



F.W Taylor and Scientific Management

**Business Organisation
B.Com (H)., Part.- I**

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F.W Taylor and Scientific Management



Frederick W. Taylor (1856- 1915)

- founder of scientific Management
 - one of the first people to study the behavior and performance of people at work
 - was a manufacturing manager
 - became a consultant and taught other managers how to apply his scientific management techniques
 - believed that by increasing specialization and the division of labor, the production process will be more efficient.
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Scientific Management

- The systematic study of relationships between people and tasks for the purpose of redesigning the work process to increase efficiency.

4 Principles To Increase Efficiency

1. Study the way workers perform their tasks, gather all the informal job knowledge that workers possess, and experiment with ways of improving how tasks are performed.
1. Codify the new methods of performing tasks into written rules and standard operating procedures.

4 Principles To Increase Efficiency Cont.

3. Carefully select workers who possess skills and abilities that match the needs of the task, and train them to perform the task according to the established rules and procedures.
4. Establish a fair or acceptable level of performance for a task, and then develop a pay system that provides a reward for performance above the acceptable level.

Implementation Problems

- Rather than sharing performance gains with workers through bonuses, only increased the amount of work that each worker was expected to do.
- Unhappy workers: more work but same pay; increase in performance meant fewer jobs and greater layoffs; dissatisfied with monotonous and repetitive jobs.
- Managers did not care about the workers' well beings
- Workers withheld job knowledge to protect their jobs and pay.
- Workers develop informal work rules that discourage high performance .

Organizational Responses and Results

- Increased mechanization of the work process.

Example: Henry Ford introduced moving conveyor belts in factory.

Machine imposed pace to push employees to perform at higher levels.

- The combination of 2 management practices: 1) achieving the right mix of worker task specialization and 2) linking people and tasks by the speed of the production line = savings in cost and increase in output.
- Introduction to ethical issues in work places.

Thank You