

SUBJECT- BUSINESS ORGANISATIONBASIC COMPONENTS OF SCIENTIFIC MANAGEMENT

There were four important components of scientific management.

(a) Determination of Standards of performance: The real problem that Taylor found from his experience was that no one exactly knew how much work a worker was expected to do in a specific/ given time. The standards of work performance were determined on the basis of rule of thumb rather than following any scientific basis. Taylor introduced his famous time and motion study to determine the standard of work performance.

(b) Functional foremanship / functional organization: Taylor called for a drastic re-organization of supervision and recommended functional foremanship in the organization in which the workers receive orders from eight functional specialists. In other words, he proposed using specialized experts known as functional foreman each of whom was responsible for some specific aspect of the worker's task. He also advocated the division of work between manager and worker favoring a complete separation of the planning function from the doing function. [He opposed the linear system or military type of organization in which each worker is subordinate to only one boss].

(c) Piecework system of wage payment: Taylor observed that workers did as little as possible because under prevalent system of wage payment, a worker who had nothing to gain if he/she worked hard. To deal with this problem, he developed the system of 'differential piecework' for motivating them to achieve the highest level of efficiency.

(d) Mental revolution: Scientific management, in its essence, according to Taylor involves a complete mental revolution in the attitudes of workers toward their work and in the attitudes of manager/management toward their duties and the ways in which they handle their daily problems. According to him, determining standards of work, eliminating wasteful operation and piecework system of wage payment would benefit both the workers and the employer/management which would result into a mental revolution among the workers and the management since they would develop a co-operative attitude towards each other.

According to Taylor, mental revolution is the essence of scientific management. Without complete mental revolution on both sides, scientific management does not exist.