

## **SCIENTIFIC MANAGEMENT AND MODERN MANAGERIAL DILEMMAS**

The name of Frederick Winslow Taylor (1856–1915) became synonymous with the term “scientific management”. The basic idea of scientific management is that any work can be organized using scientific methods and an objective analysis of the facts and data collected in the workplace can be the basis for determining the best way to organize work. The fundamental research in this direction was the "Principles of Scientific Management" (1911) written by Frederic Taylor who stated that scientific management will mean, for the employers and the workmen who adopt it, the elimination of almost all causes for dispute and disagreement between them' (as cited in Hinings & Meyer, 2018). His approach emphasized four key elements: the division of labor needs to be efficiently organized; this can be accomplished primarily through time and motion studies that measure work; the shop floor should be the centerpiece of study although the principles can be generalized to all types of work; this scientific approach to work will bring together workers and management in a common enterprise, thus eliminating workplace conflict [3].

Taylor believed that the solution to the problems lies in the application of science by which he meant the systematic analysis of scientific management. He emphasized the importance of work rather than the overall design of an organization. He also emphasized the procedures of work together with a specialization of both workers and managers in the tasks at which they were best. With the help of research and experiments, F. Taylor formulated a number of general principles that form the basis of the classical theory of organization: division of labor, functional leadership, measurement of labor, tasks, incentive programs, work as an individual activity, motivation, the role of individual abilities. At the heart of Taylor's approach were analysis and planning.

However, according to Hinings and Meyer (2018), Taylor's view of the organization was highly rationalistic, based on the conviction that there was one best way of dealing with challenges in management. Taylor's ideas have been subject to extensive criticism because of their narrow focus on work and their subjective ideas of motivation and competences. Therefore, Taylorism became a metaphor for a rationalist, machine-like view of organizations, strict division of tasks, meticulous control and work devoid of meaning. And the introduction of these ideas led to workplace conflict and strikes in many places [3].

Indeed, Frederick Winslow Taylor has been a controversial figure in the academic management literature for much of the twentieth century [3]. However, Giannantonio and Hurley-Hanson reflected on the relevance of the principles of scientific management 100 years later (2011). They shed new light on Taylor's contributions to work and the conditions under which it is performed. The authors provided strong arguments that the principles inherent in Scientific Management have

continued relevance for the world of work in the 21st century and reminded of the importance of Santayana's quote: "Those who do not learn from history are doomed to repeat it" [1]. The authors stated that there is a continuous need for management theorists to remind us of the history behind our actions and elaborated that "theories are applicable beyond the historical context they are created in. Just as Taylor's ideas of 100 years ago are germane to new contexts such as knowledge management, other historic theories can be applied to new and emerging contexts". Therefore, today's scholars may find those obsolete ideas present new ways to conceptualize modern managerial dilemmas. The authors hoped that management scholars will reflect on Taylor's work in the next 100 years and called for continued research on Frederick W. Taylor and *The Principles of Scientific Management*.

### References:

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## **IMPACT OF COVID-19 & ONGOING WAR ON CONSUMER BEHAVIOUR & ECONOMY OF UKRAINE**

Ukraine is a lower-middle income country in Eastern Europe. Its economy is rebounding after the political and economic turmoil of recent years. The World Bank classifies Ukraine as a lower-middle income country. Significant economic reforms are supported by the international community and have resulted in a relatively stable currency and recovery of disposable income despite the military conflict in the East,