

SUBJECT- BUSINESS ORGANISATION

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SCIENTIFIC MANAGEMENT- MEANING

The first coherent administrative theory known as 'scientific management' was propounded in the beginning of the twentieth century.

Among the scholars, a contribution of F.W. Taylor is most important in the development of the theory of scientific management. So he is regarded as the 'father of scientific management' school. Taylor observed that the conditions in factories were unplanned, there was absence of standardization of methods of work, there was no rational method of assigning workers to their jobs and they were often placed in jobs that they preferred. The work to be done and the methods to be adopted and selection of tools were also determined by workers. He also realized that there was a lot of waste of materials, loss of production and efficiency; there was no co-ordination between departments and managers did not possess decision making skills, they had no clear idea of the responsibilities. Decisions and standards of work performance were made on the basis of 'rule of thumb' that provided the workers with an opportunity for a 'systematic soldiering' as well as the purposeful restriction of output.

\* Scientific management: Based on these observations, Taylor developed a science of management / a scientific theory of management aimed at discovering the 'one best way' of performing any task as well as increasing productivity. Taylor's work, *The Principles of Scientific Management* - 1911, revolutionized the idea of optimizing productivity. His notion of scientific management focused on the most efficient way of managing and making the workers more productive. It offered a systematic approach that managers could apply to their own organization.

Taylor proceeded to work on the basis of following four principles which are also regarded as the hallmark of the scientific management school.

1. The development of a true science of management: The first principle was finding the best way of doing a job so that the best method for performing each task could be determined. The most efficient ways of completing tasks and standard work procedures were believed to enhance productivity. Taylor introduced / implemented the time and motion studies at Midvale Steel works to determine the highest level of output in accordance with a particular procedure. By doing so, Taylor was able to find the 'one best way' of doing a job.

2. The scientific selection of workers: It involved the scientific selection and progressive development of the workers so that



each worker would be assigned responsibility for the task for which he/she was best suited. By introducing this principle, it was expected that management can better identify the inherent strengths and weakness of each worker which, in turn, help management to maximize his/her capacities.

3. Bringing science of work and the scientifically selected workers together: The third principle was fusing the science of doing the job with the scientifically selected workers. Taylor emphasized that unless the science of doing work and the workers are brought together, all efforts will be lost. According to him, the success of scientific management depends on the fusion of work procedures and workers and it is the most important responsibility of management.

4. Equal division of work and responsibility between management and workers: He stressed that equal division of work and responsibility between management and workers: He stressed that equal division of responsibility would ultimately promote intimate and friendly cooperation between management and workers which, in turn, would help management for better supervision of its workers as well as reduction of disputes between them.

In a Nutshell, productivity and efficiency were the primary ends of scientific management. Standard work procedures, scientific selection of workers, fusing together the science of work

and trained workers and sharing of responsibility between management and workers were the means to achieve those ends. Scientific management is a combination of all these principles and these principles cannot be isolated.