**Management Terms and Structures KEY**

**Terminology**

* 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 broadcast effect on the company.
* Supervisory Level Management: Implements 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 and make their own decisions. Organized by process instead of functions.
* 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 and goals for effective outcome.
* Long-Range Planning: Information is gathered and analyzed, serving goals ranging from one to five years; or five to ten years.
* Short-Term Planning: Specific objectives are identified for implementation of one year or less. Usually evaluated on quarterly to semi-annual basis.

**Management Structures:**

* Vertical Organization
  + Manger performs particular department function
  + Top management
  + Supervisory levels
* Horizontal Organizations
  + Became popular due to downsizing in the 1980’s and1990’s
  + Self-managing 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
  + 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 and drive

**Management Styles**

* Autocratic
  + Makes decisions with virtually no input
  + “My way or the highway”
* Chaotic
  + Allows employee 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’s easier to get employees 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
  + Spend time getting people to “buy in”

**An Effective Manager**

* Shows a happy face
  + It’s okay to smile! It’s contagious!
* Cares about others
  + Encourages and looks for the good in others
  + Says “thank you”
* Is considerate
  + Takes interest
    - Calls be 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