Taylor's scientific management theory pdf

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Scientific management is a management theory that focuses on how the productivity of labour can be improved by analyzing and synthesizing the workflow. The Importance here is given to the careful analysis of tasks, selection criteria, and compensating/rewarding the performance of the workers. Worker efficiency is maximized by training and developing him to be the best he can be. The theory was developed in the 1880s and 1890s by Frederick Winslow Taylor. It is therefore often referred to as Taylorism in his honour. Source: Rawpixel Ltd/Adobe Stock About the Approach Taylor approached business management and the improvement of processes in a scientific manner. According to Taylor, a working individual needs to be carefully studied and based on the findings, precise procedures should be developed. Such procedures should then be the basis on which decisions are taken rather than by depending on traditional ideas and rules of thumb. This approach also gave more importance to a higher level of managerial control over the work practices of employees. Scientific management includes multiple other concepts like lean manufacturing, Fordism, time and motion study, and the use of thriftiness. Highlights of the Approach In this approach, each job is first analyzed and a standard method for performing each job is developed. In the next stage, workers with the right aptitude, technical competence and experience for each job are selected and trained on the standard procedure developed for that particular job. When the workers are on the job, help is provided by planning their activities and by eliminating any interruptions. Finally, workers are incentivized for output increases. This approach uses mass-production methods where labour is clearly defined and official responsibility is given. The hierarchical setup of power draws a clear line between management and company ownership. Here the rules are set in place to ensure predictable behaviour and every action/decision is recorded. Worker Improvement Through observations, Taylor identified that when workers engage in repeated tasks for the same amount of money; they are most likely to do that task at the slowest rate that does not attract punishments. He, therefore, opined that existing work practices must be inefficient. Therefore, to increase productivity, it was important that the best method to complete the task be identified using scientific study. Taylor also introduced the concept of offering rest breaks to help overcome worker fatigue and to improve productivity. Role of the Managers Managers should equally distribute responsibility with the worker. Additionally, they should help and guide the workers under them to help them do their work quicker and better than before. The aim here is to develop a relationship between managers and workers that is close, intimate and personal. Such an equal effort from both sides, it is hoped will lead to maximum output from both man and machine. Application Examples Assembly lines – Eg. Car manufacturing. Fast-food Restaurants – Eg. Mc Donalds where every burger prepared in outlets across the world look the same. Armies – Follow most principles except wage incentives. Contributions It is a scientific approach to business management. Importance is given to accurate record keeping. The approach focused on ‘maximum prosperity for both employer and employee.’ Maximum prosperity for the worker referred to higher wages for him as well as developing him to reach his highest potential. For the employer, maximum prosperity referred to large dividends, as well as to the development of all company branches – to reach the highest levels of excellence so that prosperity could become permanent. Taylor is credited with inspiring the culture where time, order, efficiency and productivity is given importance – At times by even measures tasks to the hundredth of a minute to improve efficiency. Criticism Taylorism is viewed as an approach that results in the de-skilling of workers and dehumanizing of the workplace. The approach can lead to work becoming menial, tedious or repetitive. © iStockphotohadynyahTaylor investigated the "science" of shoveling. How did current management theories develop? People have been managing work for hundreds of years, and we can trace formal management ideas to the 1700s. But the most significant developments in management theory emerged in the 20th century. We owe much of our understanding of managerial practices to the many theorists of this period, who tried to understand how best to conduct business. Historical Perspective One of the earliest of these theorists was Frederick Winslow Taylor. He started the Scientific Management movement, and he and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done. In 1909, Taylor published "The Principles of Scientific Management." In this, he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that workers and managers needed to cooperate with one another. This was very different from the way work was typically done in businesses beforehand. A factory manager at that time had very little contact with the workers, and he left them on their own to produce the necessary product. There was no standardization, and a worker's main motivation was often continued employment, so there was no incentive to work as quickly or as efficiently as possible. Taylor believed that all workers were motivated by money, so he promoted the idea of "a fair day's pay for a fair day's work." In other words, if a worker didn't achieve enough in a day, he didn't deserve to be paid as much as another worker who was highly productive. With a background in mechanical engineering, Taylor was very interested in efficiency. While advancing his career at a U.S. steel manufacturer, he designed workplace experiments to determine optimal performance levels. In one, he experimented with shovel design until he had a design that would allow workers to shovel for several hours straight. With bricklayers, he experimented with the various motions required and developed an efficient way to lay bricks. And he applied the scientific method to study the optimal way to do any type of workplace task. As such, he found that by calculating the time needed for the various elements of a task, he could develop the "best" way to complete that task. These "time and motion" studies also led Taylor to conclude that certain people could work more efficiently than others. These were the people whom managers should seek to hire where possible. Therefore, selecting the right people for the job was another important part of workplace efficiency. Taking what he learned from these workplace experiments, Taylor developed four principles of scientific management. These principles are also known simply as "Taylorism". Four Principles of Scientific Management Taylor's four principles are as follows: Replace working by "rule of thumb," or simple habit and common sense, and instead use the scientific method to study work and determine the most efficient way to perform specific tasks. Rather than simply assign workers to just any job, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency. Monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working. Allocate the work between managers and workers so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently. Critiques of Taylorism Taylor's Scientific Management Theory promotes the idea that there is "one right way" to do something. As such, it is at odds with current approaches such as MBO (Management By Objectives), Continuous Improvement initiatives, BPR (Business Process Reengineering), and other tools like them. These promote individual responsibility, and seek to push decision making through all levels of the organization. The idea here is that workers are given as much autonomy as practically possible, so that they can use the most appropriate approaches for the situation at hand. (Reflect here on your own experience – are you happier and more motivated when you're following tightly controlled procedures, or when you're working using your own judgment?) What's more, front line workers need to show this sort of flexibility in a rapidly-changing environment. Rigid, rules-driven organizations really struggle to adapt in these situations. Teamwork is another area where pure Taylorism is in opposition to current practice. Essentially, Taylorism breaks tasks down into tiny steps, and focuses on how each person can do his or her specific series of steps best. Modern methodologies prefer to examine work systems more holistically in order to evaluate efficiency and maximize productivity. The extreme specialization that Taylorism promotes is contrary to modern ideals of how to provide a motivating and satisfying workplace. Where Taylorism separates manual from mental work, modern productivity enhancement practices seek to incorporate worker's ideas, experience and knowledge into best practice. Scientific management in its pure form focuses too much on the mechanics, and fails to value the people side of work, whereby motivation and workplace satisfaction are key elements in an efficient and productive organization. The Principles of Taylor's Scientific Management Theory became widely practiced, and the resulting cooperation between workers and managers eventually developed into the teamwork we enjoy today. While Taylorism in a pure sense isn't practiced much today, scientific management did provide many significant contributions to the advancement of management practice. It introduced systematic selection and training procedures, it provided a way to study workplace efficiency, and it encouraged the idea of systematic organizational design. To learn more about the current tools and practices of effective team management, visit our Team Management section.

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