

### flexible scheduling

**Flextime** A program that allows employees to choose their starting and ending times, provided that they are at work during a specified **core period**

**Compressed Workweek** A **four-day** (or shorter) period during which an employee works 40 hours

**Job Sharing** Performance of one **full-time** job by **two people** on part-time hours

### cultures

**Subcultures** Minicultures within the organization which are likely to be defined by department designation and geographical separations.

**Dominant culture** A system of shared meanings that expresses the core values of a majority of the organization's members.

### line structure and a matrix structure

**line structure** Simplest organizational structure characterized by vertical links between the different levels of the organization

### line structure and a matrix structure (cont)

**matrix structure** there is more than one line of reporting managers

### communication

**Upward communication** from employees to employer

such as: progress reports, suggestions for improvement, inquiries, and grievances

**Downward communication** from employer to employees

such as: directions, the assignment of tasks and responsibilities, performance feedback, and certain details about the organization's strategies and goals

**Horizontal** among colleagues and peers on the same organizational level

**Diagonal** individuals from different units and organizational levels communicate

### sampling

things are likely to be sampled when it would **destroy** the product or be to indeth to do to the hole populatoin

**Allows** a company to pass an entire batch of products through inspection by testing a sample

more?

### Define

**job enlargment** expanding a worker's assignments to include additional but similar tasks

separation

### productions and operations manager

**Develop and administer** the **activities** involved in **transforming** resources into **goods, services and ideas** ready for the **marketplace**

*Typically involved in:*

**Planning and designing** production **facilities**

**Purchasing raw materials and supplies** and managing **inventory**

**Scheduling** processes to meet demand

**Ensuring** products **meet quality** standards

### Know the various types of Facility Layout

**Fixed-Position Layout:** A layout that **brings** all resources required to create the product to a **central** location

**Project Organizations:** Companies **using** a fixed-position layout because it is typically involved in large, **complex** projects such

**Product Layout:** A layout requiring production be **broken down** into relatively simple tasks assigned to workers, who are usually positioned along an **assembly line**

**Continuous Manufacturing Organizations:** Companies that use **continuously** running **assembly lines**, creating products with many **similar characteristics**

Computer-Assisted Manufacturing (**CAM**)  
Computer-Assisted Design (**CAD**)

### pieces in Supply Chain Management

**Obtaining and managing raw** materials and **component** parts  
Managing Packaging  
disperbutoin

**Purchasing:** also called procurement

**Inventory:** all parts and equipment

**Inventory Control:** knowing *where, what, amunts, and responsailaty*

### pieces in Supply Chain Management (cont)

Economic Order Quantity (EOQ) Model: Identifies the **optimum** number

Material-Requirements Planning (MRP): **Schedules** the precise quantity

Just-In-Time (JIT) Inventory Management: A technique using **smaller** quantities of materials that arrive "just in time" for use

### theorys

Classical Theory of Motivation theory holding that workers are motivated solely by **money**

Theory X Theory of motivation holding that people are naturally **lazy** and uncooperative

Employees will **work** to receive **rewards** and to avoid **punishments**. Job behavior must be **closely supervised** and managed.

Theory Y Employees will work if the **job** fulfills **need** for: energetic, growth oriented, self-motivated, and productive\*

### theorys (cont)

managers that subscribe to this theory are **more** likely to **have satisfied** and motivated employees; people are motivated to work hard because the act of **working is satisfying**

### managers leaves

Top Managers The president and other top executives of a business, such as the chief executive officer (CEO), chief financial officer (CFO), and chief operations officer (COO), who have overall responsibility for the organization

Middle Managers Those members of an organization responsible for the tactical planning that implements the general guidelines established by top management

First-Line Managers Those who supervise both workers and the daily operations of an organization

### crisis management plan

deals with potential disasters

-- wether, fire...etc

### responsibilities of the different managers

Middle managers have more focused responsibilities and spend more time organizing than other managers

### skills are necessary for managers

Technical Expertise The **specialized** knowledge and training **needed to perform jobs** --most important for first line leave

Conceptual Skills The ability to **think in abstract** terms and to see how parts **fit together** to form the whole --most important for top leave

Analytical Skills The ability to **identify** relevant issues, recognize their **importance**, understand the **relationships between** them and perceive the underlying **causes** of a situation --most important for top leave

### skills are necessary for managers (cont)

Human Relation Skills ability to **deal with people, both inside and outside** the organization -- important for services providers

### different styles of leadership

Autocratic leaders **army** |make all the decisions then tell employees what must be done and how to do it

Democratic leaders **normal** |involve their employees in decisions

Free-rein leaders **dad** |let their employees work without much interference; setting standards and letting employees find their own way to meet them

### salary vs. benefits

**Salary** money you get at the end of the **month**

**Wage** money you get at the end of the **week**

**Benefits** **additional compensation** paid to or on behalf of employees **such as:** premiums for medical, dental, life, and disability insurance, and contributions to pension plans

### (HR) performance appraisals

used for both **measuring** and **monitoring** an employee's **contribution**

they are also often the basis for deciding **promotions**

### primary and secondary characteristics of diversity

#### primary dimensions:

##### ★ can not change

age, ethnicity, gender, physical abilities/qualities, race

#### Secondary dimensions:

##### ★ can change

educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, and work experiences

### job specification and job description

**Job Specification** states the **minimum qualifications** required for performing a particular job

**Job Description** a **descriptive statement** that **describes the role, responsibility, duties, and scope** of a particular job

### involved in Planning for Human Resources Needs

#### Human Resources Managers

Handle the staffing function and deal with employees in a **formalized** manner

### involved in Planning for Human Resources Needs (cont)

- Determine the human resource **needs**
- Recruit** and **hire** new employees
- Develop and administer employee **benefits, training** and **performance** appraisal programs
- Deal with **government** regulations

#### more?

### Management

Management A **process** to achieve **goals** by using resources effectively and efficiently in a changing environment

Managers **individuals** in organizations who make decisions about: the use of resources and who are concerned with planning, organizing, staffing, directing and controlling the organization's activities

- Planning is the **process** of **determining** the organization's **objectives** and deciding **how** to accomplish them

#### plan types:

Strategic Establish **long-range** objectives and **overall** strategy

### Management (cont)

Tactical **short-range** plans designed to **implement** stuff for the **strategic plan**

Operational **Very short-term** plans, **specify** actions & individuals

Crisis **potential disasters**

- Organizing The **structuring of resources** and activities to accomplish objectives

-sets up **authority** structure

-creates understanding

**synergy**

-improves

**communications**

-helps avoid **misdisterbutoin** of resources

-speeds up

**decisions**

- Staffing **Hiring** of people to carry out the work of the organization

-**recruiting**

-what **skills** needed

-**Motivating** and

**training**

-choosing **pay**

-**Preparing**

employees for

**higher-level** jobs

- Downsizing The **elimination** of a significant number of employees from an organization

### Management (cont)

-**outsourcing**

-reduce **cost** quickly

-job lose & low

**morale**

- Directing *Motivating\** and leading employees to achieve

-**what/were** to do

using deadlines

-choicing and giving

**awards**

- Controlling The **process** of **evaluating** and **correcting** activities to keep the organization on course

-Measuring

performance

-compare objectives

-Identifying deviations

from the standards

-Investigating the

causes of deviations

-Taking corrective

action when

necessary

### labor union

An organized group of workers who **bargain** collectively with management in an attempt to get their demands met such as higher wages or better working conditions

### downsize

a company strategy to **reduce the scale** (size and scope) of its business in order to improve the company's **financial performance**

"rightsizing"

### Quiz: 4

Building a computer so that components can be installed in different configurations to meet customers' needs is a result of **modular design**

To ensure **quality** and **efficiency**, operations managers take **feedback** at **various** points in the transformation process and **compare** them to established standards

### Operations management

includes responsibility for inputs and outputs

An organization that creates many products with similar characteristics, such as automobiles, television sets, or vacuum cleaners, would most likely be **Continuous manufacturing** type of organization

When managing quality in manufacturing, when is **sampling** likely to be used When inspection tests are destructive

Which of the following is not a point of difference between service providers and manufacturers -- Services do not undergo a transformation process

**quality control** is the processes an organization uses to **maintain** its established **quality standards**

### Quiz: 4 (cont)

To receive a haircut, you generally have to go to a barbershop or salon. To the characteristics does this pertain **Nature** and **consumption of output**

The fact that a hairdresser gives each customer a **different haircut** relates to which of the following points of difference between service providers and manufacturers **Uniformity of output**

If ABC Computer Company is determining demand for its future products and how much consumers are willing to pay, the company will likely rely on **marketing research**

A company performing **large, complex** tasks such as construction or exploration is called a **project organization**

The **transformation process** is the **conversion** of *human, financial, and physical resources* **into goods, services, and ideas**

it is especially **difficult** to **measure quality characteristics** when the product is a **service**

The **transformation** process occurs in **all organizations**, regardless of product

Why do the **products of service providers** tend to be more **customized** than those of manufacturers **differing customers** have **differing needs\***

For most organizations, the ultimate objective is for **produced outputs** which are **worth more** than the **costs of input**

### Quiz: 4 (cont)

Money, employees, time, and equipment represent an airline's inputs to the **transformation process**

A planning system that schedules the precise quantity of materials needed for production is called **material-requirements planning**

If an employee is associated with producing goods, services, and ideas that **satisfy the needs of customers**, then she works with **operations**

**Quality** is a critical element of operations management

### Quiz: 3

**Forecasting** is most closely associated with **planning**

The development of a **performance-appraisal system** is primarily the concern of **HR management**

Decisions regarding adding new products, acquiring companies, and moving into foreign markets would most typically be made by **top management**

**Selecting the best** option in the decision-making process is often **subjective**

Having **good HR skills** means that a manager is able to **work with others**

**Management** is a process of coordinating resources to achieve objectives

Organizations **need adequate supplies** of all types of *resources* and *coordinate their use* carefully to **achieve** their objectives

### Quiz: 3 (cont)

When **assessing** the **appropriateness** of a **decision** option, managers should **consider its impact** on the organization as a whole

All of the following **steps** are a part of the **decision-making process** *except delegating* the decision

**Upward communication** conveys **progress reports** and **complaints**

Task force is a **temporary** group of employees, usually **chosen for** their expertise, responsible for bringing out a **specific change**

If Juan's manager gives him an assignment without providing Juan with the resources to complete the assignment, Juan's manager is exhibiting improper **delegation of authority**

**Gossips** not typically part of *downward communication*

Organizational cultures that **lack positive values** may result in **unproductive** and **indifferent** employees

Joe is a copywriter in his company's marketing department. The copy for an ad placed in Time magazine for his company **misspelled** the company's name. The **marketing vice president** is **ultimately responsible** for the **mistake**

The rationale for **job specialization** is that it is more **efficient**

**Downward communication** *conveys explanations of decisions* and *orders*

**Quest Star** It **flattened** its layers of **management**, structurally, to help it become **more competitive** with Japanese firms

### Quiz: 3 (cont)

**Adam Smith** illustrated improvements in efficiency through the application of **specialization**

### Quiz: 6

Allowing one employee to work from different starting times and end times, but with the same **core hours** is called **job sharing**

According to **McGregor's Theory X**, most workers must be **coerced** to work.

The birth of the **study of human relations** can be traced to time and motion studies conducted by **Frederick W. Taylor** and **Frank and Lillian Gilbreth**.

*Achievement, recognition, involvement, responsibility, and advancement* are all examples of **Herzberg's motivational factors**

**Frederick Taylor** and other **early twentieth-century management theorists** believed **financial incentives** would **motivate** employees to work hard

A **compressed workweek** is a four-day or *shorter period* in which employees **work 40 hours**

**Theories X and Y** are most closely associated with **Douglas McGregor**

According to **Herzberg's two-factor theory**, all of the following represent hygiene factors except **responsibility**

If a department store contest promises that the employee with the highest sales will be **treated to dinner** by the store manager, the store is helping its employees **esteem**

### Quiz: 6 (cont)

All of the following are **morale boosters** except **hygiene**

When explaining employee motivation through **Herzberg's two-factor theory**, all of the following represent motivational factors except **wages**

Through **rewarding good performance** **Eagle Pharmaceutical** motivate its employees to perform

The **Hawthorne studies** revealed that **managers who understand** the needs, beliefs, and expectations of people will have the greatest success motivating workers

**Human relations** is important in business primarily because it affects worker morale and productivity

**Correct Job enlargement adds tasks to a job** instead of treating each task as a separate job

According to Maslow, an employee who goes to night school to get a college degree to minimize the chance of being laid off during a recession is motivated to fulfill the **Security need**

Allowing some employees to work at **home part-time** is a flexible scheduling strategy

The person primarily associated with **Theory Z** is **William Ouchi**

A work system that allows employees to **choose their starting and ending** times as long as they are at work during a specified **core period** is **flextime**

### Quiz: 6 (cont)

Who ranked **people's five basic needs** in order of importance  
**Abraham Maslow**