**TERMINOLOGY KEY:**

* VERTICAL INTEGRATION: Top to bottom management structure of an organization (consists of Top, Middle, and Supervisory levels).
* TOP MANAGEMENT: Makes decisions affecting entire company; decisions have broadest effect on the company.
* MIDDLE MANAGEMENT: implements the decisions of Top management; plans ways to implement goals; communicates with Supervisory level management.
* SUPERVISORY LEVEL MANAGEMENT: Supervises the activities of employees; carries out the instructions of Middle and Top management; assigns tasks and evaluates performance of employees.
* HORIZONTAL ORGANIZATION: Self-managing teams set their own goals & make their own decisions. Organized by process instead of function.
* EMPOWERMENT: Encourages team members’ contributions and willingness to take responsibility.
* MANAGING: Completing the work of an organization through its people and resources.
* ORGANIZING: Bringing people, activities, and resources together for the benefit of the company.
* STAFFING: Matching workers with the tasks to be done.
* CONTROLLING: Measuring performance; comparing performance with company objectives and goals for effective outcome.
* LONG-RANGE PLANNING: Information is gathered and analyzed, serving goals ranging from one to five years; or five to 10 years.
* SHORT-TERM PLANNING: Specific objectives are identified for implementation of one year or less. Usually evaluated on quarterly or semi-annual basis.

**MANAGEMENT STRUCTURES:**

1. Vertical Organization
   1. Manager performs particular department function well
   2. Top management
   3. Middle management
   4. Supervisory level
2. Horizontal Organization
   1. Became popular due to downsizing in the 1980s and 1990s Self-managing teams set own goals and make own decisions
   2. Customer-oriented
   3. Adopted by most car manufacturers

**MANAGEMENT FUNCTIONS:**

1. Planning
   1. Long range
   2. Short range
2. Organizing
   1. Arrange staff to accomplish goals
   2. Organizational chart
3. Controlling
   1. Performance is measured and compared with goals
   2. Setting standards, areas of improvement
4. Staffing
   1. Recruit and hire; evaluate performance
5. Leading

1. Communicate direction of business; commitment; motivation; drive

**MANAGEMENT STYLES**

A. Autocratic:

Makes decisions with virtually no input

“My way or the highway”

1. Chaotic:

Allows employees to make all decisions

Can be a “circus”

C. Consultative:

Gets feedback and adjusts when necessary

Can be slow; advisory board can be helpful

D. Democratic:

Allows majority rule; sometimes slow process,

but it’s easier to get employee’s approval

E. Laissez-faire:

Manager acts as a mentor; allows employees some control

Focus on results, not how work gets done

1. Persuasive:

Makes decision, then takes time to convince employees it was good

**AN EFFECTIVE MANAGER…**

* Shows a happy face
  + It’s ok to smile! It’s contagious!
* Cares about others
  + Encourages and looks for the good in others
  + Says “thank you”
* Is considerate
  + Takes interest
* Calls people by their names
  + Recognizes birthdays, anniversaries, etc.
* Listens
  + Asks questions
  + Recalls information
* Encourages interaction
  + Does not gossip
* Treats everyone equally
* Is a team player
* Is trustworthy

**AN EFFECTIVE MANAGER also:**

1. Is able to give clear directions
2. Has skills to train employees adequately
3. Has vision
4. Is consistent and fair and firm
5. Acts as a good example
6. Delegates responsibilities
7. Fosters initiative

**APPLICATON FOR GRAPHIC DESIGN PROJECT MANAGER**

* Communicates clearly
* Written, oral , non-verbally
* Fairly evaluates employee’s skills
* Matches their skills or creativity with the appropriate portion of the design project
* Is empathetic to employees and clients
  + Walks in “other’s shoes” easily
* Listens actively
  + Asks questions
  + Recalls information
* Encourages interaction with/among employees
* Treats everyone equally
* Is a team player
* Is trustworthy