

## PRINCIPLES OF SCIENTIFIC MANAGEMENT IN MANAGEMENT

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**Abstract:** *Taylor's theory of scientific management rejected the traditional philosophy related to work and personnel management. Taylor went beyond simple methods of labor management and proposed his revolutionary ideas in the form of several basic principles.*

**Key words:** *In management, scientific, management, principles, Taylor's theory of scientific management.*

### INTRODUCTION

According to Taylor, all industries should use scientific methods to make important management decisions instead of relying on outdated methods. In the past, the workplace was dominated by a "rule-by-rule" method developed through experience and personal judgment rather than proper technical research. Scientific management solved the problems posed by traditional methods:

- Focused on data collection, analysis and standardization processes
- Facts and scientific methods used to solve problems and make decisions
- Moved away from personal judgment, perhaps filled with misconceptions.

A scientific system of selecting and matching an organization's workforce can reduce the chances of hiring underperforming employees. In other words, a business must hire the right employees for the job, otherwise it can lead to inefficiency. Therefore, organizations are obliged to:

- Talk about the employee requirements (physical, mental, etc.) for each job
- Selecting and training employees and helping them meet job requirements
- Offer opportunities to improve performance, productivity and well-being

Cooperation, not individualism

Cooperation between managers and employees is of great importance. Instead of internal competition, businesses should strive for cooperation. This change in workplace dynamics can lead to increased profits as people work together to increase productivity. A few things to consider:

- Everyone should see each other as important contributors to the organization
- Efforts should be made to reduce any friction between employees and employers
- Management should understand the demands of employees and maintain harmony

in their relationship.

Taylor realized that in order to improve the effectiveness of the organization, a complete change of worldview was required from both management and employees. A change in attitude and behavior towards each other plays an important role in handling things in a time efficient manner. How employees and employers can change things: Employees must use available resources and perform their work with care and dedication; increased wages should be an incentive to improve productivity. Fair treatment of employees. Fairness is considered from different angles and offers: fair selection of personnel, fairness in relations between workers and employers, compliance with labor protection requirements, establishing a balance between labor development and payment. As G. Emerson pointed out, when choosing people, characteristics such as knowledge and physical strength are not so important, the main attention should be paid to internal abilities and inclinations, character, which ultimately determines the personality. . The manager must determine in which work the subject can hope for maximum success. The administration of the enterprise must know the demands and wishes of the workers, consider them, and listen to their production instructions. Normalization of working conditions includes reducing the working day to reasonable limits and using overtime only in cases of extreme necessity. At the same time, the general requirements of safety and labor protection have a direct impact on the mood and morale of workers, but none of them are determined by philanthropic or altruistic motives. One of the most difficult is the issue of establishing fair wages. The question of wages This can be successfully solved by a fair agreement, in which the amount of hourly payment, the length of the working day, and time equivalents are determined for each operation. Fast, reliable, complete, accurate and permanent calculation. Documentary accounts provide important information for management, restore past events, warn and make forecasts for the future. "There is a record of normalized conditions, taking into account normalized operations, disciplined accounting, fair calculations. But the main thing is to take into account costs and indicators." G. Emerson emphasizes the need to take into account all the details as a result. on the account of everything, each individual article for each day, all articles for a long time: "Only he who takes into account the whole amount and all prices, who takes into account the efficiency of another. The time spent in relation to all consumables, hourly rate and labor productivity for each operation, who counts the time and hourly operating cost of machines, only he can really apply all the other principles and achieve high performance." Shipping. Dispatching includes advance sequential planning and the most accurate daily execution of the plans. The term "dispatcher" itself is derived from the practice of movement. Norms and tables. Physical standards allow you to accurately measure all performance deficiencies and work rationally on reducing losses. To produce rational standards of labor, accurate calculation of the time of all operations, adequate qualification of the planning administrator, as well as the use of all the achievements of such sciences as physics, anthropology, physiology and psychology. Normalization of conditions. According to Emerson, there are two completely different ways of normalizing:

either adapt yourself to the environment or adapt the environment to itself, normalizing according to its needs. To achieve simplification, conditions must first have a proper understanding of time, effort, and costs. Normalized conditions are necessary for correct, fast, complete calculations, making accurate schedules, increasing productivity.

10. Standardization of operations. Each operation must be designed several times before the instructions are accepted and entered in the final form. Only on the basis of extensive, complete, highly proven material can accurate instruction cards for workers be prepared. G. Emerson emphasized that by normalizing operations, "all unnecessary losses of time are eliminated and energy is never wasted on a gift."

### CONCLUSION

Like Taylor, Emerson believed that increasing the efficiency of the organization is possible by adding the linear principle of building the structure according to the personnel principle. At the same time, for the coordinated operation of line and personnel management units, it is necessary to clearly coordinate and define their relationship system. The line manager is able to initiate actions, but this should not happen independently of the employees.

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