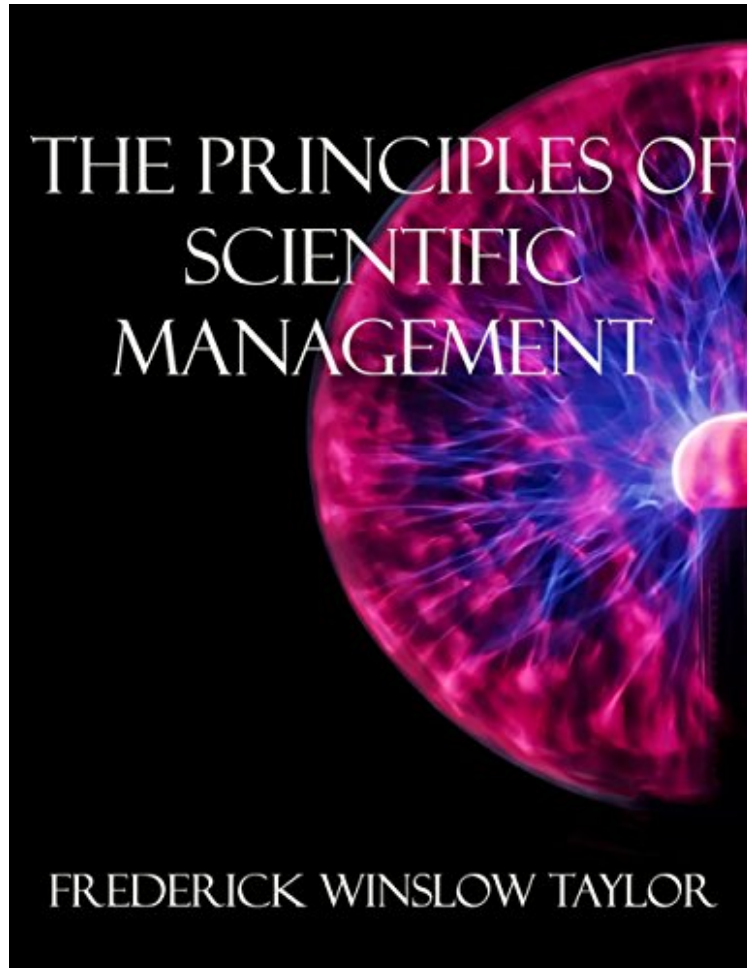


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The Principles of Scientific Management

Frederick Winslow Taylor

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Frederick Winslow Taylor : The Principles of Scientific Management before purchasing it in order to gage whether or not it would be worth my time, and all praised The Principles of Scientific Management:

9 of 9 people found the following review helpful. Taylor: More Respectful to Workers than I ExpectedBy Stephen WeinbergLet's face it; if you're thinking about buying The Principles of Scientific Management, you don't need a review. You're either a scholar who's already quite familiar with Taylor and know why you want to read the original, or you're a student who's been assigned to read the book. I suppose an historian could offer a useful review of how this edition differs from other editions, but I can't do that.I would, however, like to point out that the book is very readable, and that reading it gave me, for one, a much richer appreciation for the context in which Taylor was devising his theory, for the types of labor he was envisioning as applications. Most importantly, reading the original text surprised me with Taylor's thoughtfulness about his workers' well-being and how to convince them to accept Taylorist management. Taylor clearly had an intuitive grasp of worker psychology, which he did not formalize and which thus was not present in the brief summaries of Taylor I had learned.So if you're one of the few people who is (a) interested

in Taylor's work but (b) not sure it's worth the time to actually read Taylor, instead of simply relying on textbook summaries, I would like to urge you to pick it up. It's a quick read, and will add a great deal to the crude caricatures that I, at least, had learned. 6 of 6 people found the following review helpful. A must-read business book By David B McDonald I am neither a scholar nor a student required to read Taylor. Instead, I am an IT consultant and MBA who wanted to go back and fill in some of my literature gaps. I have read many books that refer to Taylor's Scientific Management in the context of time and motion studies, and outmoded command-and-control management. Having now read the book, I am pleased at what a thoughtful and inciteful piece it really is. It seems that Taylor is outlining the fundamentals of workflow management involving a large component of human labor. He includes concepts we might today refer to as actors, tasks, routings, measurement, feedback and enablers--all necessary ingredients to process design and optimization. His take on efficiency improvement also reads like the basis for lean manufacturing or operations. Pages 92-93 summarize the notion of time and motion studies. I was also pleased with his key idea of integrating management with the frontline workers, for the purposes of coordinating, teaching, monitoring and assisting--something not done at the time. This concept appears time and again in business writings. In fact, in the last month I read similar ideas in James Champy's "Re-engineering Management" (1995) and McKinsey Quarterly's, "Unlocking the Potential of Frontline Managers" (Aug 2009). It's been 100 years, and Taylor is still holding up!

10 of 0 people found the following review helpful. Hunting for productivity improvements By John Gibbs "The most important object of both the workman and the management should be the training and development of each individual in the establishment, so that he can do (at his fastest pace and with the maximum of efficiency) the highest class of work for which his natural abilities fit him," according to Frederick Taylor in this book. The book, first published almost 100 years ago, was a leading source of management theory in the first half of last century. Those who have taken a class on management theory may have come away with the impression that Taylor's Scientific Management was superseded by McGregor's Theory X and Theory Y, with Theory X representing the superseded command-and-control Taylorism and Theory Y representing a more enlightened participative form of management. This caricature is far from the truth, although Taylor does display some amusing attitudes: "The workman who is best suited to handline pig iron is unable to understand the real science of doing this class of work. He is so stupid that the word 'percentage' has no meaning to him, and he must consequently be trained by a man more intelligent than himself into the habit of working in accordance with the laws of this science before he can be successful." Although he called his principles "scientific management", Taylor does not seem to have been much of a scientist himself, relying on others to derive simple equations from his time-and-motion measurements. However, he did clearly identify a problem which continues to plague most workplaces today: most workers, either deliberately or inadvertently, work in a manner which is far below their productive potential; consequently, most businesses could be more successful, most employees could be paid more, and most countries could be wealthier, if only workers acted more efficiently. The book was clearly written in a different time and culture, and the manual-labour-type examples that Taylor uses are less relevant now that most such jobs have been mechanised or exported. However, the challenge for management still remains: the hunt for productivity improvements which bring benefits for everybody and result in greater co-operation and improved relations between the labour force and management.

The Principles of Scientific Management is a monograph published by Frederick Winslow Taylor in 1911. This influential monograph, which laid out the principles of scientific management, is a seminal text of modern organization and decision theory and has motivated administrators and students of managerial technique. Taylor was an American manufacturing manager, mechanical engineer, and then a management consultant in his later years. He is often called "The Father of Scientific Management". His approach is also often referred to as Taylor's Principles, or Taylorism. He listed three goals for the work: First. To point out, through a series of simple illustrations, the great loss which the whole country is suffering through inefficiency in almost all of our daily acts. Second. To try to convince the reader that the remedy for this inefficiency lies in systematic management, rather than in searching for some unusual or extraordinary man. Third. To prove that the best management is a true science, resting upon clearly defined laws, rules, and principles, as a foundation. And further to show that the fundamental principles of scientific management are applicable to all kinds of human activities, from our simplest individual acts to the work of our great corporations, which call for the most elaborate cooperation. And, briefly, through a series of illustrations, to convince the reader that whenever these principles are correctly applied, results must follow which are truly astounding.

Frederick Winslow Taylor (1856-1915), widely known as F. W. Taylor, was an American mechanical engineer who sought to improve industrial efficiency. He is regarded as the father of scientific management, and was one of the first management consultants. Taylor was one of the intellectual leaders of the Efficiency Movement and his ideas, broadly conceived, were highly influential in the Progressive Era.