

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

True/False Items

- F 1. The organizational world is less complicated than it was 100 years ago. (p. 2)
- T 2. Terrorism has been around for centuries. (p. 4)
- F 3. The cost of clothing has increased due to outsourcing. (p. 5)
- T 4. Coordinating the interaction between the federal government and local police to deal with a terrorist threat is an organizational communication issue. (p. 6)
- F 5. The exact consequences and extent of global warming is relatively simple to predict. (p. 7)
- T 6. The United States is anticipated to be a “majority minority” nation by 2050. (p. 9)
- F 7. The percentage of households consisting of married couples with their own children is increasing. (p. 9)
- F 8. The U.S. population like its traditional competitors is experiencing stagnant population growth and is anticipated to begin declining in the next ten years. (p. 10)
- T 9. Organizations should be as complicated as the problem they seek to address. (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 finding optimal ways to set up a communication network system for employees who telecommute represents a(n) ____ approach to communication.
 - a. psychological
 - b. elliptical
 - c. phenomenological
 - d. cybernetic (*) p. 14
- 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. _____ organizations can be characterized as service organizations for both profit and nonprofit organizations.
 - a. Fewer
 - b. Traditional
 - c. More and more (*) (p. 12)
 - d. Manufacturing
- 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 U.S. 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 of
- 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 transportation.
 - d. all of the above (*) (pp. 4-6)
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.
- a. personality differences
 - b. organizational communication (*) (p. 5)
 - c. money
 - d. inadequate research
8. Media covering stories like the Bangladesh garment factory request tend to
- a. explain the complex issues resulting in such a catastrophe.
 - b. highlight the moral responsibility of American consumers.
 - c. rarely rush to clarity.
 - d. focus on finding the single cause of such a catastrophe. (*) (p. 5)
9. Organizational communication scholars can address issues related to global warming by
- a. finding ways for organizations to avoid changing their practices.
 - b. getting organizations to focus on the social responsibility of going green rather than its potential for profitability.
 - c. helping local, state, national, and international agencies coordinate their activities to cope with the human consequences of global warming. (*) (p. 8)
 - d. 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?
- a. Its population is shrinking.
 - b. It is struggling to create enough jobs for a growing immigrant population. (*) (p. 10)
 - c. The number of citizens between ages 15 and 64 is declining.
 - d. Its population is stagnant.

Fill-in-the-Blank Items

1. A constitutive (model of communication) is seen as a “process that produces and reproduces shared meaning.” (pp. 12-13)
2. 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)
3. 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)
4. 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)
5. One effect of (globalization) is the slowing down of the Chinese economy due to the halting recovery and weakness of the U.S. and European systems. (p. 3)
6. “Green” companies represent a business opportunity for companies wanting to raise their level of environmental responsibility. (p. 8)

7. The burning of fossil fuels has caused concentrations of (greenhouse gases) to increase significantly in our atmosphere. (p. 7)
8. When populations are divided into (generational cohorts), scholars will study differences in experience that are associated with differences in birth year. (p. 9)
9. Things like age, race, income, and educational attainment are characteristics of the population known as (demographics). (p. 9)
10. 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. 4-6)
3. How are changes in U.S. 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. Describe how the concept of “goals” are changing in how the changing world is complicating our thinking about 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 2

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

Summary of Fayol's Theory

Case in Point: Are There Limits to Rewards?

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: Scientific Management—The Internet Update

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

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 smart phone?). 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 (à 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' orders 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 speed 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. 20)
- T 2. Classical management principles are clearly used in today's organizations such as the military. (p. 32)
- F 3. According to Fayol, an effective organization is loosely structured where no one really knows their place. (p. 22)
- T 4. Taylor's Theory of Scientific Management proposes that time and motion studies can determine the most time-efficient way to do a job. (p. 27)
- F 5. Fayol's Principles of Management provide an accurate description of what managers actually *do* 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)
- F 8. Communication in classical organizations tends to flow horizontally 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. 18)
 - d. abusiveness
- 3. The Theory of Scientific Management sought to eliminate
 - a. rate busting and social interaction.
 - b. uneven work and systematic soldiering. (*) (p. 26)
 - c. piecework pay and time and motion studies.
 - d. centralization and financial rewards.
- 4. At the turn of the 20th century, piecework pay was the typical organizational reward system. If an organization with a bunch of bricklayers typically laid bricks at the rate of 100 bricks an hour, but someone new begins work and lays bricks at the rate of 200 bricks an hour, the manager might conclude everyone should be laying bricks at this rate and _____, or lower the pay per brick laid.
 - a. systematic soldier
 - b. divide labor
 - c. "bust the rate" (*) (p. 26)

- d. prescribe work
5. With this type of authority, power rests not in the individual but rather in the expertise that has created a system of rules and norms.
- traditional authority
 - charismatic authority
 - rational-legal authority (*) (p. 25)
 - closed authority
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?
- charismatic power
 - legitimate power (*) (p. 24)
 - legal power
 - 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 _____.
- initiatives and incentives/rate-busting
 - rate-buster/scientific management
 - systematic soldier/scientific management
 - 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?
- organizational power
 - organizational reward (*) (p. 22)
 - organizational attitude
 - organizational hierarchy
9. Having a checklist for medical personnel to follow when preparing a patient for surgery illustrates which tenant of Taylor's theory?
- inherent difference between management and workers
 - proper selection of workers
 - one best way to do every job (*) (p. 27)
 - systematic soldiering
10. In Chapter 2's Spotlight on Scholarship by D'Urso, almost ____ conduct surveillance on their employees.
- 50%
 - 80% (*) (p. 29)
 - 30%
 - none of the above

Fill-in-the-Blank Items

- Frederick Taylor wanted to replace the initiatives and incentives system with his system of (scientific) management. (p. 25)
- Weber advocated the use of (rational-legal) power rather than legitimate power or charismatic power. (p. 25)
- The classical theories of organizational communication are based on a (machine) metaphor. (p. 18)
- Fayol proposes that within an organization, there should be an appointed place for each employee and task within the organization. This is the principle of (order). (p. 20)
- Fayol suggests that employees should be treated justly in (remuneration). (p. 22)

6. Organizations are (predictable) because its rules and standards make it possible to know how they will get accomplished. (p. 19)
7. Taylor advocated a strict (division of labor) in which workers perform physical labor that is planned and directed by management. (p. 27)
8. The most prevalent mode of communication in classical organizations is (written) communication. (p. 30)
9. 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 of Taylor's theory that relate best to this idea. (p. 27)

Essay Questions

1. Explain how Frederick Taylor's Theory of Scientific Management applies to the Chapter 2 case study about Creamy Creations. Which tenets of the theory apply? How are those tenets utilized by the Creamy Creations? (pp. 25-28)
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. 23-25)
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. 19-23)
4. Compare and contrast Weber's Theory of Bureaucracy and Taylor's Theory of Scientific Management. What of these theories best fits the machine metaphor of the classical approach? (pp. 23-28)
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)