

## Management

The attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources.

## Planning

The management function concerned with defining goals for future organizational performance and deciding on the tasks and resources needed to attain them.

## Organizing

The management function concerned with assigning tasks, grouping tasks into departments, and allocating resources to departments.

## Leading

The management function that involves the use of influence to motivate employees to achieve the organization's goals.

## Controlling

The management function concerned with monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed.

## Organization

A social entity that is goal directed and deliberately structured.

## Effectiveness

The degree to which the organization achieves a stated goal.

## Efficiency

The use of minimal resources – raw materials, money and people – to produce a desired volume of output.

## Performance

The organization's ability to attain its goals by using resources in an efficient and effective manner.

## Conceptual skill

The cognitive ability to see the organization as a whole system and the relationships among its parts.

## Human skill

The ability to work with and through other people and to work effectively as a group member.

## Technical skill

The understanding of and proficiency in the performance of specific tasks.

## Top manager

A manager who is at the top of the organizational hierarchy and is responsible for the entire organization.

## Middle manager

A manager who works at the middle levels of the organization and is responsible for business units and major departments.

## Project manager

A manager responsible for a temporary work project that involves the participation of other people from various functions and levels of the organization.

## First-line manager

A manager who is at the first or second management level and is directly responsible for the production of goods and services.

## Functional manager

A manager who is responsible for a department that performs a single functional task and has employees with similar

## General manager

A manager who is responsible for several departments that perform different functions.

## Role

A set of expectations for one's behaviour.

## Interim manager

A manager who is not affiliated with a specific organization but works on a project-by-project basis or provides expertise to organizations in a specific area.

## Social forces

The aspects of a culture that guide and influence relationships among people – their values, needs, and standards of behaviour.

## Political forces

The influence of political and legal institutions on people and organizations.

## Economic forces

Forces that affect the availability, production, and distribution of a society's resources among competing users.

## Classical perspective

A management perspective that emerged during the nineteenth and early twentieth centuries that emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines.

## Scientific management

A subfield of the classical management perspective that emphasized scientifically determined changes in management practices as the solution to improving labour productivity.

## Bureaucratic organizations

A subfield of the classical management perspective that emphasized management on an impersonal, rational basis through such elements as clearly defined authority and responsibility, formal record-keeping, and separation of management and ownership.

## Administrative principles

A subfield of the classical management perspective that focuses on the total organization rather than the individual worker, delineating the management functions of planning, organizing, commanding, coordinating and controlling.

## Humanistic perspective

A management perspective that emerged near the late nineteenth century and emphasized understanding human behaviour, needs, and attitudes in the workplace.

## Hawthorne studies

A series of experiments on worker productivity begun in 1924 at the Hawthorne plant of Western Electric Company in Illinois; attributed employees' increased out-put to managers' better treatment of them during the study.

## Human relations movement

A movement in management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity.

## Human resources perspective

A management perspective that suggests jobs should be designed to meet higher- level needs by allowing workers to use their full potential.

## Behavioural sciences approach

A subfield of the humanistic management perspective that applies social science in an organizational context, drawing from economics, psychology, sociology and other disciplines.



## Management science perspective

A management perspective that emerged after World War II and applied mathematics, statistics and other quantitative techniques to managerial problems.

## System

A set of interrelated parts that function as a whole to achieve a common purpose.

## Systems theory

An extension of the humanistic perspective that describes organizations as open systems characterized by entropy, synergy and subsystem interdependence.

## Open system

A system that interacts with the external environment.

Closed system

A system that does not  
interact with the external  
environment.

Entropy

The tendency for a system  
to run down and die.

Synergy

The concept that the whole  
is greater than the sum of  
its parts.

Subsystems

Parts of a system that  
depend on one another  
for their functioning.

## Contingency view

An extension of the humanistic perspective in which the successful resolution of organizational problems is thought to depend on managers' identification of key variations in the situation at hand.

## Total Quality Management (TQM)

A concept that focuses on managing the total organization to deliver quality to customers. Four significant elements of TQM are employee involvement, focus on the customer, benchmarking and continuous improvement.

## Learning organization

An organization in which everyone is engaged in identifying and solving problems, enabling the organization to continuously experiment, improve and increase its capability.

## E-business

Work an organization does by using electronic linkage

## E-commerce

Business exchanges or transactions that occur electronically.

## Supply chain management

Managing the sequence of suppliers and purchasers, covering all stages of processing from obtaining raw materials to distributing finished goods to final customers.

## Enterprise resource planning (ERP)

Systems that unite a company's major business functions – order processing, product design, purchasing, inventory and so on.

## Knowledge management

The efforts to systematically find, organize and make available a company's intellectual capital and to foster a culture of continuous learning and knowledge sharing.

## Customer relationship management (CRM)

Systems that help companies track customers' interaction with the firm and allow employees to call up information on past transactions.

## Outsourcing

Contracting out selected functions or activities of an organization to other organizations that can do the work more cost-efficiently.