

Frederick W. Taylor (1856–1915) rested his philosophy on four basic principles: The development of a true science of management, so that the best method for performing each task Taylor contended that the success of these principles required "a complete mental revolution" on the part of management and labor. Rather than quarrel over profits, both sides should try to increase production; by so doing, he believed, profits would rise to such an extent that labor and management would no longer have to fight over them. In short, Taylor believed that management and labor had a common interest in increasing productivity.

Taylor based his management system on production-line time studies. Instead of relying on traditional work methods, he analyzed and timed steel workers' movements on a series of jobs. Using time study as his base, he broke each job down into its components and designed the quickest and best methods of performing each component. In this way he established how much workers should be able to do with the equipment and materials at hand. He also encouraged employers to pay more productive workers at a higher rate than others, using a "scientifically correct" rate that would cut costs.

CONTRIBUTIONS OF SCIENTIFIC MANAGEMENT THEORY

The modern assembly line pours out finished products faster than Taylor could ever have imagined. Each task could be determined