

this monograph was not translated into English -  
 until 1929 and was not published in the United -  
 States until 1949. *AVENOSYTA A NO P OETRADUCIDA A*  
*NASTA*

25. Fayol identified six activities which he believed had to be accomplished all organizations. Referring to Figure 1.1 we see that organizational activity concerned with the optimum use of capital is the \_\_\_\_\_ activity.

#### FINANCIAL

1. TECHNICAL
2. COMMERCIAL
3. FINANCIAL
4. SECURITY
5. ACCOUNTING
6. MANAGERIAL

Figure 1.1 Fayol's identification of the activities to be accomplished in all organizations.

26. Continue referring to Figure 1.1 for the following frames. The buying selling and exchange functions in an organization are related to the \_\_\_\_\_ activity.

#### COMMERCIAL

27. Production would be classified as a \_\_\_\_\_ activity in Fayol's analysis.

#### TECHNICAL

28. The determination of present financial position is included in the \_\_\_\_\_ activity.

#### ACCOUNTING

29. Protection of property would be included in the \_\_\_\_\_ activity.

#### SECURITY

30. Finally, Fayol identified the functions of - - planning, organizing, commanding, coordinating, and controlling as being included in \_\_\_\_\_ activity. *MANEJANDO*  
*COMO QUEES*

#### MANAGERIAL

31. Most of Fayol's analysis of organizational activities was devoted to the area listed in the preceding frame, i.e., the analysis of \_\_\_\_\_ activity.

#### MANAGERIAL

32. Fayol held that the importance of managerial ability increases as one goes up the chain of command. Consequently, one would expect that managerial skill is the most important component of job performance in (first-level/top) management positions.

#### TOP

33. Fayol also identified a number of principles of management listed in Figure 1.2 which apply in varying degrees in all managerial situations. We shall discuss some of these principles briefly in the frames that follow, in order to illustrate his approach to managerial problems. These fourteen concepts, then are considered to be the most important principles of \_\_\_\_\_.

#### MANAGEMENT

1. DIVISION OF WORK
2. AUTHORITY AND RESPONSIBILITY
3. DISCIPLINE
4. UNITY OF COMMAND
5. UNITY OF DIRECTION
6. SUBORDINATION OF INDIVIDUAL INTEREST TO GENERAL INTEREST.
7. REMUNERATION OF PERSONNEL
8. CENTRALIZATION
9. SCALAR CHAIN
10. ORDER

11. EQUITY
12. STABILITY OF TENURE OF PERSONNEL
13. INITIATIVE
14. ESPRIT DE CORPS

Figure 1.2 Fayol's general principles of management.

34. Remuneration of personnel concerns the importance of the remuneration system being fair and -- affording maximum satisfaction to employee and employer. This principle is similar to one of the basic assumptions underlying the field of \_\_\_\_\_, which we discussed in the preceding section of this chapter.

#### SCIENTIFIC MANAGEMENT

35. The scalar chain refers to the chain of superiors from the highest to the lowest rank, which should be short-circuited only when scrupulous following of it would be detrimental. This principle suggests, for example, that an employee - (should/should not) feel free to contact his immediate superior's superior.

#### SHOULD NOT

36. The unity of command principle suggests that an employee should receive orders from (only one/several) superior(s).

## ONLY ONE

37. Initiative is conceived of as the thinking out and execution of a plan. Fayol suggests that since it is one of the "keenest satisfactions for an intelligent man to experience" managers should "sacrifice personal vanity" in order to permit subordinates to exercise it. Fayol thus appears to suggest that managers should share some of their decision-making authority with their \_\_\_\_\_.

## SUBORDINATES

38. The principle of division of work suggests that specialization within an enterprise leads to a higher level of \_\_\_\_\_.

## EFFICIENCY (OR PRODUCTIVITY, ETC.)

39. "A place for everything (everyone) and everything (everyone) in its (his) place" concerns the principle of order. The use of a formal organization chart in a company would be (consis-

tent/inconsistent) with the objective of this principle.

## CONSISTENT

40. Stability of tenure of personnel suggests that high employee turnover is (advantageous/detrimental) to an organization.

## DETRIMENTAL

41. In concluding his discussion of management principles, Fayol stated that he had tried to present only those that he had the most occasion to use in his career as a manager. Thus the principles (were/were not) regarded as being exhaustive.

## WERE NOT

KA no

## VOCABULARY I

## - A -

- 1.- ATTEMPT - intento
- 2.- ASSUMPTION - suposición, presunción
- 3.- ACKNOWLEDGED - reconocido
- 4.- APPROACH - medio, camino, aproximación
- 5.- ACCORDINGLY - de acuerdo a
- 6.- ALTHOUGH - aunque, a pesar de
- 7.- ACCOMPLISHED - realizado, alcanzado
- 8.- AS BEING - como para ser, de este modo ser
- 9.- APPLIED - aplicado
- 10.- ATTAIN - lograr
- 11.- ACHIEVING - alcanzando, logrando

## - B -

- 12.- BRIEFLY - brevemente
- 13.- BEHAVIORAL - conducta
- 14.- BELIEF - creencia
- 15.- BELIEVED - creyó
- 16.- BETWEEN - entre
- 17.- BUYING - comprar

## - C -

- 18.- CHART - catálogo

- 19.- CONCEPTS - conceptos, ideas
- 20.- CLOSELY - juntamente, estrechamente
- 21.- COMPOSE - componer
- 22.- COMMANDING - mando
- 23.- CHAIN - cadena
- 24.- COMMON - común

## - D -

- 25.- DETRIMENTAL - perjudicial
- 26.- DOING - hacer, hecho
- 27.- DEVOTED - dedicado
- 28.- DETERMINING - determinar
- 29.- DISCOURAGED - desanimado
- 30.- DIVERSITY - diversidad, variedad
- 31.- DECADE - década
- 32.- DEVELOPMENT - desarrollo, evolución
- 33.- DAILY TASKS - tareas diarias
- 34.- DIFFERENTIAL PIECE WORK PLAN - trabajo a destajo

## - E -

- 35.- EITHER - ya sea, cualquiera
- 36.- ENCOURAGED - animado, alentado, impulsado
- 37.- EXPOSURE - exposición

38.- EXCHANGE - intercambio

- F -

39.- FOUNDER - fundador

40.- FREQUENCY - frecuencia, ocurrencia

41.- FOR DOING - para hacer

42.- FURTHER - más aún, futuro, posterior

43.- FRAMES - marcas

44.- FINALLY - finalmente

45.- FREE - libre, gratis

- G -

46.- GREATEST - más grande

- H -

47.- HIGHER - más alto

48.- HUMIDITY - humedad

49.- HELD - sostuvo

50.- HIGHEST - el más alto

- I -

51.- INCENTIVE - incentivo

52.- IN ORDER TO - con el fin de

53.- IN ADDITION TO - además de

54.- IDENTIFIED - identificó, identificado

55.- INITIATIVE - iniciativa

- J -

56.- JOB - trabajo

57.- JUST AS - precisamente

- K -

58.- KEENEST - el más hábil

- L -

59.- LOWER - más bajo

60.- LEAD - conducir

61.- LIGHTING - alumbrado

62.- LISTED - anotado, listado

63.- LOWEST - el más bajo

## - M -

- 64.- MANAGEMENT - administración, manejo
- 65.- MANAGERIAL - administrativo
- 66.- MEASUREMENT - medir, medición
- 67.- MUTUALITY - reciprocidad
- 68.- MOTION STUDY - estudio de movimientos
- 69.- MOTIONS - movimientos

## - O -

- 70.- OVERALL GOAL - meta general
- 71.- OBJECTIVES - objetivos
- 72.- OBSERVATION - observar
- 73.- ON THE OTHER HAND - por otra parte
- 74.- OF - de, tocante a
- 75.- ORIENTED - orientado
- 76.- OUTGROWTH - sobreestimado
- 77.- OF COURSE - por supuesto

## - P -

- 78.- PRINCIPLES - principios
- 79.- PROVISION - provisión
- 80.- PROCEDURE - procedimiento

- 81.- PERFORMANCE - ejecución, realización
- 82.- PRODUCERS - productores
- 83.- PROMOTES - promueve
- 84.- PUBLISHED - publicado, publicó
- 85.- PLANNING - planeación

## - R -

- 86.- REVIEW - repasar
- 87.- RELATED - relacionado
- 88.- RESULT - resultado
- 89.- REST BREAKES - pausas de descanso
- 90.- RESEARCH - investigaciones
- 91.- RESTRICTED - limitado
- 92.- REFERRING - refiriendo
- 93.- REMUNERATION - remuneración
- 94.- REFLECT - reflejar

## - S -

- 95.- SKILL - destreza
- 96.- SET - serie, juego
- 97.- STOP WATCH - cronometro, reloj marcador
- 98.- SUCCESSFUL - exitoso, afortunado, prospero
- 99.- STANDPOINT - punto de vista

- 100.- SCIENTIFIC MANAGEMENT - administración científica  
 101.- SHOULD BE - debe ser  
 102.- STANDARDIZATION - estandarización  
 103.- SHOULD SHARE - debería compartir  
 104.- SENSE - sentido

## - T -

- 105.- TO - a, para  
 106.- THUS - así, de este modo  
 107.- TECHNIQUES - técnicas  
 108.- TRANSFERS - cambios  
 109.- THOSE - esos, aquellos  
 110.- TOWARD - hacia  
 111.- THE OVER ALL FRAMEWORK - el marco general de trabajo

## - U -

- 112.- UNDERLYING - reforzando, fortaleciendo, fundam<sup>ental</sup>  
 113.- UNDER - bajo  
 114.- UNTIL - hasta  
 115.- UNITY - unidad

## - W -

- 116.- WAGES - salarios

- 117.- WORKING CONDITIONS - condiciones de trabajo  
 118.- WORK BREAKES - pausas de descanso  
 119.- WORKER - trabajador  
 120.- WORKING CONDITIONS - condiciones de trabajo