

MANAGEMENT

BMS4.0 Demonstrate general management practices.

4.1 Explain management terminology.

4.1	Autocratic Leadership Style – A very directed type of style where the leader wants to give specific orders which are to be followed in a certain manner. The leader tightly monitors and controls the behaviors of the followers.
4.1	Business organization - Types of business ownership <ul style="list-style-type: none">▪ Sole proprietor▪ Partnership▪ Corporations
4.1	Controlling – Evaluating results to determine if the company’s objectives have been accomplished as planned.
4.1	Corporation – An organization with the legal rights of a person and which may be owned by many persons who are shareholders or stockholders.
4.1	Democratic Leadership Style – A leadership style in which shared decision making between the leader and the group is encouraged and promoted. A democratic leader wants team members to suggest ideas and help solve problems. A democratic leader empowers his/her team to participate in the decision making process.
4.1	Entrepreneur – A person who takes a risk to start, manage, and own a business.
4.1	Entrepreneurship – The processes through which individuals identify opportunities, allocate resources, and create value through business ownership.
4.1	Expert Power – Power given to people who are considered the most knowledgeable.
4.1	Identity Power – Power gained through having followers who connect with/identify with the leader of the group.
4.1	Implementing - Involves carrying out the plans and helping employees work effectively.
4.1	Leader - A manager who earns the respect and cooperation of employees to effectively accomplish the work of an organization is known as a leader.
4.1	Leadership - Leadership is the ability to influence individuals and groups to cooperatively achieve organizational goals. Intelligence, sound judgment, objectivity, initiative, dependability, cooperation, courage, confidence, stability, understanding, and honesty are characteristics common to effective leadership.
4.1	Leadership Power – The ability to control behavior is called power. There are 4 types of power: Position, Reward, Expert, and Identity.
4.1	Leadership Style - The general way a manager treats and supervises employees is called Leadership style. There are 4 main styles of leadership: Autocratic, Democratic, Open, and Situational.
4.1	Management – The process used to accomplish organizational goals through planning, organizing, implementing (or leading), and controlling people and other organizational resources.
4.1	Manager - Managers complete all four functions of planning, organizing, implementing, and controlling on a regular basis and have authority over other jobs and people. There are typically three basic levels of management: supervisors, middle-level managers, and executives.
4.1	Open Leadership Style – A leadership style in which the leader provides very little guidance and direction. The leader empowers the employees to govern their work tasks and achieve the company’s goals in the way they feel is most suitable.
4.1	Organizing – A management function that includes designing the structure of the organization and creating conditions and systems in which everyone and everything work together to achieve the organization’s goals and objectives. Budgets, schedules, and organization charts are examples of organizational tools.
4.1	Partnership – A business in which two or more persons combine their assets and skills.
4.1	Planning - Involves analyzing information and making decisions about what needs to be done. There are two basic types of planning: operational planning and strategic planning. Operational planning is the day-to-day focused planning done by supervisors to keep employees on track and working toward the progress of the business. Strategic planning is the big picture company wide planning done by executives to determine the pathway for the business to follow.
4.1	Position Power – Power resulting from an individual’s status within an organization.
4.1	Reward Power – Power that is derived from one’s ability to control who receives rewards such as pay, pay raises, bonuses, work hours, and other work incentives/perks.
4.1	S Corporation, (AKA - Sub-chapter S) - In general, S corporations do not pay any federal income taxes. Instead, the corporation’s income or losses are divided among and passed through to its shareholders. The shareholders must then

	report the income or loss on their own individual income tax returns.
4.1	Situational Leadership Style – The most effective leadership style in which one can adapt his/her leadership style to the needs of those being lead and their expertise.
4.1	Sole Proprietorship - A type of business entity that is owned and run by one individual and in which there is no legal distinction between the owner and the business. The owner receives all profits and has unlimited responsibility for all losses and debts.
4.1	Total Quality Management – A theory for business management developed by W. Edwards Demining that focuses on continuous improvement to develop effectiveness and efficiency. Empowerment and specialization and characteristics of TQM. The TQM cycle is plan, do, check, and act.
4.2 Compare and contrast vertical and horizontal management structures.	
4.2	Horizontal Management Structure – A flat organization structure with few or no levels of intervening management between staff and managers.
4.2	<p>Management Structure - Types of Management Structures</p> <ul style="list-style-type: none"> • Vertical Organization <ul style="list-style-type: none"> ○ Up – and – down structure ○ Three basic levels <ul style="list-style-type: none"> ▪ Top management <ul style="list-style-type: none"> • CEO’s, Presidents, • Responsible for setting the overall company goals • Middle management <ul style="list-style-type: none"> ▪ Primarily responsible for implementing the decisions of top management • Supervisory level management <ul style="list-style-type: none"> • Front line managers • Supervise the employees directly in the day to day activities Horizontal organization <ul style="list-style-type: none"> Side to side structure Involves self-managing teams that set their own goals and make their own decisions More customer oriented
4.2	Vertical Management Structure – A hierarchical structure and functioning of an organization in terms of the layers of management delegation of authority. A vertical management structure has divisions of authority with various levels of responsibility. For example, a vice-president of marketing might have an assistant vice president who is in charge of a departmental director.
4.3 Explain the role of top, middle, and supervisory levels of management.	
4.3	Executive – The highest level of management. Usually company officers such as the CEO, COO, and CFO. Mostly responsible for big picture, strategic planning for the company.
4.3	Supervisor – The lowest level of management within a firm. Supervisors perform operational planning for the day-to-day functions of the business as well as organizing, implementing, and controlling for business operations.
4.4 Apply management principles to projects.	

4.4	<p>Basic Management Functions</p> <ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> ○ Decide what needs to be done and how it should be done ○ Should be in written form ○ Should be distributed to everyone involved • Organizing <ul style="list-style-type: none"> ○ Coordinated effort to reach the planning goals ○ Involves assigning responsibility, selecting and training employees, directing the work of employees, • Implementing <ul style="list-style-type: none"> ○ Carrying out the plans and helping employees to work effectively • Controlling <ul style="list-style-type: none"> ○ Comparing what you planned with actual performance ○ Includes <ul style="list-style-type: none"> ▪ Setting standards ▪ Evaluating according to those standards ▪ Solving problems revealed by the evaluation
4.4	<p>Checklist – A checklist is a type of informational job aid used to reduce failure by compensating for potential limits of human memory and attention. It helps to ensure consistency and completeness in carrying out a task. A basic example is the "to do list." A more advanced checklist would be a schedule, which lays out tasks to be done according to time of day or other factors.</p>
4.4	<p>Functions of Management – The four functions all managers perform on a regular basis are planning, organizing, implementing, and controlling.</p>
4.4	<p>Production – The act of providing a service or manufacturing a product.</p>
4.4	<p>Productivity – The output per worker hour that is measured over a defined period of time, such as a week, month, or year.</p>
4.4	<p>Situation Analysis – The study of the internal and external factors that affect marketing and management strategies for a business.</p>
4.4	<p>Strategic Planning – The process of determining the major goals of the organization and policies and strategies for obtaining and using resources to achieve those goals. Big picture planning for the entire company that is usually derived from the top executives within a firm. Strategic planning tools include the mission and vision statements and SWOT analysis.</p>
4.4	<p>SWOT Analysis – Analysis of a firm’s strengths, weaknesses, opportunities, and threats.</p>
4.5	<p>Develop management objectives.</p>
4.5	<p>Continuous Improvement – A theory behind the Total Quality Management Model that businesses must continually do better to be competitive in the marketplace. Businesses improve by becoming more effective and efficient through better understanding customers’ needs and by reducing costs of production through automated assembly lines, reductions in force, getting supplies at lower costs, and reducing waste/defective parts.</p>
4.5	<p>Management by Objectives – A system of goal setting and implementation that involves a cycle of discussion, review, and evaluation of objective among top and middle-level managers, supervisors, and employees.</p>
4.6	<p>Plan physical space utilization.</p>
4.6	<p>Americans with Disabilities Act - The Americans with Disabilities Act of 1990 (ADA) is a law that was enacted by the U.S. Congress in 1990. It was signed into law on July 26, 1990, by President George H. W. Bush, and later amended with changes effective January 1, 2009. The ADA is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability. It affords similar protections against discrimination to Americans with disabilities as the Civil Rights Act of 1964, which made discrimination based on race, religion, sex, national origin, and other characteristics illegal. Disability is defined by the ADA as "...a physical or mental impairment that substantially limits a major life activity."</p>
4.6	<p>Hazard – A workplace threat such as exposure to chemicals, bacteria, and injury.</p>
4.6	<p>OSHA – Occupational Safety and Health Administration is an agency of the United States Department of Labor. The mission of OSHA is to assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.</p>
4.6	<p>Ventilation- the movement of air within a work environment. One of the main purposes of ventilation within the workplace is to increase air flow and air exchange which assists to remove contaminated air from the workplace.</p>
4.6	<p>Work Station -a work or office area assigned to one person, often one accommodating a computer terminal or other electronic equipment.</p>

4.6	Workplace Liability- Employers may be held liable for an accident arising out of the general course of employment.
4.7	Explain how ergonomics impacts workforce productivity.
4.7	Cognitive Ergonomics – defined by the International Ergonomics Association "is concerned with mental processes, such as perception, memory, reasoning, and motor response, as they affect interactions among humans and other elements of a system. The relevant topics include mental workload, decision-making, skilled performance, human-computer interaction, human reliability, work stress and training as these may relate to human-system design." ^[1] Cognitive ergonomics studies cognition in work and operational settings, in order to optimize human well-being and system performance.
4.7	Ergonomics – The science of adapting equipment to the work and health needs of people. Office equipment such a computer keyboards, mice, and monitors can protect the employee from repetitive stress injuries like carpal tunnel syndrome and eye strain. Ergonomic chairs provide support for the employees back and neck.
4.7	Pneumatic Chair – Compressed air is the mechanism that makes a pneumatic chair raise up and lower down easily.
4.7	Repetitive Stress injury – injuries that may be caused by repetitive tasks, forceful exertions, or sustained or awkward positions.
4.7	Work Injuries- The definition of a work injury is broadly described as injury or illness contracted as a result of duties performed during the course of work activities.