**Management: Another Piece of the Puzzle**

Student Notes

Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Class\_\_\_\_\_\_\_\_\_\_\_\_

**Terminology**

**Vertical integration** top-to-bottommanagement structure of an organization (consists of top, middle, and supervisory levels).

**Top management**- decisionsaffectingentire company; decisions havebroadesteffect on the company.

**Middle management**- **-** implementsthedecisionsoftopmanagement; plan ways toimplement goals; communicates with supervisory-level management.

**Supervisory level management -** supervisethe activities of employees;carryouttheinstructions of middle and top management; assign tasks and evaluate performance of employees.

**Horizontal organization**- self-managingteams set their owngoalsand make their owndecisions. Organized by process instead of function.

**Empowerment**- encouragesteam members’contributionsand willingness to takeresponsibility.

**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 workerswith the tasks to be done.

**Controlling**- measuring performance; comparing performance with company

\_\_\_\_\_\_\_\_\_ and goals for effective outcome.

**Long-range planning**- information is gatheredandanalyzed serving goals ranging from one to five years; or five to 10 years.

* **Short-term planning**- specific objectives are identified for implementation of oneyearor less. Usually evaluated on quarterly or semi-annual basis.

**Management Structures**

**Vertical organization**

* Manager performs particular departments function well.
* Top management
* Middle management
* Supervisory-level

**Horizontal organization**

* Became popular due to downsizing in the 1980s and 1990s.
* Self-managing teams set own goals and make own decisions.
* Customer oriented
* Adopted by most car manufacturers

**Management Functions**

**Planning**

* Long-range
* Short-range

**Organizing**

* Arrange staff to accomplish goals (hint: phrase)
* Organizational chart

**Controlling**

* Performance is measured and compared with goals
* Setting standards, areas of improvement

**Staffing**

* Recruit and hire; evaluate performance

**Leading**

* Communicate direction of business; commitment; motivation; drive

**Management Styles**

Autocratic

* Makes decisions with virtually no input
* “My way or the highway” (hint: phrase)

Chaotic

* Allows employees to make all decisions
* Can be a “circus”

Consultative

* Gets feedback and adjusts when necessary
* Can be slow; Advisory Board can be helpful

Democratic

* Allows majority rule; sometimes slow process
* But it is easier to get employee’s approval

Laissez-faire

* Manager acts as a mentor; allows employees some control
* Focus on results, not how work gets done

Persuasive

* Makes decision, then takes time to convince employees it was good
* Spends time getting people to “buy in”

**An Effective Manager…**

Shows a happy face

* It is 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. . .**

* Is able to give clear directions
* Has skills to train employees adequately
* Has vision
* Is consistent and fair and firm
* Acts as a good example
* Delegates responsibilities
* Fosters initiative