

management--you've heard of that--except to show that this is the point of reference or point of departure. Scientific management was conceived by the pioneers in management theory at the outset of the present century. It was presented as a philosophy or mental attitude with some mechanisms for the intelligent use of human effort. The emphasis was on maximum output with minimum effort through the elimination of waste and inefficiency from human work and from human effort at the operative level of performance.

If you were ever to go back--which I am sure most of you won't--and look at the early writing in this area of scientific management you would find that it was all aimed fundamentally at one major purpose--to separate waste and inefficiency from human effort, thereby getting greater productivity.

The conceptual approach to the theory underlying scientific management was this--a very simple approach. First, there must be experimentation and research in work. Secondly, the setting of work standards by the methods of science. Standards must be established. Third, the scientific planning of work by the managers. Planning was considered to be a managerial function. Fourth, the maintaining of the work standards by proper organization and effective controls by managers. Fifth, provision for cooperation between workers and managers.

The philosophy and the mechanisms or practices of scientific management established the frame of reference for successive management theories. Some present-day scholars and researchers have reinterpreted here the philosophy and essence of it. For the purpose of building a conceptual model of scientific management theory to enable comparisons to be made with some other theory of management, some modern scholars have tended to forget that scientific management theory consisted of both a philosophy and a mechanism, and some of the later behavioral scientists have used