

Chapter 11 Management Skills

Chapter 11.1 Management Structures

Section Outline with Content and Academic Vocabulary

Section Outline

Leadership in the 21st Century

Types of Management Structure

Vertical Organization

Management Levels

Horizontal Structures

Self-Managing Teams

Organization by Process

Customer Orientation

Matrix Management

Content Vocabulary

management The process of achieving company goals by effective use of resources through planning, organizing, and controlling. (p. 253)

vertical organization A hierarchical, up-and-down structure in which the tasks and responsibilities of each level are clearly defined. (p. 253)

top management Those who make decisions that affect the whole company. (p. 253)

middle management The type of management that implements the decisions of top management and plans how the departments under them can work to reach top management's goals. (p. 253)

supervisory-level management Type of management in which managers supervise the employees who carry out the tasks determined by middle and top management. (p. 253)

horizontal organization A type of management style in which top management shares decision making with self-managing teams of workers who set their own goals and make their own decisions. (p. 254)

empowerment Encouraging team members to contribute to and take responsibility for the management process. (p. 254)

Academic Vocabulary

resource Something used in producing goods and services; a source of aid or support that may be drawn upon when needed. (p. 253)

individual A single human being as contrasted with a social group or institution. (p. 255)