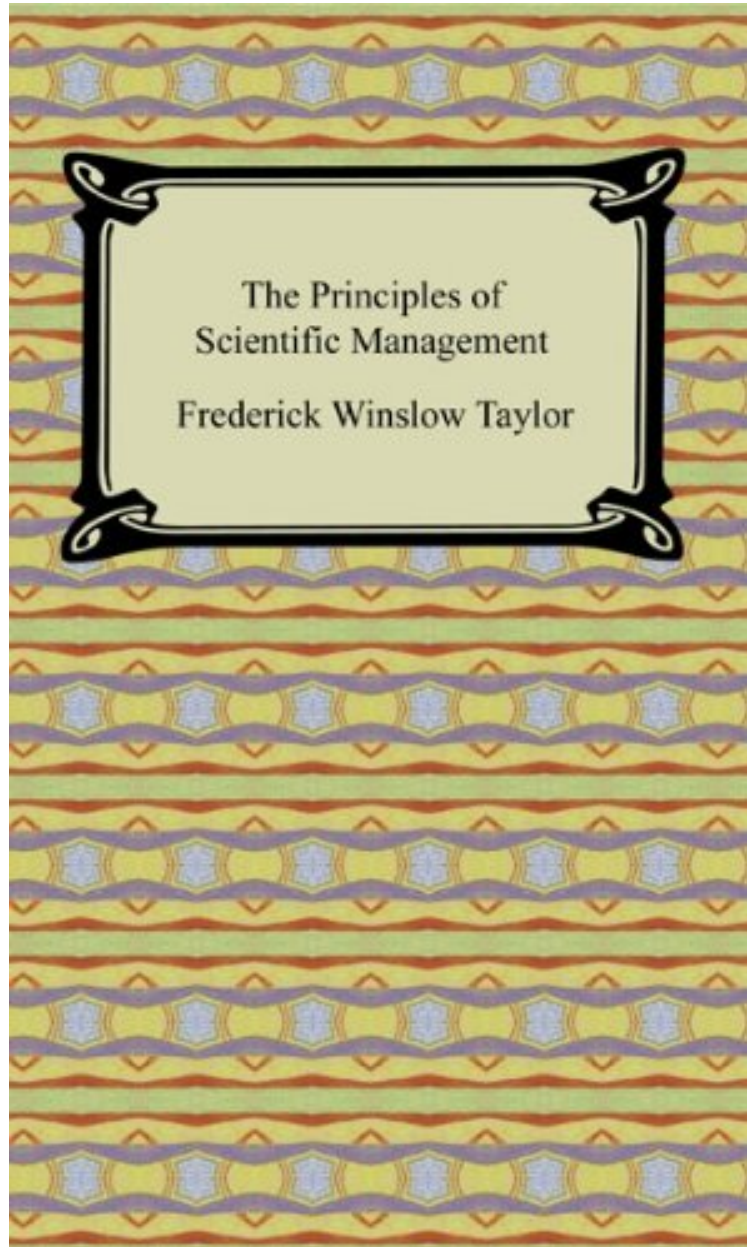


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The Principles of Scientific Management [with Biographical Introduction]

Frederick Winslow Taylor
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Frederick Winslow Taylor : The Principles of Scientific Management [with Biographical Introduction] before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Principles of Scientific Management [with Biographical Introduction]:

9 of 9 people found the following review helpful. Taylor: More Respectful to Workers than I Expected
By Stephen Weinberg
Let'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!

0 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.

Considering that Frederick Winslow Taylor is often called 'The Father of Scientific Management' and that his approach is also often referred to, as Taylor's Principles, or Taylorism, the impact on the field of business strategy of Frederick Winslow Taylor's *"The Principles of Scientific Management"* is undeniable. This is the treatise from which all others sprout, a truly lasting and important work of management science.

From the Back Cover
For more than 80 years, this influential work by Frederick Winslow Taylor--the pioneer of scientific management studies--has inspired administrators and students of managerial techniques to adopt productivity-increasing procedures. Indeed, this book laid the groundwork for modern organization and decision theory. As an engineer for a steel company, Taylor made careful experiments to determine the best way of performing each operation and the amount of time it required, analyzing the materials, tools, and work sequence, and establishing a clear division of labor between management and workers. His experiments resulted in the formulation of the

principles expounded in this remarkable essay, first published in 1911. Taylor advocated a scientific management system that develops leaders by organizing workers for efficient cooperation, rather than curtailing inefficiency by searching for exceptional leaders someone else has trained. The whole system rests upon a foundation of clearly defined laws and rules. Moreover, the fundamental principles of scientific management apply to all kinds of human activities, from the simplest individual acts to the most elaborate cooperative efforts of mighty corporations. Correct application of these principles, according to Taylor, will yield truly astonishing results. Unabridged Dover (1998) republication of the work published by Harper Brothers Publishers, New York, 1911.