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## BA130-03 Module 3: Chapters 7, 8, & 9

### Chapter 7

Please respond to the items below.

1. What does management look like today?
  - a. It is more acceptable for managers to be younger, women, and/or not from elite universities in today's age. Management also places more emphasis on teamwork and communications skills are key in the management field.
2. Define management.
  - a. Management is defined as the process used to accomplish organizational goals through leading, planning, organizing, and controlling people and other organizational resources.
3. What are the primary functions of management?
  - a. The primary functions of management include planning, controlling, leading, and organizing.
4. What is the difference between goals and objectives?
  - a. Objectives are statements that explain how to achieve long-term accomplishments, or goals.
5. Define mission statement and vision.

- a. Vision is defined as a broad explanation of an organization's purpose and goals. A mission statement is defined as an outline of an organization's fundamental purposes. It can include customer needs and an organization's philosophy.

6. What is a SWOT analysis?

- a. A SWOT analysis analyzes an organization's strengths, weaknesses, opportunities, and threats.

7. What are the four types of planning?

- a. Four types of planning include strategic, tactical, contingency, and operational planning.

8. List the steps involved in decision making?

- a. Define the situation.
- b. Describe and collect needed information.
- c. Develop alternatives and decide on the best one.
- d. Follow indicated instructions.
- e. Determine whether the decision was acceptable and follow up.

9. Define problem solving and brain storming.

- a. Problem solving is defined as the process of clarifying common occurrences that require quicker action and a less formal process than decision making. Brain storming is defined as efforts to solve problems with new ideas.

10. What skills do managers need?

- a. Managers should have technical, conceptual, and human relations skills.

11. What are the three levels of management?

- a. The levels of management include top management, middle management, and supervisory management.

12. Describe the various leadership styles.

- a. Autocratic leadership is defined as making decisions without the consultation of others.

Democratic/Participative leadership is described as managers consulting with their employees to make decisions. Free-Rein leadership is defined as employees having the freedom to dictate their own actions in order to accomplish objectives set by management.

## **Chapter 8**

Please respond to the items below.

1. What were Fayol's basic principles?
  - a. Fayol's basic principles include degree of centralization, clear communication channels, order, authority, division of labor, hierarchy of unity, unity of command, equity, esprit de corps, and subordination of individual interests to the general interest.
  
2. What principles did Weber add?
  - a. Weber added job descriptions, written rules, decision guidelines, detailed records, consistent procedures, regulations, policies, as well as staffing and promotion based on qualifications.
  
3. What are the four major choices in structuring organizations?
  - a. The choices include line organizations, line-and-staff organizations, matrix-style organizations, and cross-functional self-managed teams.
  
4. What are the two major organizational models?
  - a. The two models are tall and flat organizational structures.
  
5. Define hierarchy.

- a. Hierarchy is defined as a system in which one person is at the top of an organization and there is a ranked/sequential ordering from the top down.

6. Define chain of command.

- a. Chain of command is defined as the line of authority that moves from the top of the hierarchy to the lowest level.

7. Define bureaucracy.

- a. Bureaucracy is defined as an organization with many layers of managers who sets rules and regulations and oversee all decisions.

8. Define centralized and decentralized authority.

- a. Centralized authority is defined as the concentration of decision-making being at the top of level of management. Decentralized authority is when decision-making is delegated to employees more familiar with local conditions than an organization's headquarters.

9. Define span of control.

- a. Span of control is the optimal number of subordinates a manager supervises or should supervise.

10. Define departmentalization. List the ways to departmentalize.

- a. Departmentalization is defined as the division of organizations into separate units. One can departmentalize by product, process, geographic location, customer group, or function.

11. Define virtual corporation.

- a. A virtual corporation is a temporary networked organization made of replaceable firms that join and leave as needed.

## **Chapter 9**

Please respond to the items below.

1. What have U.S. manufacturers done to achieve increased output?
  - a. Manufacturers have placed emphasis on their relationships with suppliers, increased focus on customers and quality, practiced continuous improvement, adopting new techniques, saving on costs, and utilizing the Internet for unity.
  
2. What is production and operation management?

- a. Production is defined as the creation of goods using land, labor, capital, entrepreneurship, and knowledge. Operations management is defined as a specialized area that converts or transforms resources into goods and services.

3. What kinds of firms use operations managers?

- a. Operations managers are used by firms in the manufacturing and service sectors.

4. List the inputs for the creation of wealth.

- a. Inputs include assets, gold, cash, land, bonds, property, and shares.

5. Define CAD, CIM, and CAM.

- a. Computer-Aided design is defined as the use of computers in the design of products. Computer-Aided manufacturing is defined as the use of computers in product manufacturing. Computer-Integrated manufacturing is defined as the uniting of computer-aided design with computer-aided manufacturing.

6. Define flexible and lean manufacturing.

- a. Flexible manufacturing is defined as designing machines to do multiple tasks so they can produce a variety of products. Lean manufacturing is defined as using less of everything than in mass production.

7. Define mass customization.

- a. Mass customization is defined as tailoring products to meet the needs of a large number of individual customers.

8. What is facility location and how does it differ from facility layout?

- a. Facility location is defined as the process of selecting a geographic location for a company's operations.

In comparison to facility location, facility layout is the physical arrangement of resources to most

efficiently produce goods and provide services, dependent upon service and manufacturing.

9. How do managers evaluate different sites?

- a. Managers make evaluations considering land costs, transportation, zoning, ability for expansion, and labor costs.

10. Define purchasing.

- a. Purchasing is defined as the function that searches for high-quality material resources, finds the best suppliers, and negotiates the most optimal price for goods and services.

11. Define MRP, ERP, and JIT.

- a. Materials requirement planning is defined as a computer-based operations management system that uses sales forecasts to make ensure the availability of parts and materials. Enterprise resource planning is defined as a more updated version of MRP, which combines computerized functions into a single integrated software program using a single database. Just-in-Time inventory control is defined as the production process in which a minimum of inventory is kept in parts, supplies and other needs are delivered just in time to go on the assembly line.

12. Define Pert and Gantt charts.

- a. Program evaluation and review technique is defined as a method for analyzing the tasks involved in completing a given project and estimating the time needed. A Gantt chart is defined as a bar graph that shows what projects are being worked on and how much has been completed.