

is similar to one of the basic assumptions underlying the field of scientific management, which we discussed in the preceding section of this chapter.

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 not) feel free to contact his immediate superior's superior.
36. The unity of command principle suggests that an employee should receive orders from (only one) superior.
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.
39. "A place for everything and everything in its place"

concerns the principle of order. The use of a formal organization chart in a company would be (consistent) with the objective of this principle.

40. Stability of tenure of personnel suggests that high employee turnover is detrimental to an organization.
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 not) regarded as being exhaustive.

VOCABULARY I

- A -

- 1.- ATTEMPT - intento
- 2.- ASSUMPTION - suposición, presunción
- 3.- ACKNOWLEDGED - reconocido
- 4.- ACCORDINGLY - de acuerdo a
- 5.- APPROACH - medio, camino, aproximación
- 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 - alcanzado, 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
 42.- FOR DOING - para hacer
 42.- FURTHER - más aún, futuro, posterior
 43.- FINALLY - finalmente
 44.- 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, revisar

87.- RELATED - relacionado

88.- RESULT - resultado

89.- REST BREAKS - 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 - reforzado, fortaleciendo, fundamental

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

CHAPTER II

THE FUNCTIONS OF THE MANAGER

Stemming from the work of Henri Fayol, the functional approach to management focuses upon the managerial activities that have to be carried out in order to achieve organizational objectives. In this chapter we consider the characteristics of the major management functions of planning, organizing, directing, and controlling. There is no universal agreement regarding which activities constitute the major management functions, but these four are listed by the large majority of writers in the field. Along these lines, some have added the function of "staffing" to this list. Fayol himself identified a fifth function he called "coordinating", and in the last section of this unit we discuss why coordinating is better considered an objective of management rather than a function of management. The four major functions described in this chapter serve as the principal basis for organizing the topics in the remainder of this book, and therefore the ideas introduced in this chapter are more fully developed in later chapters.

A. THE FUNCTIONAL APPROACH TO MANAGEMENT

In addition to focusing upon what managers do, the functional approach to the study of management emphasizes the universal applicability of the functions. Thus, whether in a small business firm, a governmental agency, or a -