

THE EARLY SOCIOLOGY  
OF MANAGEMENT AND ORGANIZATIONS

EDITED BY KENNETH THOMPSON

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Volume I

SCIENTIFIC MANAGEMENT

*Frederick Winslow Taylor*

Scientific Management, , ISBN 0415279828, 9780415279826, Frederick Winslow Taylor, Routledge, 2003, 0203498569, 9780203498569, 692 pages. This volume comprises three works originally published separately as Shop Management (1903), The Principles of Scientific Management (1911) and Testimony Before the Special House Committee (1912). Taylor aimed at reducing conflict between managers and workers by using scientific thought to develop new principles and mechanisms of management. In contrast to ideas prevalent at the time, Taylor maintained that the workers' output could be increased by standardizing tasks and working conditions, with high pay for success and loss in case of failure. Scientific Management controversially suggested that almost every act of the worker would have to be preceded by one or more preparatory acts of management, thus separating the planning of an act from its execution..

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Scientific management, job redesign, and work performance , John E. Kelly, 1982, , 257 pages. .

Teaching Motivation , W.A. Khan, Jan 1, 2003, Motivation in education, 196 pages. Contents: Introduction, Trends of Research in India and Abroad, Methods and Procedure, Interpretation and Analysis of Results, Summary and Conclusion..

Principes d'organisation scientifique des usines , Frederick Winslow Taylor, , Business & Economics, 149 pages. .

Scientific management Frederick Winslow Taylor's gift to the world?, J.-C. Spender, Hugo Jakob Kijne, Sep 30, 1996, Business & Economics, 191 pages. There is a renewed interest in scientific management and the works of F.W. Taylor. This book adds to our understanding of scientific management, which is under radical review ....

Los Principios del Management Científico , Frederick Winslow Taylor, , . Siguiendo un cuidado proceso de edición digital, reaparece esta obra de F.W.Taylor, promotor de la organización científica del trabajo. Sistematiza el proceso de producción con ....

Shop Management: Webster's Persian Thesaurus Edition , Frederick Winslow Taylor, , , . .

The Taylor and other systems of shop management: Hearings before ..., Volume 3 Hearings before Special committee of the House of representatives to investigate the Taylor and other systems of shop management under authority of H. res. 90 ... [Oct. 4, 1911-Feb. 12, 1912], United States. Congress. House. Special Committee to Investigate the Taylor and Other Systems of Shop Management, Frederick Winslow Taylor, United States. Congress. Hearings Factory management, 1912, Business & Economics, . .

The Industrial Design Reader , Carma Gorman, 2003, Design, 243 pages. This pioneering anthology focuses exclusively on the history of industrial design. Sixty full-length primary source essays detail the most crucial movements, issues and ....

The One Best Way Frederick Winslow Taylor and the Enigma of Efficiency, Robert Kanigel, 2005, Biography & Autobiography, 675 pages. The definitive biography of the first "efficiency expert."

Die Grundsätze wissenschaftlicher Betriebsführung , Frederick Winslow Taylor, Rudolf Roesler, 2011, , 98 pages. Fredericks W. Taylors Werk "Die Grundsätze wissenschaftlicher Betriebsführung" ist einer der wichtigsten betriebswirtschaftlichen Klassiker. Das Buch von Taylor (1856-1915) ....

Scientific Management A Management Idea to Reach a Mass Audience, A. Khurana, Dec 1, 2009, Business & Economics, 300 pages. The subject of scientific management has been treated comprehensively in this book. There is a continuity of presentation from chapter to chapter which especially adapts the ....

The adjustment of wages to efficiency three papers ..., Henry Robinson Towne, Frederick Arthur Halsey, Frederick Winslow Taylor, 1896, Business & Economics, 129 pages. .

This edited collection includes contributions by Mary Parker Follett, Henri Fayol, James D. Mooney and Henry S. Dennison, and L. J. Henderson, T. N. Whitehead and Elton Mayo. The paper by Henderson, Whitehead and Mayo discusses the findings of the Hawthorne experiments. Whilst admiring the pioneering work of Taylor, these authors criticize scientific management on the grounds that it does not study the facts of human organization. The Hawthorne experiments revealed the importance of spontaneous social organization of the work group into a micro-social system.

Vol. 1 Scientific management / Frederick Winslow Taylor. Vol. 2 The philosophy of management / Oliver Sheldon. Vol. 3 Dynamic administration - the collected papers of Mary Parker Follett / ed. by Henry C. Metcalf ... [et al.] Vol. 4 Papers on the science of administration / ed. by Luther Gulick ... [et al.] Vol. 5 Management and the worker / F.J. Roethlisberger and William J. Dickson. Vol. 6 The human problems of an industrial civilization / Elton Mayo. Vol. 7 Organization and management / Chester I. Barnard. Vol. 8 On the shop floor / T. Lupton.

The early development of the sociology of management and organizations has to be viewed in relation to the emergence, at the beginning of the twentieth century, of a 'Management Movement'. This movement took various forms. On the one hand, it entailed the formation of professional management associations in industrial societies, such as America and Britain, with the aim of promoting both knowledge of the principles of organization and the professional status of managers. On the other, it involved academic study of management and working conditions.

Taylorism was criticised for its over-simplistic view of what motivated the worker. Oliver Sheldon's theme was that though Taylorism had helped the development of a science of management, such work should not detract from the predominantly human job of the manager to manage. His work prefigures the human relations approach to management theory of Elton Mayo and F. J. Roethlisberger in rejecting the notion that economic incentives largely explain employee behaviour.

A beszerzés időigényét az eddigi tapasztalatokra alapozva adjuk meg. Azért becsült, mert a terméket külföldről hozzuk be, így a kiadó kiszolgálásának pillanatnyi gyorsaságától is függ. A megadottnál gyorsabb és lassabb szállítás is elképzelhető, de mindent megteszünk, hogy Ön a lehető leghamarabb jusson hozzá a termékhez.

Frederick Winslow Taylor (March 20, 1856 – March 21, 1915) was an American mechanical engineer who sought to improve industrial efficiency.[1] He is regarded as the father of scientific management and was one of the first management consultants.[2] Taylor was one of the intellectual leaders of the Efficiency Movement and his ideas, broadly conceived, were highly influential in the Progressive Era.

Taylor was born in 1856 to a wealthy Quaker family in Germantown, Philadelphia, Pennsylvania. Taylor's father, Franklin Taylor, a Princeton-educated lawyer, built his wealth on mortgages.[3] Taylor's mother, Emily Annette Taylor (née Winslow), was an ardent abolitionist and a coworker with Lucretia Mott. His father's ancestor, Samuel Taylor, settled in Burlington, New Jersey, in 1677. His mother's ancestor, Edward Winslow, was one of the fifteen original Mayflower Pilgrims who brought servants or children, and one of eight who had the honorable distinction of Mister. Winslow served for many years as the Governor of the Plymouth colony.

Educated early by his mother, Taylor studied for two years in France and Germany and traveled Europe for 18 months.[4] In 1872, he entered Phillips Exeter Academy in Exeter, New Hampshire, with the plan of eventually going to Harvard and becoming a lawyer like his father. In 1874, Taylor passed the Harvard entrance examinations with honors. However, due allegedly to rapidly deteriorating eyesight, Taylor chose quite a different path.

Instead of attending Harvard, Taylor became an apprentice patternmaker and machinist, gaining

shop-floor experience at Enterprise Hydraulic Works in Philadelphia (a pump-manufacturing company whose proprietors were friends of the Taylor family). He left his apprenticeship for six months and represented a group of New England machine-tool manufacturers at Philadelphia's centennial exposition. Taylor finished his four-year apprenticeship and in 1878 became a machine-shop laborer at Midvale Steel Works. At Midvale, he was quickly promoted to time clerk, journeyman machinist, gang boss over the lathe hands, machine shop foreman, research director, and finally chief engineer of the works (while maintaining his position as machine shop foreman). Taylor's fast promotions probably reflected not only his talent but also his family's relationship with Edward Clark, part owner of Midvale Steel. (Edward Clark's son Clarence Clark, who was also a manager at Midvale Steel, married Taylor's sister.)

Early on at Midvale, working as a laborer and machinist, Taylor recognized that workmen were not working their machines, or themselves, nearly as hard as they could (which at the time was called "soldiering") and that this resulted in high labor costs for the company. When he became a foreman he expected more output from the workmen and in order to determine how much work should properly be expected he began to study and analyze the productivity of both the men and the machines (although the word "productivity" was not used at the time, and the applied science of productivity had not yet been developed). His focus on the human component of production eventually became Scientific Management, while the focus on the machine component led to his famous metal-cutting and materials innovations.

While Taylor worked at Midvale, he and Clarence Clark won the first tennis doubles tournament in the 1881 US National Championships, the precursor of the US Open.[1] Taylor became a student of Stevens Institute of Technology, studying via correspondence[5] and obtaining a degree in mechanical engineering in 1883. On May 3, 1884, he married Louise M. Spooner of Philadelphia.

From 1890 until 1893 Taylor worked as a general manager and a consulting engineer to management for the Manufacturing Investment Company of Philadelphia, a company that operated large paper mills in Maine and Wisconsin. He spent time as a plant manager in Maine. In 1893, Taylor opened an independent consulting practice in Philadelphia. His business card read "Consulting Engineer - Systematizing Shop Management and Manufacturing Costs a Specialty". Through these consulting experiences, Taylor perfected his management system. In 1898 he joined Bethlehem Steel in order to solve an expensive machine-shop capacity problem. As a result, he and Maunsel White, with a team of assistants, developed high speed steel, paving the way for greatly increased mass production. Taylor was forced to leave Bethlehem Steel in 1901 after discord with other managers.

After leaving Bethlehem Steel, Taylor focused the rest of his career on publicly promoting his management and machining methods through lecturing, writing, and consulting. In 1910, owing to the Eastern Rate Case, Frederick Winslow Taylor and his Scientific Management methodologies become famous worldwide. In 1911, Taylor introduced his The Principles of Scientific Management paper to the American mechanical engineering society, eight years after his Shop Management paper.

On October 19, 1906, Taylor was awarded an honorary degree of Doctor of Science by the University of Pennsylvania.[6] Taylor eventually became a professor at the Tuck School of Business at Dartmouth College.[7] In early spring of 1915 Taylor caught pneumonia and died, one day after his fifty-ninth birthday, on March 21, 1915. He was buried in West Laurel Hill Cemetery, in Bala Cynwyd, Pennsylvania.

Frederick W. Taylor was the first man in recorded history who deemed work deserving of systematic observation and study. On Taylor's 'scientific management' rests, above all, the tremendous surge of affluence in the last seventy-five years which has lifted the working masses in the developed countries well above any level recorded before, even for the well-to-do. Taylor, though the Isaac Newton (or perhaps the Archimedes) of the science of work, laid only first foundations, however. Not much has been added to them since — even though he has been dead all of sixty years.[8]

Future US Supreme Court justice Louis Brandeis coined the term scientific management in the course of his argument for the Eastern Rate Case before the Interstate Commerce Commission in 1910. Brandeis argued that railroads, when governed according to Taylor's principles, did not need to raise rates to increase wages. Taylor used Brandeis's term in the title of his monograph *The Principles of Scientific Management*, published in 1911. The Eastern Rate Case propelled Taylor's ideas to the forefront of the management agenda. Taylor wrote to Brandeis "I have rarely seen a new movement started with such great momentum as you have given this one." Taylor's approach is also often referred to as Taylor's Principles, or, frequently disparagingly, as Taylorism.

'I can say, without the slightest hesitation,' Taylor told a congressional committee, 'that the science of handling pig-iron is so great that the man who is ... physically able to handle pig-iron and is sufficiently phlegmatic and stupid to choose this for his occupation is rarely able to comprehend the science of handling pig-iron.[10]

Taylor believed in transferring control from workers to management. He set out to increase the distinction between mental (planning work) and manual labor (executing work). Detailed plans specifying the job, and how it was to be done, were to be formulated by management and communicated to the workers.[11]

The introduction of his system was often resented by workers and provoked numerous strikes. The strike at Watertown Arsenal led to the congressional investigation in 1912. Taylor believed the laborer was worthy of his hire, and pay was linked to productivity. His workers were able to earn substantially more than those under conventional management,[12] and this earned him enemies among the owners of factories where scientific management was not in use.

With the triumph of scientific management, unions would have nothing left to do, and they would have been cleansed of their most evil feature: the restriction of output. To underscore this idea, Taylor fashioned the myth that 'there has never been a strike of men working under scientific management', trying to give it credibility by constant repetition. In similar fashion he incessantly linked his proposals to shorter hours of work, without bothering to produce evidence of "Taylorized" firms that reduced working hours, and he revised his famous tale of Schmidt carrying pig iron at Bethlehem Steel at least three times, obscuring some aspects of his study and stressing others, so that each successive version made Schmidt's exertions more impressive, more voluntary and more rewarding to him than the last. Unlike [Harrington] Emerson, Taylor was not a charlatan, but his ideological message required the suppression of all evidence of worker's dissent, of coercion, or of any human motives or aspirations other than those his vision of progress could encompass.[13]

Taylor thought that by analyzing work, the "One Best Way" to do it would be found. He is most remembered for developing the stopwatch time study, which combined with Frank Gilbreth's motion study methods later becomes the field of time and motion study. He would break a job into its component parts and measure each to the hundredth of a minute. One of his most famous studies involved shovels. He noticed that workers used the same shovel for all materials. He determined that the most effective load was 21½ lb, and found or designed shovels that for each material would scoop up that amount. He was generally unsuccessful in getting his concepts applied and was dismissed from Bethlehem Steel. Nevertheless, Taylor was able to convince workers who used shovels and whose compensation was tied to how much they produced to adopt his advice about the optimum way to shovel by breaking the movements down into their component elements and recommending better ways to perform these movements. It was largely through the efforts of his disciples (most notably H.L. Gantt) that industry came to implement his ideas. Moreover, the book he wrote after parting company with Bethlehem Steel, *Shop Management*, sold well.

Taylor was president of the ASME from 1906 to 1907. While president, he tried to implement his system into the management of the ASME but was met with much resistance. He was only able to reorganize the publications department and then only partially. He also forced out the ASME's long-time secretary, Morris L. Cooke, and replaced him with Calvin W. Rice. His tenure as president was trouble-ridden and marked the beginning of a period of internal dissension within the ASME during the Progressive Age.[14]



In 1911, Taylor collected a number of his articles into a book-length manuscript which he submitted to the ASME for publication. The ASME formed an ad hoc committee to review the text. The committee included Taylor allies such as James Mapes Dodge and Henry R. Towne. The committee delegated the report to the editor of the American Machinist, Leon P. Alford. Alford was a critic of the Taylor system and the report was negative. The committee modified the report slightly, but accepted Alford's recommendation not to publish Taylor's book. Taylor angrily withdrew the book and published *Principles* without ASME approval.[15] Taylor published the trade book himself in 1912.

Frank Gilbreth (husband of Lillian) discovered scientific management while working in the construction industry, eventually developing motion studies independently of Taylor. These logically complemented Taylor's time studies, as time and motion are two sides of the efficiency improvement coin. The two fields eventually became time and motion study.

In the Soviet Union, Vladimir Lenin was very impressed by Taylorism, which he and Joseph Stalin sought to incorporate into Soviet manufacturing. Taylorism and the mass production methods of Henry Ford thus became highly influential during the early years of the Soviet Union. Nevertheless "[...] Frederick Taylor's methods have never really taken root in the Soviet Union." [20] The voluntaristic approach of the Stakhanovite movement in the 1930s of setting individual records was diametrically opposed to Taylor's systematic approach and proved to be counter-productive.[21] The stop-and-go of the production process –“ workers having nothing to do at the beginning of a month and 'storming' during illegal extra shifts at the end of the month –“ which prevailed even in the 1980s had nothing to do with the successfully taylorized plants e.g., of Toyota which are characterized by continuous production processes (heijunka) which are continuously improved (kaizen).[22]

"The easy availability of replacement labor, which allowed Taylor to choose only 'first-class men,' was an important condition for his system's success." [23] The situation in the Soviet Union was very different. "Because work is so unrhythmic, the rational manager will hire more workers than he would need if supplies were even in order to have enough for storming. Because of the continuing labor shortage, managers are happy to pay needed workers more than the norm, either by issuing false job orders, assigning them to higher skill grades than they deserve on merit criteria, giving them 'loose' piece rates, or making what is supposed to be 'incentive' pay, premia for good work, effectively part of the normal wage. As Mary Mc Auley has suggested under these circumstances piece rates are not an incentive wage, but a way of justifying giving workers whatever they 'should' be getting, no matter what their pay is supposed to be according to the official norms." [24]

In the early 1920s, the Canadian textile industry was re-organized according to scientific management principles. In 1928, workers at Canada Cotton Ltd. in Hamilton, Ontario went on strike against newly introduced Taylorist work methods. Also, Henry Gantt, who was a close associate of Taylor, re-organized the Canadian Pacific Railway.[25]

Taylor's methods have also been challenged by socialist intellectuals. The argument put forward relates to progressive defanging of workers in the workplace and the subsequent degradation of work as management, powered by capital, uses Taylor's methods to render work repeatable, precise yet monotonous and skill-reducing.[27] James W. Rinehart argued that Taylor's methods of transferring control over production from workers to management, and the division of labor into simple tasks, intensified the alienation of workers that had begun with the factory system of production around 1870-1890.[28]

Taylor, Frederick Winslow (1903). *Shop Management*. New York, NY, US: American Society of Mechanical Engineers. OCLC 2365572. "Shop Management" began as an address by Taylor to a meeting of the ASME, which published it in pamphlet form. The link here takes the reader to a 1912 republication by Harper & Brothers. Also available from Project Gutenberg.