

## Business Communication Study Guide 2

### Chapter 2

**Henri Fayol:** Fayol was one of the most influential contributors to modern concepts of management, having proposed that there are five primary functions of management: (1) planning, (2) organizing, (3) commanding, (4) coordinating, and (5) controlling.

- Help develop an "administrative science", his ideas are considered classic principles today
- Fayol's 14 principles of management
  1. Specialization/division of labor
  2. Authority/responsibility
  3. Discipline
  4. Unity of command (only on the boss to reduce conflicting instructions)
  5. Unity of direction
  6. Subordination of individual interest
  7. Remuneration (workers must be paid fairly for their services)
  8. Centralization
  9. Line of authority
  10. Order
  11. Equity
  12. Stability of tenure
  13. Initiative
  14. Esprit de corps (Harmony and team spirit)

**Frederick Taylor- "Father" of scientific management:** Developer of scientific management, which deals with the efficient organization of production in the context of a competitive enterprise that has to control its production costs.

- *The Principles of Scientific Management*
- Described how productivity could be greatly improved by applying scientific principles to management, Taylorism
- Famous "time studies" on shovel
- Some argued that the principle of Taylorism tended to dehumanize workers

**Frank Gilbreth and Lillian Moller Gilbreth:** Associates of Taylor also interested in the standardization of work to improve productivity

- "Motion studies", photographing the individual's movement from their hands.
- These motion studies were preceded by timing each task, so the studies were called "time and motion studies"

Fayol, Taylor, and the Gilbreths: all addressed productivity improvements.

# Business Communication Study Guide

**SA Dillow**



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## **Table of Contents Business Communication Study Guide**

1. Understanding the eBook Business Communication Study Guide
  - The Rise of Digital Reading Business Communication Study Guide
  - Advantages of eBooks Over Traditional Books
2. Identifying Business Communication Study Guide
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Business Communication Study Guide
  - User-Friendly Interface
4. Exploring eBook Recommendations from Business Communication Study Guide
  - Personalized Recommendations
  - Business Communication Study Guide User Reviews and Ratings
  - Business Communication Study Guide and Bestseller Lists
5. Accessing Business Communication Study Guide Free and Paid eBooks
  - Business Communication Study Guide Public Domain eBooks
  - Business Communication Study Guide eBook Subscription Services
  - Business Communication Study Guide Budget-Friendly Options

6. Navigating Business Communication Study Guide eBook Formats
  - ePub, PDF, MOBI, and More
  - Business Communication Study Guide Compatibility with Devices
  - Business Communication Study Guide Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Business Communication Study Guide
  - Highlighting and Note-Taking Business Communication Study Guide
  - Interactive Elements Business Communication Study Guide
8. Staying Engaged with Business Communication Study Guide
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Business Communication Study Guide
9. Balancing eBooks and Physical Books Business Communication Study Guide
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Business Communication Study Guide
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Business Communication Study Guide
  - Setting Reading Goals Business Communication Study Guide
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Business Communication Study Guide
  - Fact-Checking eBook Content of Business Communication Study Guide
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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