

## 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

**Jianjun Gao**



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