusion on the 14 Principles of management

The 14 principles of management can be used to manage organizations and are useful tools for forecasting, planning, process management, organization management, 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 which still applies today due to a number of logical principles.

**MANAGEMENT CONCEPTS
and
FUNDAMENTALS**

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WHAT IS MANAGEMENT ?

1.Field of Study

- Management principles, techniques, functions, etc
- Profession

2.Team or Class of people

- Individual who performs managerial activities or may be a group of persons

3.Process

- Managerial activities
- planning, organising, staffing, directing, controlling.

WHAT IS MANAGEMENT ?

DEFINITION:

- F.W. Taylor - “Art of knowing what you want to do and then seeing that it is done the best and cheapest way”.
- Henry Fayol – “To Manage is to forecast, to plan, to organise, to command, to co-ordinate and to control”.
- Peter F.Drucker –”Management is work and as such it has its own skills, its own tools and its own techniques”.
- “Management is the art of getting things done through and with people”.

CHARACTERISTICS OF MANAGEMENT

- 1) Is a Process /a function.
- 2) Is a Social Process.
- 3) Involves Group Effort.
- 4) Aims at achieving predetermined objectives.
- 5) Required at all levels of management
- 6) Is a Profession
- 7) Is comprised of following functions:
 - Planning
 - Organising
 - Directing
 - Controlling
 - Co-ordination
- 8) Is an art and science.

FUNCTIONS OF MANAGEMENT

Planning

- Look ahead and chart out future course of operation
- Formulation of Objectives, Policies, Procedure, Rules, Programmes and Budgets

Organising

- Bringing people together and tying them together in the pursuit of common objectives.
- Enumeration of activities, classification of activities, fitting individuals into functions, assignment of authority for action.

FUNCTIONS OF MANAGEMENT

Directing

- Act of guiding, overseeing and leading people.
- Motivation, leadership, decision making.

Controlling

- Laying standards, comparing actuals and correcting deviation-achieve objectives according to plans.

Co-ordination

- Synchronizing and unifying the actions of a group of people.

MANGEMENT IS AN ART AND SCIENCE

Art

- Practical know how
- Technical skills
- Concrete results
- Creativity
- Personalised nature

Science

- Empirically Derived
- Critically tested
- General principles
- Cause and effect relationship
- Universal applicability

MANAGEMENT AS A SCIENCE PROVIDES PRINCIPLES AND AS AN ART HELPS IN TACKLING SITUATIONS.

MANAGEMENT AND ADMINISTRATION

I. Different

	Administration	Management
Oliver Sheldon	<p>Function of industry concerned</p> <ul style="list-style-type: none">-with determination of corporate policy-co-ordination of finance, production and distribution-under the control of the executive.	<p>Function of industry concerned</p> <ul style="list-style-type: none">-in the execution of policy-within the limits setup by administration.

MANAGEMENT AND ADMINISTRATION

	Administration	Management
Florence & Tead	A process of thinking more at higher levels	A process of actual operation.
Sprigal & Lansburg	More at higher levels Less at lower levels	Less at higher levels More at lower levels

MANAGEMENT AND ADMINISTRATION

II. Management Includes Administration.

Brech - Management is an all inclusive function.

Top Management- Formulation of policy, co-ordination, motivation of personnel.

Middle Management- Formulation of policies to a lesser extent, co-ordination, motivation and planning control.

Lower Management- Supervision and control of day to day activities including administrative procedures.

MANAGEMENT AND ADMINISTRATION

III . No Distinction

Fayol - cannot distinguish which activities belong to Management and which to administration .

Administration - Higher executive functions in government public utility etc.

Management – Used for the same function in the business sector.

MANAGEMENT AND ADMINISTRATION

Administration

Owners receive dividend

Aim: Determine the objectives and policies of a business enterprise.

Management

Employees receive profit salary or share in the profit of the concern

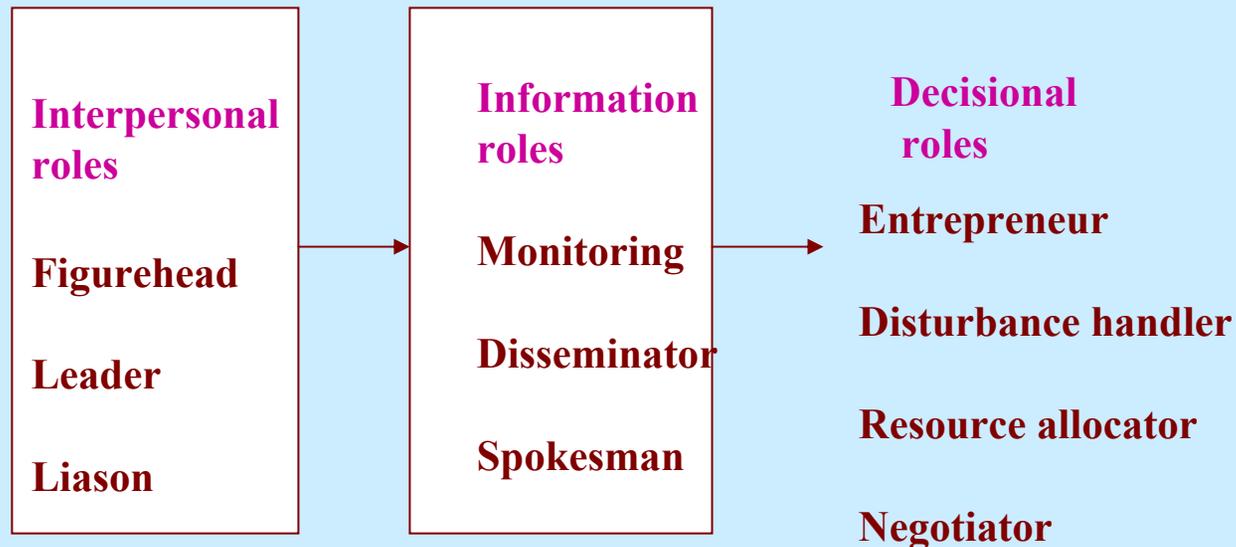
Executing the objectives determined by administration.

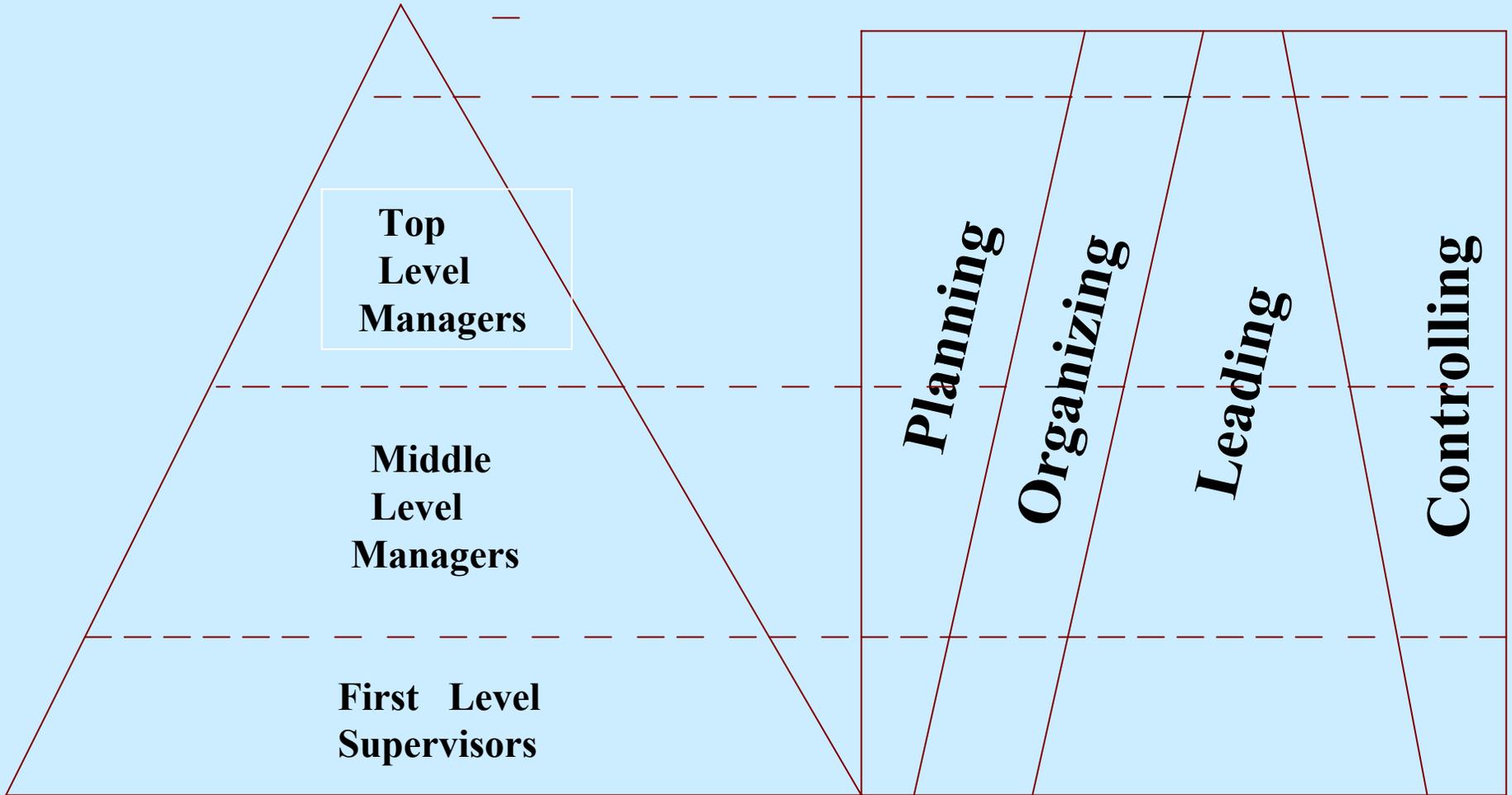
WHAT A MANAGER DOES?

ROLES OF A MANAGER

- Achieve Objectives through and with people
- Identity and Utilitise Resources –Optimum

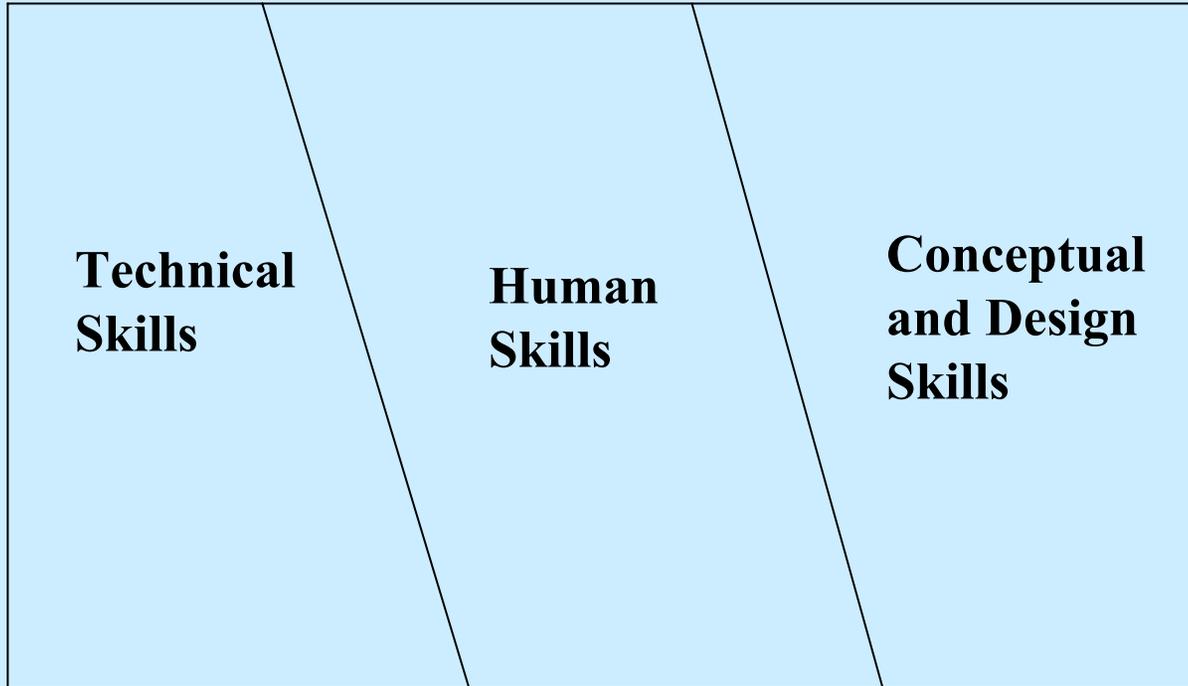
Plan, Analyse, Interpret, Collobrate, educate, Problem solver, Communicator, build team, Change agent, Chief executive.





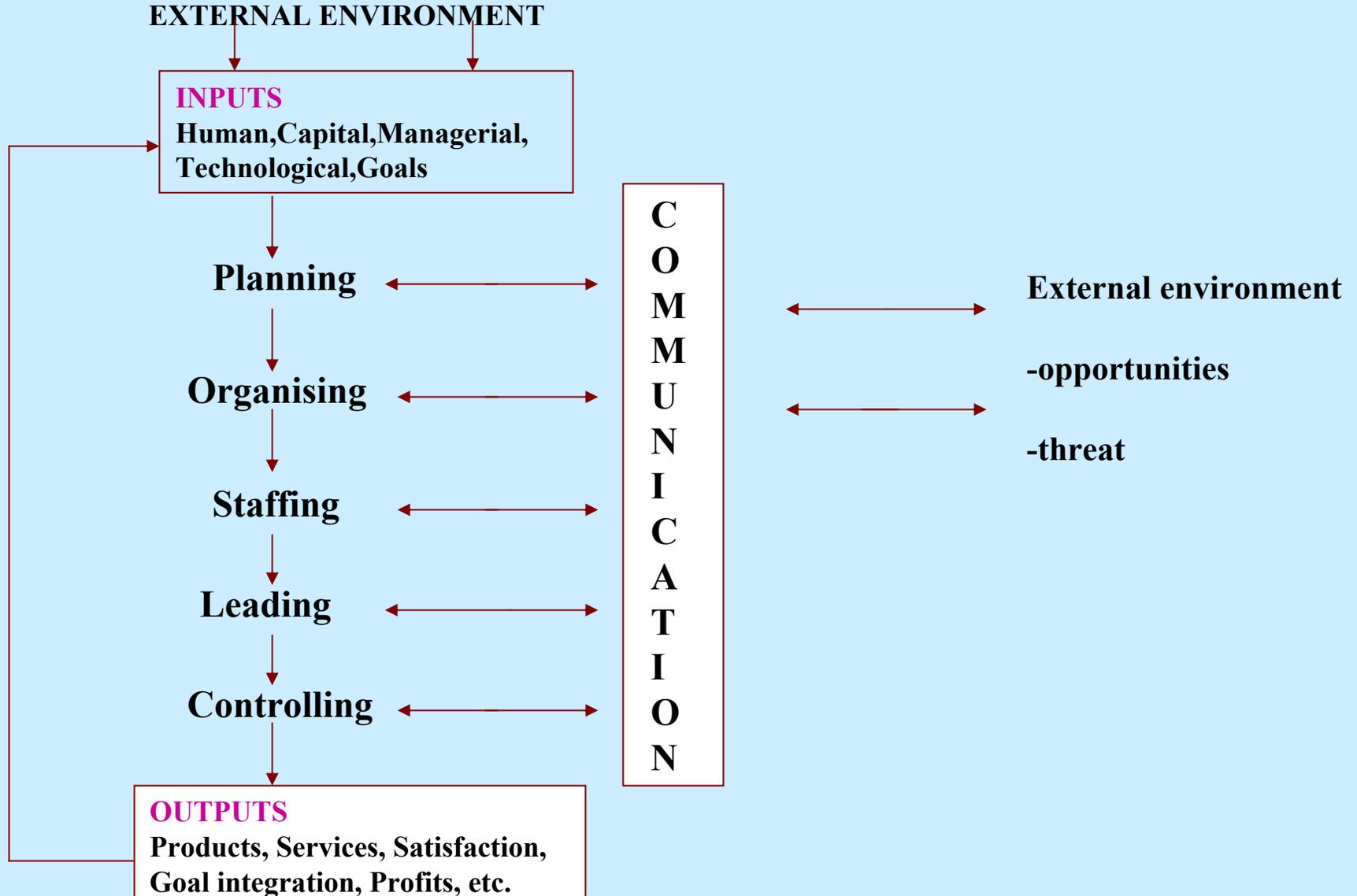
TIME SPENT IN CARRYING OUT MANAGERIAL FUNCTIONS

Top Level



Supervisory Level

Systems Approach to Management



MOTIVATION

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MOTIVATION

- Each person think and act like owners
- ESOS – Employee Stock Option Schemes
- Strategic Career Management (Self – Motivation)

Restructuring → Downsizing, merger low morals of continuing employees Drive-Motivators.



Motivators - things that induce one to perform.

Motivation - drive & effort to satisfy a want or goal.

CARROT & STICK THEORY

- Maslow's Hierarchy of Needs Theory
 - Physiological Needs
 - Safety Needs
 - Affiliation Needs
 - Esteem Needs
 - Need for self -actualization

CARROT & STICK THEORY Contd...

■ Physiological needs

- food, warmth, shelter, sleep

■ Security needs

- free of physical danger, losing a job, property, food, shelter

■ Affiliation needs (Acceptance, Love, Belongingness)

- work place amenities
- social needs satisfied & feeling of belongingness

CARROT & STICK THEORY Cont...

■ Esteem needs

- power, prestige, status, self-confidence

■ Self-actualisation needs

- become what one is capable of achieving/becoming
- maximize one's potential /accomplish

**Need - Once Satisfied loses its power as a motivator -
Hierarchy**

ERG THEORY

ERG THEORY (Alderfer)

- Existence Needs
- Relatedness Needs
- Growth Needs (Personal creativity/Productive influences)

People Move up and down the order – time /situation.

Two – Factor Theory of Motivation - Herzberg

Motivators - Challenging work → Satisfiers

Achievement
Growth in the
job
Responsibility
Advancement
Recognition

[Esteem &
Self actualisation needs]

Two – Factor Theory of Motivation – Herzberg Contd...

Maintenance — factors
(will not motivate but must be present)

Status



- Interpersonal-relations
- Quality of supervision
- Company policy & administration
- Working condition
- Job security
- Salary

Dissatisfiers / Hygiene factors.
(Affiliation, security, Physiological needs)

Three Needs – John W. Atkinson

Need for Achievement

- Power
- Affiliation (Telecommuting)

Balanced / one need stronger than other

People with high need to achieve (McClelland)

- take responsibility
- set difficult goals
- take calculated risks
- greatly value feedback

Three Needs – John W. Atkinson

Power

- Degree of control a person desires over his / her situation
- Related to how people deal with failure and success.

Motivator

- Fear of failure
- Fear of success

Match individual with job

High Achievement

- Challenging
- Satisfying
- Stimulating
- Complex
- Autonomy
- Variety
- Feedback-Welcomed

Match individual with job cont..

Low Achievement

- Stability
- Security
- Predictability
- Respond to - Consideration, Co- workers for social satisfaction.

Taylor's scientific Management

Under the old type of management success depends* almost entirely upon getting the "initiative" of the workmen, and it is indeed a rare case in which this initiative is really attained. Under scientific management the "initiative" of the workmen (that is, their hard work, their good-will, and their ingenuity) is obtained with absolute uniformity and to a greater extent than is possible under the old system; and in addition to this improvement on the part of the men, the managers assume new burdens, new duties, and responsibilities never dreamed of in the past. The managers assume, for instance, the burden of gathering together all of the traditional knowledge which in the past has been possessed by the workmen and then of classifying, tabulating, and reducing this knowledge to rules, laws, and formula which are immensely helpful to the workmen in doing their daily work.

In addition to developing a science in this way, the management take on three other types of duties which involve new and heavy burdens for themselves. These new duties are grouped under four heads:

First. They develop a science for each element of a man's work, which replaces the old rule of-thumb method.

Second. They scientifically select and then train, teach, and develop the workman, whereas in the past he chose his own work and trained himself as best he could.

Third. They heartily cooperate with the men so as to insure all of the work being done in accordance with the principles of the science which has been developed.

Fourth. There is an almost equal division of the work and the responsibility between the management and the workmen.

The management take over all work for which they are better fitted than the workmen, while in the past almost all of the work and the greater part of the responsibility were thrown upon the men. It is this combination of the initiative of the workmen, coupled with the new types of work done by the management, that makes scientific management so much more efficient than the old plan. . . . Perhaps the most prominent single element in modern scientific management is the task idea.

The work of every workman is fully planned out by the management at least one day in advance, and each man receives in most cases complete written instructions, describing in detail the task which he is to accomplish, as well as the means to be used in doing the work. And the work planned in advance in this way constitutes a task which is to be solved, as explained above, not by the workman alone, but in almost all cases by the joint effort of the

workman and the management. This task specifies not only what is to be done but how it is to be done and the exact time allowed for doing it. And whenever the workman succeeds in doing his task right, and within the time limit specified, he receives an addition of from 30 per cent. to 100 per cent. to his ordinary wages. These tasks are carefully planned, so that both good and careful work are called for in their performance, but it should be distinctly understood that in no case is the workman called upon to work at a pace which would be injurious to his health. The task is always so regulated that the man who is well suited to his job will thrive while working at this rate during a long term of years and grow happier and more prosperous, instead of being overworked. Scientific management consists very largely in preparing for and carrying out these tasks.