

**THE THEORY AND  
PRACTICE OF SCIENTIFIC  
MANAGEMENT**

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The Theory and Practice of Scientific Management by C. Bertrand Thompson

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**C. BERTRAND THOMPSON**

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BY

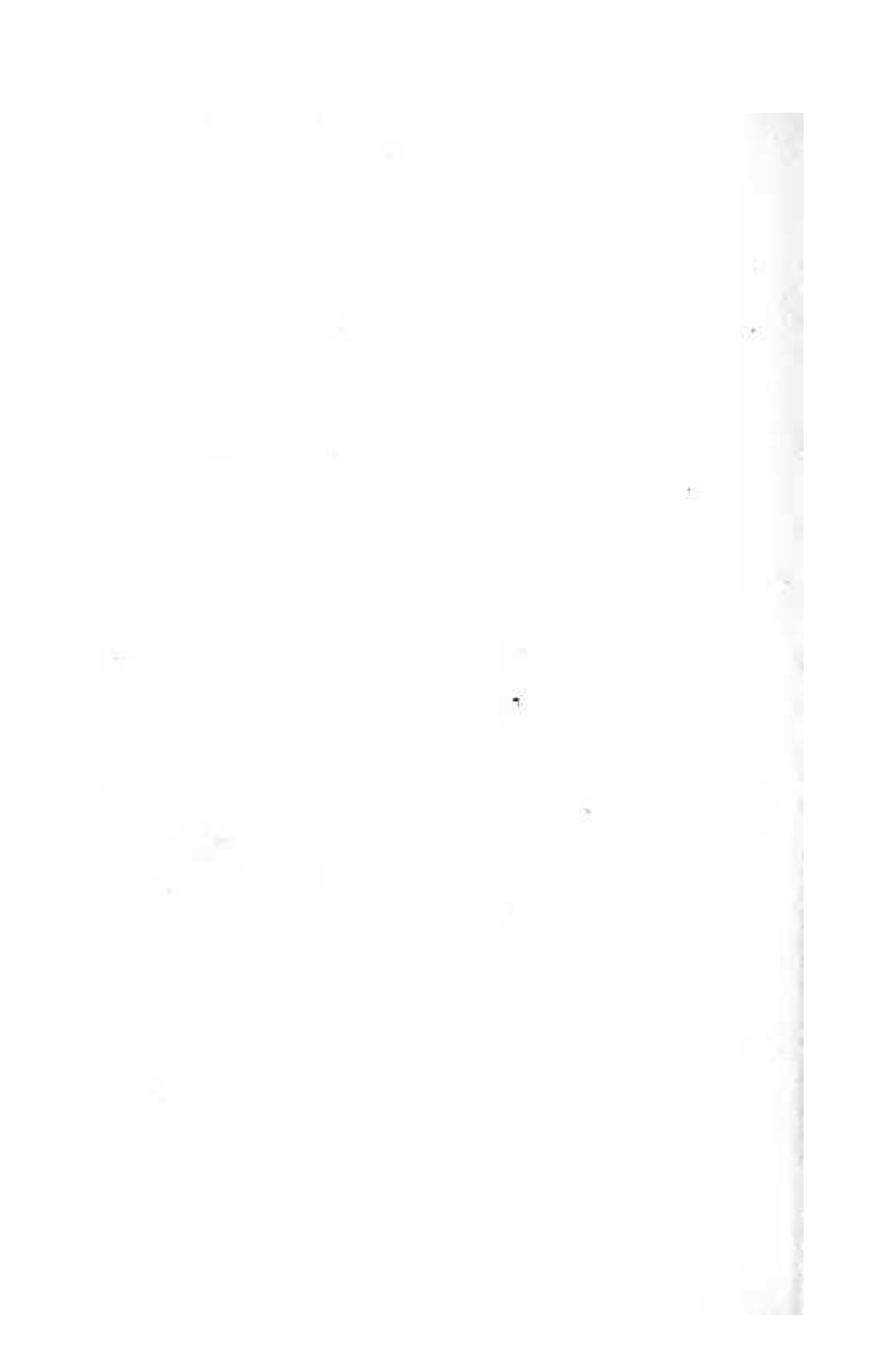
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## PREFACE

AN element of risk attaches to any effort to appraise a movement while that movement is still in its earlier and more enthusiastic stages, especially when the appraisal is made by one who is (however modestly) a participant in it. The attempt is justified only by the accuracy with which facts are presented and by the justice and fairness of the inferences and conclusions drawn. In this book I have tried to give only facts which can be verified and to make inferences with all due conservatism. The result is offered for what it may be worth. There is some consolation in the thought that a later generation may count it an original, or at least contemporary, source.

Owing to the nature of the investigations I have had to make in the preparation of this book, it is practically impossible to list the many friends and acquaintances to whom acknowledgments are due. First of all, I am indebted to the late F. W. Taylor, himself, for invaluable information, suggestions, and assistance, and to his group of followers, who have aided me in many ways and with whom I have

gained much of the practical experience, without which this book would have been written, if at all, from a quite different angle.

Acknowledgment is due, moreover, to the many owners and managers who have kindly given permission to study their plants, and to them and to many employees for detailed information.

I am also indebted to Dean E. F. Gay, of the Graduate School of Business Administration, Harvard University, for stimulating criticisms of this work in its early stages, and to Messrs. E. G. Mears and H. H. Farquhar, former students of mine, for help on the almost interminable bibliography.

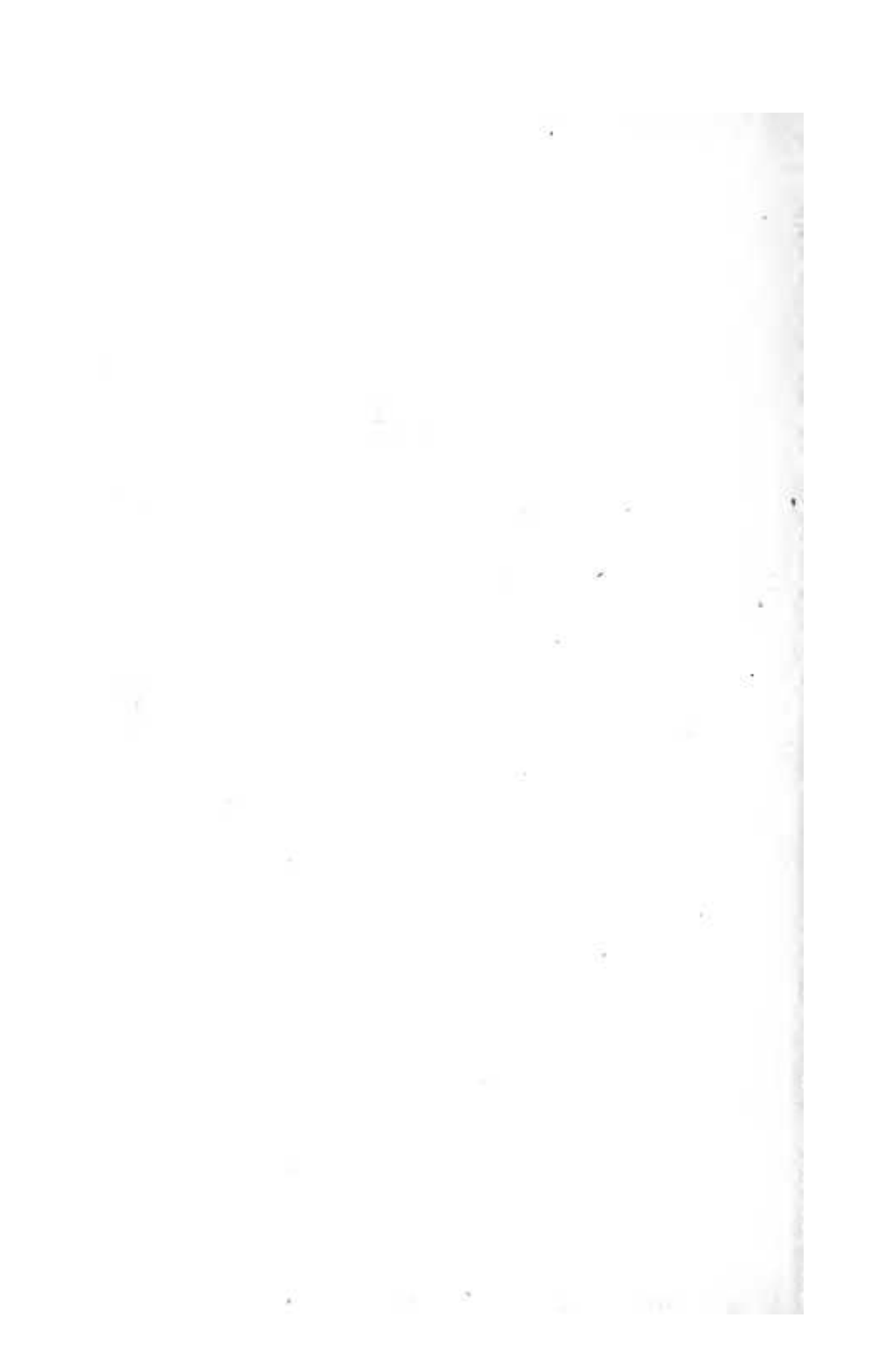
Much of this book has already been published as a series of articles in the *Quarterly Journal of Economics*, and I am indebted to the editors of that journal for permission to use them again in their present form. For publication in this book they have been revised and brought up to date as fully as the exigencies of a busy professional life have permitted.

C. B. T.



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# THE THEORY AND PRACTICE OF SCIENTIFIC MANAGEMENT

## I

### WHAT SCIENTIFIC MANAGEMENT IS

ANY discussion of the theory and practice of scientific or positive management is confronted at the outset with the question, What is scientific management?

The development of the factory system brought with it many new problems connected with the organization and management of labor, the structure and equipment of factories, and the technique of production. By successful manufacturers these problems have always been solved in a way to make manufacturing at a profit possible. Early solutions, however, were necessarily crude and roughshod. With the enormous increase in demand for manufactured products, in the investment of capital, and in the number of men engaged in the business, with the consequent development of ever-keener competition, the early methods have been found insufficient. Especially within the