

CHAPTER ONE

THE CHALLENGE OF ORGANIZATIONAL COMMUNICATION

CHAPTER OUTLINE

After Reading This Chapter...

Our Complicated World

Globalization

Terrorism

Case in Point: A Bungled Bombing in Times Square

Climate Change

Changing Demographics

Case in Point: 400 Million People

Meeting These Challenges

Complicating Our Thinking About Organizations

Complicating Our Thinking About Communication

Looking Ahead

Discussion Questions

Key Concepts

KEY CONCEPTS

Climate Change: Changes in worldwide climate (typically reflected by warmer temperatures and stormy weather) that are resulting from the activities of individuals and organizations.

Constitutive Model of Communication: A model in which communication is seen as a process that produces and reproduces shared meaning. Craig (1999) argues it is a metamodel or overarching way of thinking about communication.

Critical Features of Organizations: Key aspects of organizations that influence its existence and its culture.

Demographics: Characteristics used to describe the population. It includes things like age, race, and educational attainment. They are often used to describe changes in the population over time.

Domains of Communication Theory: Seven different domains of communication theory proposed by Craig (1999). Includes rhetorical, semiotic, phenomenological, cybernetic, sociopsychological, sociocultural, and critical approaches. Provides different ways of thinking about communication in an organizational context.

Generational Cohorts: Groupings of individuals based on their birthdate that may indicate common values and beliefs that result from being brought during similar time periods and experiencing the same national and international events at a similar age.

Globalization: A trend in which the economy and marketplaces of nations are increasingly interconnected so that their focus is worldwide rather than nationwide.

“Green” Businesses: Businesses that follow policies and work procedures that have as limited impact on the environment as possible.

Homeland Security: A function of the government in which effective organization, rules and procedures, new technology, and education are used to assist federal agents, local police, National Guard troops, private security guards, first responders, medical personnel, public health officials, and individuals citizens to deal with terrorism, natural disasters, and other threats to the nation’s security.

Outsourcing: A practice in which businesses move manufacturing and service centers to countries where labor is cheap.

Population Shifts: Changes primarily in age and ethnicity of a population over time that affect a society.

Requisite Variety: According to Weick’s Theory of Organizing, this concept suggests that successful organizations and groups need to be as “complicated” as the problems that confront them.

Terrorism: A set of strategies that involve the use of unpredictable violence against individuals to create fear and suspicion among large groups of people. It can be perpetrated by individuals, groups, nation-states, and regimes.

Transmission Model of Communication: A communication model in which information moves from sources to receivers, similar to the S-M-C-R (Source, Message, Channel, Receiver) model.

War on Terror: A term used to describe the global military and security efforts by the United States and its allies to combat terrorism, particularly after the September 11 terrorist attacks.

SUGGESTIONS FOR ACTIVITIES

Activity 1.1: Ask the students to interview their grandparent or an adult of a similar age. The students should ask this person about what the workplace was like when he/she began working. What kinds of jobs did people do? What kind of work did they do in those jobs? How did people feel about their place of employment? What kind of management practices did organizations use? How has work and organizations changed over the course of their lifetime? A short report should be written providing the responses to these questions. The reports then can be used as the basis of a detailed class discussion about the complexity of the organizational world.

Activity 1.2: Have the class consider the issues of globalization, terrorism, climate change, and changing demographics. Working in small teams, the students should search through a university and corporation's web site and look for evidence of how these issues are impacting the university and the corporation. Have each team talk about what they found. Then have a class discussion about how these issues are impacting them in their academic and work lives.

Activity 1.3: The chapter identifies four issues that confront the workplace that were hardly thought of 20 years ago. Have the class brainstorm about what issues will confront the workplace in 2100. Identify the top four issues identified by the class. Then brainstorm about how the challenges presented by these issues can be met. The class should come to the understanding that the workplace has always had challenges and always will no matter what the issues facing society are. They should also conclude that the challenges can be met if we understand how communication in organizations works.

Activity 1.4: Have the students investigate historical trends in terms of demographic changes in the U.S. They should answer the following questions: 1.) In what ways are the demographic changes occurring in the U.S. today similar or different than what has occurred in the past? 2.) How did organizations change in response to rapid demographic changes in the past? 3.) How can the lessons of prior demographic shifts in the U.S. population be applied to the changes we are experiencing today?

TEST ITEMS (corresponding text page numbers are listed for each question) (WORK ON)

True/False Items

- | | | |
|---|-----|---|
| F | 1. | The organizational world is less complicated than it was 100 years ago. (p. 3) |
| T | 2. | Terrorism has been around for centuries. (p. 4) |
| T | 3. | Coordinating the interaction between the federal government and local police to deal with a terrorist threat is an organizational communication issue. (p. 5) |
| F | 4. | Terrorists are less likely than even before to be citizens of the United States. (p. 6) |
| F | 5. | The exact consequences and extent of global warming is relatively simple to predict. (p.7) |
| T | 6. | The Hispanic share of the U.S. population has now exceeded the Black share. (p. 9) |
| F | 7. | The percentage of households consisting of married couples with their own children is increasing. (p. 9) |
| F | 8. | The percentage of the U.S. population ages 15-64 is rapidly declining relative to other countries such as China and Japan. (p. 10) |
| T | 9. | Both profit and non-profit organizations increasingly can be characterized as service organizations. (p. 12) |
| T | 10. | The rhetorical model of communication views communication as the practical art of discourse. (p. 14) |

Multiple Choice Items

1. Investigating communication in the workplace by observing conversations between two coworkers about their personal lives and determining how that dialogue could be used to resolve their workplace conflict uses a (n) _____ approach to communication.
 - a. Psychological
 - b. Elliptical
 - c. Phenomenological (*) (p. 14)
 - d. Cybernetic
2. Jasprit is the new manager of Burger Barn. During his first meeting with his employees, he emphasized his many years of experience as a manager of fast food restaurants to assure the employees he knows what he is doing in a time of change. His message could most easily be studied through a _____ approach to communication.
 - a. Rhetorical (*) (p. 14)
 - b. Phenomenological
 - c. Sociocultural
 - d. Cybernetic
3. It is easier today than ever before for terrorist organizations to recruit beyond national borders primarily because:
 - a. they have significantly improved the appeal of their persuasive messages
 - b. the technology of global communication systems has made it much easier to reach potential recruits (*) (p. 6)
 - c. potential recruits are increasingly desperate for money
 - d. many more people than ever before are willing to become a terrorist recruit
4. A business practice associated with globalization involves businesses moving manufacturing and service centers to countries where labor is cheap. This practice is commonly known as
 - a. relocation.
 - b. restructuring.
 - c. economizing.
 - d. outsourcing. (*) (p. 3)
5. The collapse of the US sub-prime mortgage market and the reversal of the housing boom which then had a ripple effect around the world shows how much the interconnectedness of a _____ economy matter.
 - a. global (*) (p. 3)
 - b. domestically focused
 - c. stagnant
 - d. national
6. Although terrorism has existed for many centuries, its effectiveness is enhanced today because
 - a. the wider range of technological tools available today.
 - b. contemporary urban environments that include a high concentration of residents.
 - c. contemporary urban environments that include a high concentration of mass. of transportation.
 - d. all of the above (*) (p. 4-5)
7. Josh is a nurse at a hospital in Ames, Iowa. He is working on a patient who appears to be suffering from flu-like symptoms from a bacterial infection. Yolanda is a scientist for the Center for Disease Control. She has been studying bacteria samples that were found in Ames which appear to be traces of a biological terrorist weapon that creates the flu-like symptoms Josh has been observing in his

- patient. The difficulty of getting Yolanda and Josh to exchange helpful information through the work of the Department of Homeland Security is really a problem of _____, according to the text.
- personality differences
 - organizational communication (*) (p. 5)
 - money
 - inadequate research
8. Many scientists report that global warming is affecting the planet in the following ways
- lower average surface temperatures.
 - lower sea levels.
 - climate changes. (*) (p. 7)
 - none of the above.
9. Organizational communication scholars can address issues related to global warming by
- finding ways for organizations to avoid changing their practices.
 - getting organizations to focus on the social responsibility of going green rather than its potential for profitability.
 - helping local, state, national, and international agencies coordinate their activities to cope with the human consequences of global warming. (*) (p. 8)
 - limiting an incomprehensible debate about the many different ways nations can work together to influence climate change.
10. The United States is an outlier from its traditional competitors in which demographic way?
- It's population is shrinking.
 - It is struggling to create enough jobs for a growing immigrant population. (*) (p. 10)
 - The number of citizens between ages 15 and 64 is declining.
 - It's population is stagnant.

Fill-in-the-Blank

- It is becoming increasingly common for individuals with similar needs and interests to come together in organizations known as (cooperatives or co-ops). (p. 12)
- Organizations that have no physical ("brick and mortar") presence, but only exist because of communication and computer technology are known as (virtual organizations). (p. 12)
- A researcher who uses a (critical) approach to studying communication might confront the issue of sexual harassment in the workplace through programs designed to shift beliefs about gender and power. (p. 14)
- A researcher examining the way Apple has used the letter "I" in its products (I-Pod, I-Phone) as a symbol to create identity among its workers and its customers is studying this practice from a (semiotic) approach. (p. 14)
- One effect of (globalization) is the rippling and rapid effects of one nation's economic collapse on other nation's economies. (p. 3)
- According to Jenkins, (homeland security) is sometimes thought of as an ongoing construction project that builds upon philosophy and strategy to ensure effective organization, establish rules and procedures, deploy new technology, and educate vast armies of federal agents, local police, part-time soldiers, private security guards, first responders, medical personnel, public health officials, and individual citizens. (p. 5)
- The burning of fossil fuels has caused concentrations of (greenhouse gases) to increase significantly in our atmosphere. (p. 7)
- When populations are divided into (generational cohorts), scholars will study differences in experience that are associated with differences in birth year. (p. 9)
- Things like age, race, income, and educational attainment are characteristics of the population known as (demographics). (p. 9)
- A(n) (increasing) number of organizational executives are making decisions about their business with environmental considerations in mind. (p.8)

Essay Questions

1. Globalization is often viewed as a negative development. In what ways is it viewed negatively? How can it be viewed positively? How can organizational communication scholars contribute to the debate about globalization? (pp. 3-4)
2. How can studying the nature of communication within terrorist networks and organizations help in the “war on terror”? What specific features of communication within these networks and organizations should be studied? What might we learn that could help lessen the threat posed by these organizations? (pp. 4-7)
3. How are changes in US demographics affecting the workplace relative to demographic changes in our traditional competitors? How can organizational communication scholars help us manage these changes more effectively? (p. 10)
4. What newer kinds of organizations are becoming more important to consider in our thinking about organizational communication? Describe these organizations and how they complicate our thinking about communication within organizations. (pp. 11-12)
5. Describe Craig’s model of communication theory. What are the different approaches to studying communication? How does this model increase our understanding of communication? (pp. 12-14)

CHAPTER TWO

CLASSICAL APPROACHES

CHAPTER OUTLINE

After Reading This Chapter...

The Machine Metaphor

Henri Fayol's Theory of Classical Management

Elements of Management

Principles of Management

Principles of Organizational Structure

Principles of Organizational Power

Principles of Organizational Reward

Principles of Organizational Attitude

Case in Point: Are There Limits To Rewards?

Summary of Fayol's Theory

Max Weber's Theory of Bureaucracy

Frederick Taylor's Theory of Scientific Management

Impetus for the Theory of Scientific Management

Components of Scientific Management

Case in Point: Systematic Surgery

Communication in Classical Approaches

Spotlight on Scholarship.

Content of Communication

Direction of Communication Flow

Channel of Communication

Style of Communication

Classical Management in Organizations Today

Classical Structure in Today's Organizations

Classical Job Design and Rewards in Today's Organizations

Summary

Discussion Questions

Key Concepts

Case Study: The Creamy Creations Takeover

KEY CONCEPTS

Channels of Communication: The means by which a message is transmitted. In the classical approach, a written channel of communication is the most likely means by which a message is transmitted.

Charismatic Authority: One of three authority types in Weber's Theory of Bureaucracy. This type of power is based on an individual's personality and ability to attract and interact with followers.

Closed System: An organization that, to the extent possible, shuts itself off from influences of the outside environment. According to Weber, a characteristic of bureaucracies.

Division of Labor: Fayol's principle of organizational structure proposing that work can best be accomplished if employees are assigned to a limited number of specialized tasks.

Elements of Management: Fayol's fundamental components of managerial work. Fayol's elements were planning, organizing, command, coordination, and control.

Frederick Taylor Theory of Scientific Management: A management system advocated by Frederick Taylor characterized by the tenets that (1) there one best way to do every job, (2) the proper fit of the worker to the job is important and workers should be selected accordingly (3) the proper fit of the worker to the job requires training and (4) there is an inherent difference between management and workers.

Henri Fayol Theory of Classical Management: A theory which proposed a number of principles of management including principles of organizational structure, organizational power, organizational reward, and organizational attitude. These principles were meant to guide how a classical organization should operate.

Hierarchy: An organizational structure that describes the chain of command within the organization. Classical theories call for this to be clearly defined.

Ideal Type Theory: This type of theory does not advocate for a particular organization form as best but rather lays the features of an abstract- or idealized – organization of a give type.

Innovation-Related Communication: Communication about new ideas.

Machine Metaphor: The guiding metaphor for classical approaches. Proponents of this metaphor argue that organizations are like machines because of the principles of specialization, standardization, replaceability, and predictability.

Maintenance-Related Communication: Communication on social topics that maintains human relationships.

Max Weber Theory of Bureaucracy: A theory which described key characteristics of a bureaucracy including clearly defined hierarchy, division of labor, centralization, closed systems, importance of rules, and three types of authority (traditional, charismatic, rational-legal).

Prescriptive Theory: A theory that provides guidelines about the most effective way to manage an organization. Also called normative theory.

Principles of Management: Fayol's instructions concerning how managers should enact the elements of management. The principles of management can be grouped under the categories of organizational structure, organizational power, organizational reward, and organizational attitude.

Rational-Legal Authority: One of three authority types in Weber's Theory of Bureaucracy. This type of power is based on the rational application of rules developed through a reliance on information and expertise.

Style of Communication: The way a message is communicated. In a classical approach, a formal approach to communicating is typical.

Systematic Soldiering: According to Taylor, the social pressure to keep production down and avoid having management "bust the rate" in organizations using piecework pay systems.

Task-Related Communication: Communication dealing with the goals of the organization and how to accomplish those goals.

Time and Motion Studies: Research advocated by Taylor that will determine the "one best way" to do a job.

Traditional Authority: One of the three authority types in Weber's Theory of Bureaucracy. This power is based on long-standing beliefs about who should have control.

Vertical Flow of Information: Communication which flows along the scalar chain of the organizational hierarchy from those at the top of the chain to those at bottom.

Written Communication: In classical organizations, written communication is likely to be the most important channel of communication.

SUGGESTIONS FOR ACTIVITIES

Activity 2.1: To illustrate the concept of a metaphor and how it shapes our thinking, have students divide into groups and develop metaphorical thinking by completing the sentence, "An organization is like a _____ because ..." It is usually helpful to provide or assign some options for these metaphors. For example, you might ask them to consider the ways in which an organization is like a prison, a game, a symphony, a body, an ocean, a computer, or a host of other possibilities. After groups have generated their metaphors, have them present them to the class, then talk about the value of metaphors for highlighting aspects of a phenomenon that we might not otherwise think of. Also illustrate that metaphors obscure aspects of a phenomenon by discussing ways in which organizations are not like the metaphor objects they considered.

Activity 2.2: A number of movies are helpful in illustrating the concepts of classical management. These include the first 12 minutes of the Charlie Chaplin film, *Modern Times*, the opening minutes of *Brazil*, and assorted clips from *Joe versus the Volcano*. These brief clips are helpful in illustrating the features of a classical organization. The clips can be discussed in terms of its illustration of basic machine metaphor concepts or in terms of the specific tenets of theorists such as Weber, Fayol, or Taylor.

Activity 2.3: In groups, have students identify what specific machine an organization is most like (e.g., a car? a vacuum cleaner? a computer?). Have them defend their choice, either verbally (e.g., an explanation of why an organization is like that particular machine) or visually (e.g., draw a picture of how the machine represents the organization).

Activity 2.4: Have students observe an organization (outside of class) that exemplifies some of the principles of the classical approach. Two observation sites that work well are fast-food restaurants and various "people-processing" spots on campus (e.g., registration, financial aid office, parking permit office). After observing, have students take the perspective of a classical theorist (Fayol, Weber, or Taylor) and generate recommendations for improving the efficiency and effectiveness of the organizational process they observed. These recommendations can be generated by the class as a whole (if the same site was observed), in groups, or in individual papers. After considering ways to improve the organization (a la classical principles), students should also consider how these suggestions might prove detrimental to employees or to the organization as a whole.

Activity 2.5: Ask students to describe the organization of their university according to the principles of a particular classical theorist (e.g. Fayol, Weber, or Taylor). Have them first consider what type of machine metaphor best describes their university. Then, ask students to match components of the organization to the tenets of the selected theory.

CASE STUDY SOLUTION (THE CREAMY CREATIONS TAKEOVER)

1. Several potential pitfalls could be identified that may be cause for concern to the Burger Barn executives. The increased turnover rate is an indicator that workers are unhappy with their work despite Burger Barn's claim that having three workstations would keep the workers from becoming bored. While there is a large labor market in the community capable of doing this type of work, Creamy Creations may have difficulty attracting workers if the turnover rate remains so high. In addition, the amount of resources devoted to training so many new workers could become an issue. Finally, since most of the workers are new and unskilled, it is unlikely they are working at peak efficiency, which may be another potential reason for the bottleneck at the toppings station.

Another area of concern centers around customer attitudes about the product. While sales have increased somewhat since the Burger Barn executives implemented their changes, the standardization of the product could harm the concept of fancy, individualized ice cream confections that have drawn a loyal following. Creamy Creations appears to be losing that base of loyal customers who found it to be a friendly place. They are being replaced by "to go" customers, which has changed the nature of the business. Creamy Creations is in danger of losing its uniqueness.

2. Fayol's principle of the scalar chain is evidenced in the Burger Barn executives making a top down decision about the workstation setup. The principle of a division of labor is reflected in assigning workers to a specific workstation. Decision making also appears to be centralized with the Burger Barn executives. Weber's similar principles of division of labor and centralization are apparent in this case. Taylor's Theory of Scientific Management is clearly represented. The Burger Barn executives clearly conducted time and motion studies to determine the one best way to create an ice cream confection. They do not seem too concerned about the proper selection of workers since they view the jobs at Creamy Creations as unskilled positions. They do feel it is important that they train workers for all the workstations. Burger Barn's lack of regard for the workers and their opinions demonstrates a belief in an inherent difference between management and workers.

The advantages of the classical approach are evidenced through an increase in efficiency. Creamy Creations is able to serve more customers more quickly than before allowing its profit margin to increase. The ice cream parlor is more organized and some of the confusion in getting customers ordered filled appears to have been eliminated.

The disadvantages of the classical approach are demonstrated through the increase in the employee turnover rate. In addition, although no measure of customer satisfaction is reported, it is likely the customers are happier that they can get their ice cream faster, but they no longer appear to have a reason to stay and probably do not view Creamy Creations as a friendly place. That could have a negative consequence on profitability in the long run.

3. Information that should be gathered in an assessment about the likely future of Creamy Creations could include customer satisfaction with the product, customer satisfaction with the atmosphere in the ice cream parlor, customer satisfaction with the speed and efficiency of service, and employee job satisfaction. Predictions about findings from these data might include low satisfaction with the product and the atmosphere in the parlor, high satisfaction with the speech and efficiency of the service, and low employee job satisfaction.

The recommendations that might result from these findings may inform the Burger Barn executives that they need to pay more attention to the reasons why the turnover rate is increasing. Is it because using a multiple workstation setup is too difficult and complicated? Is it because the workers no longer feel like Creamy Creations is a friendly place to work?

In addition, the executives may want to pay some attention to how customers feel about Creamy Creations beyond looking at its profitability. In their effort to increase efficiency, have the Burger Barn executives destroyed what made Creamy Creations a unique place? What message have they communicated by implementing a scientific management model?

TEST ITEMS (corresponding text page number is listed for each item)

True/False Items

- | | | |
|---|-----|---|
| T | 1. | The number of people supervised by a manager is known as his/her span of control. (p. 21) |
| F | 2. | Classical management principles are no longer used in today's organizations. (p. 32) |
| T | 3. | Fayol's Theory of Classical Management suggests that organizations will be most effective when central management has control over decision making and employee activities. (p. 22) |
| F | 4. | Taylor's Theory of Scientific Management proposes that the apprenticeship system is the ideal system of job training, as it teaches both job skills and workplace values. (p. 27) |
| F | 5. | Fayol's Elements of Management provide an accurate description of what managers actually <u>do</u> on the job. (p. 20) |
| F | 6. | Weber believed that rules are most effective when they are retained flexibly in oral form. (p. 24) |
| F | 7. | Systematic soldiering was Taylor's way of breaking up the social interaction in work groups that often led to slowed production. (p. 28) |
| T | 8. | Communication in classical organizations tends to flow vertically through the hierarchy. (p. 30) |
| T | 9. | Communication in classical organizations is highly formal and standardized. (p. 30) |
| F | 10. | Organizations today rarely follow Taylor's ideas about fitting the job to the individual. (p. 33) |

Multiple Choice Items

1. Fayol's Theory of Classical Management is a prescriptive theory because it
 - a. describes the way an organization actually functions.
 - b. lays out the features of an "ideal type" organization.
 - c. prescribes the way an organization ought to run. (*) (p. 23)
 - d. explains how components in an organization influence each other.

2. Horace manages a fast food restaurant and never worries too much about treating his employees well, because he knows the local high school is full of students willing to work for minimum wage. What principle of the "machine metaphor" does Horace's attitude exemplify?
 - a. Specialization
 - b. Predictability
 - c. Replaceability (*) (p. 19)
 - d. Abusiveness

3. The theory of Scientific Management sought to eliminate
 - a. rate busting and social interaction.
 - b. uneven work and systematic soldiering. (*) (p. 28)
 - c. piecework pay and time and motion studies.
 - d. centralization and financial rewards.

4. Time and motion studies were used to determine the

- a. most time efficient way to accomplish tasks.
 - b. most appropriate number of employees a manager could oversee.
 - c. one best way to do a job.
 - d. all of the above
 - e. a and c (*) (pp. 27-28)

5. In a sandwich shop, where one worker is responsible for slicing the bread, another worker is responsible for meats and cheeses, a thirds is responsible for vegetables and condiments, and a fourth is responsible for bagging and ringing up orders, the _____ aspect of the machine metaphor is illustrated.
 - a. standardization
 - b. replaceability
 - c. standardization
 - d. specialization (*) (pp. 18-19)

6. Although she couldn't tell a woofer from a tweeter, Jacqueline had a great deal of power at Hear it Here Stereo Shop because her family had owned the business for many years. What type of authority does Jacqueline hold?
 - a. Charismatic power
 - b. Legitimate power (*) (p. 25)
 - c. Legal power
 - d. Rational power

7. Esmeralda started a new job putting peanuts into small bags to sell outside of the baseball park (at a nickel per bag). Esmeralda found that she has a knack for the job and started working fast so she could earn a lot of money. Her coworkers Glenn and Helen quickly tried to convince her to slow down, as they knew management might start paying them only a penny a bag if they realized how easy the job was. Esmeralda is an example of a (n) _____, and Glenn and Helen's communication is an example of _____.
 - a. initiatives and incentives/rate-busting
 - b. rate-buster/scientific management
 - c. systematic soldier/scientific management
 - d. rate-buster/systematic soldiering (*) (p. 28)

8. The huge bonuses Wall Street executives receive, even in the face of the banking crisis of 2008, would be recommended by which of Fayol's principles?
 - a. organizational power
 - b. organizational reward (*) (p. 22)
 - c. organizational attitude
 - d. organizational hierarchy

9. Having a checklist for medical personnel to follow when preparing a patient for surgery illustrates which tenant of Taylor's theory?
 - a. inherent difference between management and workers
 - b. proper selection of workers
 - c. one best way to do every job (*) (p. 27)
 - d. systematic soldiering

10. In Chapter Two's Spotlight on Scholarship by D'Urso, he argues that surveillance and monitoring are just as prevalent- perhaps even more prevalent- than they were 100 years ago because
 - a. workers today are less skilled, requiring closer supervision.
 - b. employees today are more likely to do "social" tasks on the job. (*) (p. 27)

- c. the U.S. constitution guarantees employers the right to monitor their workers.
- d. none of the above

Fill-in-the-Blank Items

- 1. Frederick Taylor wanted to replace the initiatives and incentives system with his system of (scientific) management. (p. 25)
- 2. Weber advocated the use of (rational-legal) power rather than legitimate power or charismatic power. (p. 25)
- 3. The classical theories of organizational communication are based on a (machine) metaphor. (p. 18)
- 4. Fayol proposes that an organization should be arranged in a strict vertical hierarchy and that communication should be largely limited to a vertical flow. This is the principle of (scalar chain). (p. 20)
- 5. Fayol suggests that employees should be rewarded for their work with appropriate salaries and benefits. This is the principle of (remuneration of personnel). (p. 22)
- 6. Organizations are predictable because its rules and standards make it possible to know how will get accomplished. (p. 19)
- 7. Taylor found the "one best way" to do every job through the use of (time and motion) studies. (p. 27)
- 8. In terms of style, most communication in classical organizations tends to be (formal). (p. 31)
- 9. The most prevalent mode of communication in classical organizations is (written) communication. (p. 31)
- 10. Time and motion studies can also be useful in finding the proper fit between worker and job. The (proper selection of workers) and the importance of (training) are the tenets are Taylor's theory that relate best to this idea.

Essay Questions

- 1. Explain how Frederick Taylor's Theory of Scientific Management applies to the Chapter Two Case in Point example about the Cheesecake Factory. Which tenets of the theory apply? How are those tenets utilized by the Cheesecake Factory? (pp. 19-22)
- 2. What three types of authority did Weber identify? What are examples of each of these types of authority? Which type of authority did Weber advocate for effective organizational functioning and why? (pp. 23-24)
- 3. Emily's clothing store is in disarray. She has tried to run a democratic organization with no one in charge of anyone else, assuming that a loose structure would convince everyone to work together in harmony. To put it bluntly, it's not working. Choose four of Fayol's principles of management that you think would be most helpful to get Emily's store back on track. Describe these principles in the abstract and in terms of how they could be instituted at Emily's store? Why do you think these particular principles are helpful? (pp. 19-22)
- 4. Compare and contrast Weber's Theory of Bureaucracy and Taylor's Theory of Scientific Management. Why of these theories best fits the machine metaphor of the classical approach? (pp. 24-28)
- 5. How does the electronic monitoring of employee communication in organizations fit clearly with classical aspects of workplace communication? Discuss issues of content, direction, channel and style of communication. (pp. 28-32)

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