Reading for Today:


Reflection Examples:

Based on your reading of Scientific Management by Braverman, what is scientific management? What is Taylorism? And, how are they related?

Scientific management is a method of looking at the workplace and the interactions within the workplace. According to Braverman it is not really a scientific approach as it is extremely one sided in its view, from the managerial side, focusing on the of adaptations labor that must be made without any regard for the laborers. It also is very limited in its view of the fluctuation of capital, holding it as a constant, or near to it, that workers must adapt to, not the other way around. Taylorism, according to Braverman, is a more scientific approach to the workplace that applies equal weight to the concepts of management and labor. Taylorism focused on the methods of the day, oppressive managerial tactics albeit, and took them as a dynamic innate to the workplace. These two concepts are related mostly through their goal for control in the workplace. Taylor sought to control unhappy workers through the methods of the day and scientific management sought ways to bend laborers to the goals of management.
Reflection Examples:

In your opinion, can Taylorism be applied in all working environments? Please provide a couple arguments to support your views.

I believe that Taylorism is inherently already applied to most if not all working environments in today's time. I am hesitant to say the word 'all' because there are always outliers in any environment carefully studied. For example, a person working and making art from his/her bedroom and selling it would not be subjected to Taylorism. But in larger settings, where there are more than a handful of people working harmoniously in a job and where there are different levels of power and management, I believe that Taylorism is definitely applied. In Braverman's reading, he states in the beginning that many people do not approve of directly teaching Taylorism as a theory anymore because it seems dated, but that this doesn't matter because by teaching mannerisms of the workplace, Taylorism is implied through the norms and rules of the societal job market. The idea that management wants to capitalize on production is not a new idea, but the idea of focusing it on the relationship between management and labor workman in search of more efficient production systems still exists and demonstrates Taylorism in today's job environments.
Reflection Examples:

In your opinion, can Taylorism be applied in all working environments? Please provide a couple arguments to support your views.

Not acceptable reflection answers:

= No. it seems to be primarily manufacturing based.

= No, it can only be applied in task oriented routine jobs such as manufacture, food/drug industry, or fast food industry, maybe systematic construction building.

= Yes, but I don't think it should necessarily be applied in all environments. Anytime there is a supply chain or chain of command promoting efficiency is a good goal.
Short Class Video:

- Scientific Management and Taylorism:

http://www.youtube.com/watch?v=8PdmNbqtDdI
Chapter Review and Discussion Questions:

1. According to Braverman, what is scientific management?
Chapter Review and Discussion Questions:

2. According to Braverman, what does Taylorism mean?

What are the main goals of this philosophy?
Chapter Review and Discussion Questions:

3. After completing this reading, what is your reaction to Taylor’s description of a “proper day’s work”? 
Chapter Review and Discussion Questions:

4. After implementing his work philosophy, what did Taylor learn about upper management?

Why was he upset by it?
Chapter Review and Discussion Questions:

5. According to the reading, what are Taylor’s work design principles?
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5. According to the reading, what are Taylor’s work design principles?

1) The disassociation of the labor process from the skills of the workers (managers engage in collecting data on the men, studying the work process, and creating laws).

2) The separation of conception from execution (all brainwork should be removed from the work process)

3) Monopoly over knowledge to control each step of the labor process and its mode of execution (the work of every man is fully planned out by management)
Chapter Review and Discussion Questions:

6. In your opinion, can Taylorism be applied to all working environments?
Second Reading for Today:

Chapter Review and Discussion Questions:

7. From 1880 to 1915, when foremen had a great deal of control in the workplace, what type of social norms and relations emerged when managing workers?
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How did foremen set wages?

How did foremen ensured maximum effort from their workers?

How did foremen manipulate work security?
Chapter Review and Discussion Questions:

8. According to Jacoby, in the 1880s winds of technological change began to “erode the power of foremen and skilled workers over production management... (p.??).”

What does he mean by this?
Chapter Review and Discussion Questions:

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What does he mean by this?

What happened in the workplace? (i.e., Who gained and lost authority)
Chapter Review and Discussion Questions:

9. According to Jacoby, unions had a massive impact in the workplace.

How did unions change the hiring process?
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How did unions affect wages (standard vs. incentive rate) and effort levels at the workplace?
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Chapter Review and Discussion Questions:

10. In this chapter, the author also describes the differences between skilled and unskilled workers in the workplace.

How did unskilled workers protect themselves against job insecurity?
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How did unskilled workers protect themselves against job insecurity?

Why were they less successful than skilled workers?

How did immigrants affect the labor market?
Chapter Review and Discussion Questions:

11. According to Jacoby, the industrial labor market prior to 1915 was considered a market of movement.

What does he mean by this?