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Topic- Principles of Scientific Management

Taylor has given certain basic principles of scientific management. The fundamental principles that Taylor saw underlying the scientific management have been given below:

1. Replacing Rule of Thumb with Science. Taylor has emphasised that in scientific management, organised knowledge should be applied which will replace rule of thumb. While the use of scientific method denotes precision in determining any aspect of work. rule of thumb emphasises estimation. Since exactness of various aspects of work like day's fair work, standardisation in work, differential piece rate for payment, etc. Is the basic core of scientific management, it is essential that all these are measured precisely and should not be based on mere estimates? This approach can be adopted in all aspects of managing

2. Harmony in Group Action. Taylor has emphasised that attempts should be made to obtain harmony in group action rather than discord. Group harmony suggests that there should be mutual give and take situation and proper understanding so that group as a whole contributes to the maximum.

3. Cooperation. Scientific management involves achieving cooperation rather than chaotic individualism. Scientific management is based on mutual confidence, cooperation, and goodwill. Cooperation between management and workers can be developed through mutual understanding and a change in thinking. Taylor has suggested "substitution of war for peace, hearty and brotherly cooperation for contentment and strife, replacement of suspicious watchfulness with

mutual confidence, of becoming friends instead of enemies. It is along this line, I say, that scientific management must be developed."

4. Maximum Output. Scientific management involves continuous increase in production and productivity instead of restricted production either by management or by workers. Taylor hated inefficiency and deliberate curtailment of production. His concern was with large size of the cake. In his opinion. "There is hardly any worse crime to my mind than

that of deliberately restricting output." He decried quarrel over production but welcomed quarrel over distribution, provided the product to be distributed had outgrown the size. Therefore, he advised the management and workers to "turn their attention towards increasing the size of the surplus until the size of the surplus becomes so large that it is necessary to quarrel over how it shall be divided."

5. Development of Workers. In scientific management, all workers should be developed to the fullest extent possible for their own and for the company's highest prosperity. Development of workers requires their scientific selection and providing them training at the workplace. Training should be provided to workers to keep them fully fit according to the requirement of new methods of working which may be different from the non-scientific methods.