**SURVEY OF BUSINESS – FILL-IN-THE BLANK: SESSION 3**

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**Chapter Six: The Nature of Management**

For any organization to achieve its \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, it must have resources to support operations, employees to make and sell the products, and financial resources to purchase additional goods and services, pay employees, and generally operate the business.

Management is a process designed to achieve an organization’s objectives by using its \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ effectively and efficiently in a changing environment.

Management is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. It takes place not only in business, but also in government, the military, labor unions, hospitals, schools, and religious groups – any organization requiring the coordination of resources.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are one of the most important resources in helping a business attain its objectives.

Sometimes, managers must make the difficult decision to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the workforce.

Acquiring \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is another important part of managing resources and ensuring that products are made available to customers.

The manager needs adequate \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ resources to pay for essential activities.

To harmonize the use of resources so that the business can develop, produce, and sell products, managers engage in a series of activities: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, the process of determining the organization’s objectives and deciding how to accomplish them, is the first function of management.

A mission, or mission statement, is a declaration of any organization’s fundamental \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and basic \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A well-developed Mission Statement, no matter what the industry or size of the business, will answer five basic questions:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

A goal is the result that a firm wishes to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. A company almost always has multiple goals, which illustrates the complex nature of the business.

Objectives, the ends or results desired by an organization, derive from the organization’s \_\_\_\_\_\_\_\_\_\_\_\_\_.

The principal difference between goals and objectives is that objectives are stated in such a way that they are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

There are three general types of plans for meeting objectives: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Plans take into account the organization’s capabilities and resources, changing business environment, and organizational objectives. Plans should be market-driven, matching customers’ desire for value with operational capabilities, processes, and human resources.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Plans are short range and designed to implement the activities and objectives specified in the strategic plan.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Plans are very short term and specify what actions specific individuals, work groups, or departments need to accomplish in order to achieve the tactical plan and ultimately the strategic plan.

Another element of planning is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management or Contingency Planning, which deals with potential disasters such as product tampering, oil spills, fire, earthquake, computer viruses, or even a reputation crisis due to unethical or illegal conduct by one or more employees.

Crisis management plans generally cover maintaining business operations throughout a crisis and communicating with the public, employees, and officials about the nature of and the company’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to the problem.

Organizing is the structuring of resources and activities to accomplish objectives in an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ manner.

Organizing is important for several reasons: It helps create synergy, whereby the effect of a whole system equals more than that of its parts. It also establishes lines of authority, improves communication, helps avoid duplication of resources, and can improve competitiveness by speeding up \_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_.

During planning and organizing, staffing occurs and management must \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the employees.

Directing is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ employees to achieve organizational objectives.

Most workers want more than money or reward as an incentive to do their job: they need to know that their employer \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ their ideas and input.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are often the best motivators.

Planning, organizing, staffing, and directing are all important to the success of an organization, whether its objective is earning a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or something else.

Controlling is the process of \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_ activities to keep the organization on course.

Controlling involves (5) activities:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Controlling and planning are closely \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

All managers, regardless of type of organization, perform the four functions previously discussed. But, in a large company with more than one manager, responsibilities must be divided and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Many organizations have multiple \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of management – top management, middle management, and first-line, or supervisory management.

Top Mangers include the president and other executives, such as the chief executive officer (CEO), chief financial officer (CFO), and the chief operations officer (COO), who have overall \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for the organization.

Top-level managers spend most of their time planning. They make the organization’s strategic decisions, decisions that focus on overall scheme or key idea for using resources to take advantage of \_\_\_\_\_\_\_\_\_\_\_.

Workforce \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is an important issue in today’s corporations.

Managers from companies devoted to workforce diversity devised five rules that make diversity recruiting work.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Rather than making strategic decisions about the whole organization, Middle Mangers are responsible for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ planning that will implement the general guidelines established by top management.

Most people get their management experience as First-Line Mangers, those who supervise workers and the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the organization.

At each level there are managers who specialize in the basic \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ areas of business: finance, production and operations, human resources (personnel), marketing, IT, and administration.

Managers are typically evaluated using the metrics of how \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_ they are.

Managing effectively and efficiently requires certain skills: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Managers need Technical Expertise, specialized knowledge and training required to perform jobs related to their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Conceptual skills, the ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in abstract terms, and to see how parts fit together to form the whole, are needed by all managers, but particularly top-level managers.

Analytical skills refer to the ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ relevant issues and recognize their importance, understand the relationships between them, and perceive the underlying causes of a situation.

People skills, or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ skills, are the ability to deal with people, both inside and outside the organization.

Leadership is the ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ employees to work toward organizational goals.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leaders make all the decisions and then tell employees what must be done and how to do it.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leaders involve their employees in decisions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leaders let their EE’s work without much interference.

The effectiveness of the autocratic, democratic, and free-rein styles depends on several factors:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Authentic leadership is a bit different from the other three leadership styles because it is not exclusive. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are passionate about the goals and mission of the company, display corporate values in the workplace, and form long-term relationships with stakeholders.

Requirements for Successful Leadership:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Businesses are increasingly realizing the benefits of participative corporate cultures characterized by employee \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Leaders who wish to empower EE’s adopt systems that support an EE’s ability to provide \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on company decisions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has often been an effective way for encouraging employee empowerment.

However, truly empowering EE’s in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ decision making can be difficult.

Decision Making is important in all \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and at all levels, whether the decisions are on a strategic, tactical, or operational level.

A systematic approach using the following six steps usually leads to more effective decision making:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Management functions can be simplified into two basic activities:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Chapter Seven: Organization, Teamwork, and Communication**

An organization’s structure determines how well it makes decisions and responds to problems, and it influences employee’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ toward their work.

One of the most important aspects of organizing a business is determining its \_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_, a firm’s shared values, beliefs, traditions, philosophies, rules, and role models for behavior.

A firm’s culture may be expressed formally through its mission statement, codes of ethics, memos, manuals, and ceremonies, but it is more commonly expressed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Organizational culture helps ensure that all members of a company share \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and suggests rules for how to behave and deal with problems within the organization.

Corporate culture and engagement is very important for organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and employee \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the arrangement or relationship of positions within an organization.

Getting people to work together efficiently and coordinating the skills of diverse individuals require careful \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Mangers need to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the structure of human, physical, and financial resources to achieve objectives in an effective and efficient manner.

Structuring an organization requires that management assign work tasks to specific individuals and departments and assign responsibility for the achievement of specific organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

For a business to earn profits from the sale of its products, its managers must first determine what \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are required to achieve its objectives.

All these activities must be coordinated, assigned to work groups, and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

After identifying all activities that must be accomplished, managers then break these activities down into specific \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that can be handled by individual employees.

Specialization is the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_into small, specific tasks and the assignment of employees to do a single task.

To save money and achieve the benefits of specialization, some companies \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and hire temporary workers to provide key skills.

Overspecialization can have negative consequences. Employees may become bored and dissatisfied with their jobs, and the result of their unhappiness is likely to be poor quality work, more injuries, and high employee \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

After assigning specialized tasks to individuals, managers next organize workers doing similar jobs into \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to make them easier to manage.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the grouping of jobs into working units usually called departments, units, groups, or divisions.

A weakness of functional departmentalization is that, because it tends to emphasize departmental units rather than the organization as a whole, decision making that involves more than one department may be slow, and it requires greater \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Product Departmentalization organizes jobs around the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the firm.

Geographical Departmentalization groups jobs according to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ location, such as a state, region, country, or continent.

Customer Departmentalization arranges jobs around the needs of various types of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

After all workers and work groups have been assigned their tasks, they must be given the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to carry them out.

Delegation of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ means not only giving tasks to employees, but empowering them to make commitments, use resources, and take whatever actions are necessary to carry out those tasks.

Delegation of authority frees a manager to concentrate on larger issues, such as planning or dealing with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The process of delegating authority establishes a pattern of relationships and accountability between a superior and their subordinates.

The extent to which authority is delegated throughout an organization determines its degree of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

In a Centralized Organization, authority is concentrated at the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, and very little decision-making authority is delegated to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ levels.

A Decentralized Organization is one in which decision-making authority is delegated as far down the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_ as possible.

Span of Management refers to the number of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ who report to a particular manager.

Complementing the concept of span of management is Organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, the levels of management in an organization.

Along with assigning tasks and the responsibility for carrying them out, managers must consider how to structure their authority relationships – that is, what structure the organization itself will have and how it will appear on the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The simplest organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Line Structure, has direct lines of authority that extend from the top manager to employees at the lowest level of the organization.

The Line-and-Staff Structure has a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ line relationship between superiors and subordinates, and specialized managers: called staff managers – are available to assist line managers.

As companies \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, traditional line structures become difficult to coordinate, making communication difficult and decision making slow.

Multidivisional structures permit delegation of decision-making authority, allowing divisional and department managers to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The Matrix Structure attempts to address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that arise with growth, diversification, productivity, and competitiveness.

There has been a gradual shift toward an emphasis on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and managing them to enhance individual and organizational success.

Some experts believe that highest productivity results only when \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ become teams.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ emphasize individual work products, individual accountability, and even individual leadership.

Work teams share leadership roles, have both individual and mutual accountability, and create collective work products. In other words, a work group’s performance depends on what its members do as individuals, while a team’s performance is based on creating a knowledge center and competency to work together to accomplish a goal. It is also important for team members to retain \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and avoid becoming a “face-in-the-crowd.”

A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is usually a permanent, formal group that does some specific task.

A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a temporary group of employees responsible for bringing about a particular change.

Teams are becoming far more common in the U.S. workplace as businesses strive to enhance productivity and global \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

In general, teams have the benefit of being able to pool members’ knowledge and skills and make greater use of them than individuals working alone. And, teams can create more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to problems than individuals.

Teams motivate workers by providing internal rewards in the form of an enhanced sense of accomplishment for employees as they achieve more, and external rewards in the form of praise and certain perks. Consequently, they can help get workers more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Project Teams are similar to task forces, but normally they run their operation and have total \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of a specific work project.

Product Development Teams are a special type of project team formed to devise, design, and implement a new \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Quality Assurance Teams, sometimes called \_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_, are fairly small groups of workers brought together from throughout the organization to solve specific quality, productivity, or service problems.

Communication within an organization can flow in a variety of directions and from a number of sources, each using both \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ forms of communication.

The success of communication \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ within the organization has a tremendous effect on the overall success of the firm.

Communication mistakes can lower \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Alternatives to face-to-face communications – such as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – are growing, thanks to technology such as voice-mail, e-mail, social media, and online newsletters.

Formal \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of communication are intentionally defined and designed by the organization.

They represent the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of communication within the formal organizational structure.

The most significant informal communication occurs through the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, an informal channel of communication, separate from management’s formal, official communication channels.

Information passed along the grapevine may relate to the job or organization, or it may be unrelated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The accuracy of grapevine information is of great concern, but managers can turn the grapevine to their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Technological advances and the increased use of electronic communication in the workplace have made \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ its use necessary for most companies.

Failing to monitor employees’ use of e-mail, social media, and the Internet can be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Without effective communication, the activities and overall productivity of projects, groups, teams, and individuals will be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Communication is an important area for a firm to address at all levels of management.

One of the major areas of effective communication is obtaining \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Managers should always encourage feedback, including concerns and challenges about issues.

Managers should listen, which is a skill that involves “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.”

Employees list a \_\_\_\_\_\_\_\_\_\_\_\_ \_\_ \_\_\_\_\_\_\_\_\_\_\_\_ to their concerns as a top complaint in the workplace.

Strong and effective \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are a requirement from companies to distribute information to different levels of the company.

Businesses have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ channels for communication including face-to-face, e-mail, phone, and written communication.

Each channel has its advantages and disadvantages, and some are more \_\_\_\_\_\_\_\_\_\_\_\_ to use than others.

Communication is necessary in helping organizational members \_\_\_\_\_\_\_\_\_\_\_\_ what is expected of them.