

Marketing Essentials



Chapter 11

management skills

Section 11.1

Management Structures

Section 11.2

Management Functions

Management Structures



Before You Read

CONNECT When do you have to manage your time or resources?

OBJECTIVES

- **Explain** how horizontally organized companies differ from vertically organized companies.
- **Name** the three levels of management in a vertically organized company.
- **Explain** how a self-managed team functions.

THE MAIN IDEA

Two types of management structures are vertical and horizontal or a combination of both.

VOCABULARY

- management
- vertical organization
- top management
- middle management
- supervisory-level management
- horizontal organization
- empowerment

Management Structures

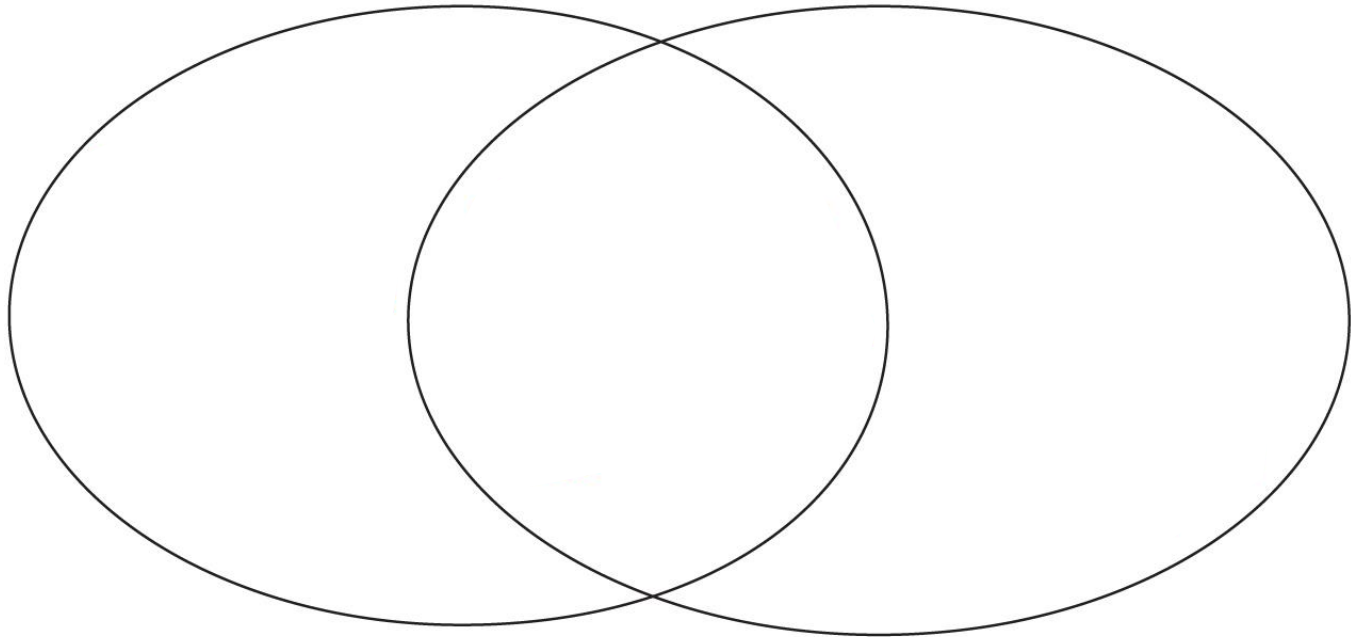
Graphic
Organizer

Horizontal or Vertical?

Horizontal

Both

Vertical



Management Structures

Graphic Organizer

Horizontal or Vertical?

Horizontal

Both

Vertical

- Teams
- Fewer staff
- Self-managing
- Organized by process

- Provides structure
- Provides planning, controlling functions
- Works to meet goals

- Three management levels
- Organized by function
- Workers closely supervised

Leadership in the 21st Century

What is management?



management

The process of achieving company goals by effective use of resources through planning, organizing, and controlling.

Leadership in the 21st Century

Vertical Organization



vertical organization

A hierarchical, up-and-down structure in which the tasks and responsibilities of each level are clearly defined.

Leadership in the 21st Century

Vertical Organization

Top Management



top management

Those who make decisions that affect the whole company.

Leadership in the 21st Century

Vertical Organization

Top Management

Middle Management



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.

Leadership in the 21st Century

Vertical Organization

Top Management

Middle Management

Supervisory-Level
Management



supervisory-level management

Type of management in which managers supervise the employees who carry out the tasks determined by middle and top management.

Leadership in the 21st Century

Characteristics of a Horizontal Organization

Self-Managing
Teams
(Empowerment)

Organization by
Process

Customer
Orientation



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.



empowerment

Encouraging team members to contribute to and take responsibility for the management process.

Management Structures



After You Read

Section 11.1

1. **Explain** the difference between a vertical and a horizontal company.

A vertical organization is a chain-of-command, hierarchical structure where the tasks and responsibilities of each level of the organization are clearly defined. In a horizontal organization, top management shares decision making with self-managing teams of workers who set their own goals and make their own decisions.

Management Structures



After You Read

Section 11.1

2. List two advantages of horizontal organization.

Personnel costs are reduced in a horizontal organization because fewer managers are required. Members of self-managed teams are empowered as they are given authority to make their own decisions, complete their tasks, and coordinate their activities with other groups within the company.

Management Structures



After You Read

Section 11.1

3. **Identify** three levels of management in a vertical organization.

The three levels are top management, middle management, and supervisory-level management.

Management Functions



Before You Read

CONNECT Why do you think it might be important for managers to have good interpersonal skills?

OBJECTIVES

- **Name** three functions of management.
- **Describe** the management techniques used by effective managers.
- **Explain** how to manage employees properly.

THE MAIN IDEA

Understanding basic management functions is essential to success in the field of marketing.

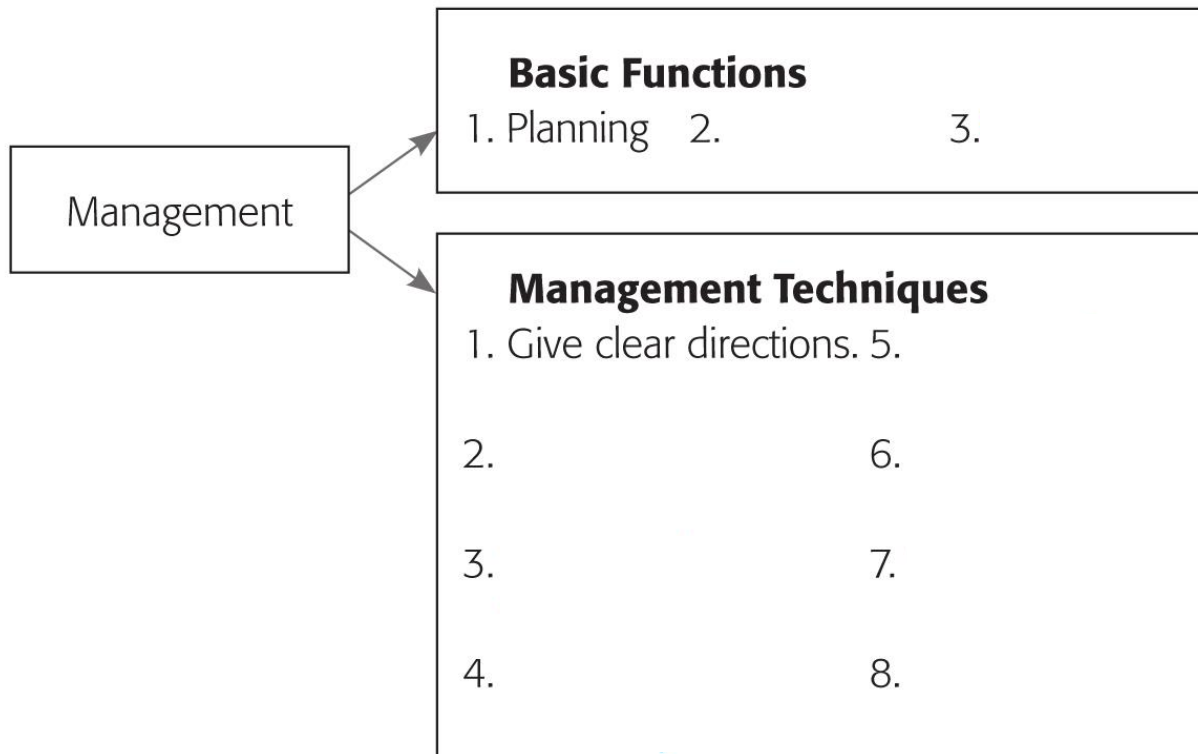
VOCABULARY

- planning
- organizing
- controlling
- mission statement
- remedial action
- exit interview

Management Functions

Graphic Organizer

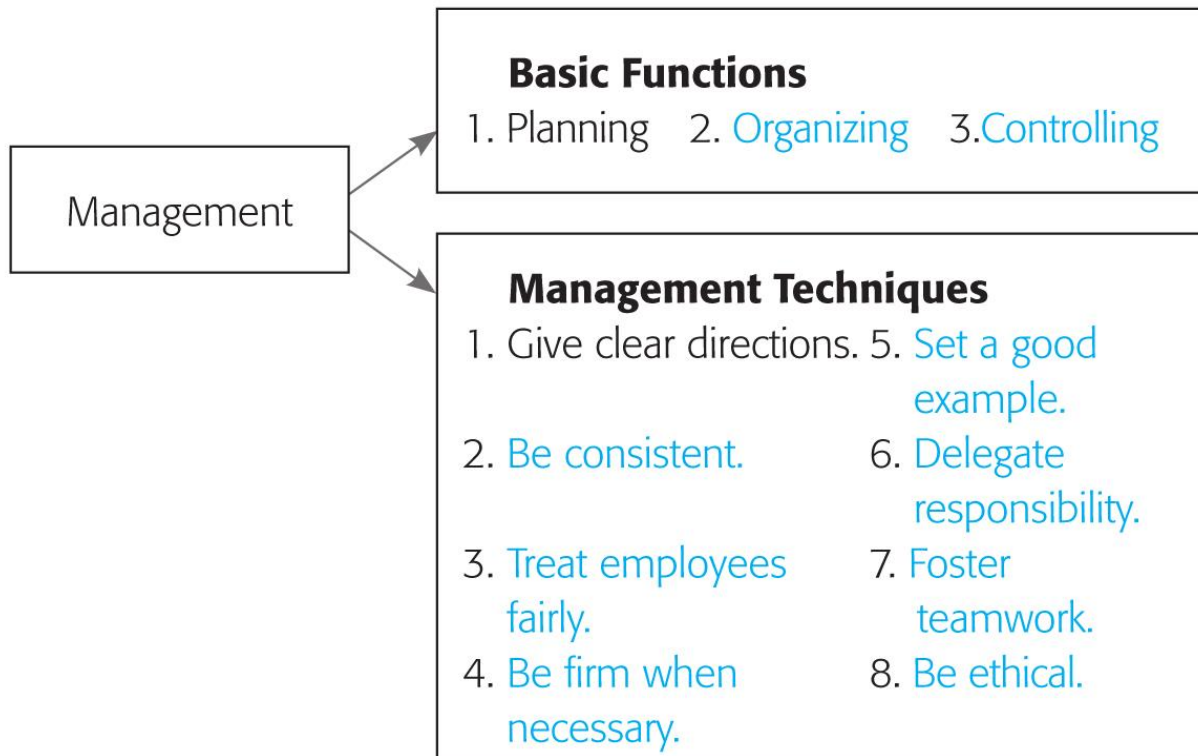
Management Functions and Techniques



Management Functions

Graphic Organizer

Management Functions and Techniques



Management Functions

What Managers Do

Three Basic Functions

Planning

Organizing

Controlling



planning

Setting goals and determining how to reach them.



organizing

Establishing a time frame in which to achieve a goal, assigning employees to the project, and determining a method for approaching the work.



controlling

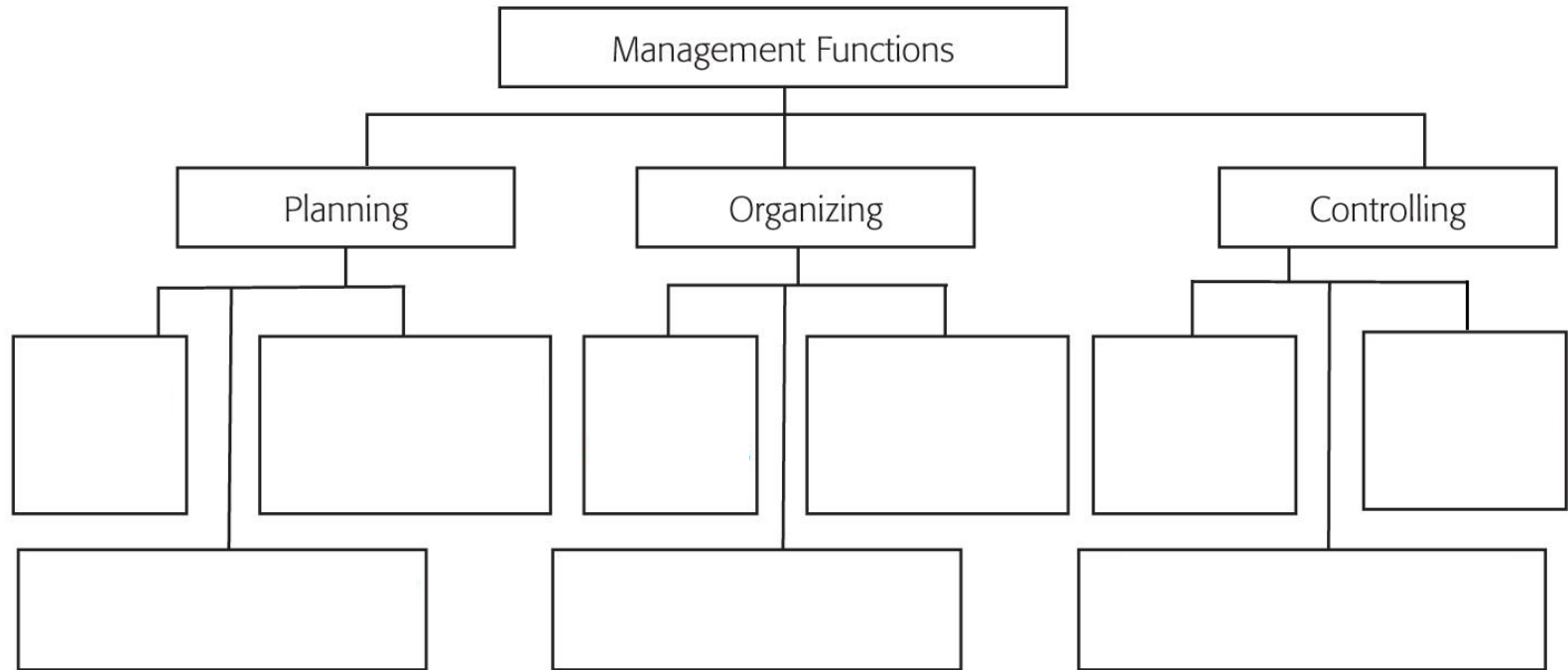
The process of setting standards and evaluating performance.

Management Functions

What Managers Do

Graphic
Organizer

The Functions of Management

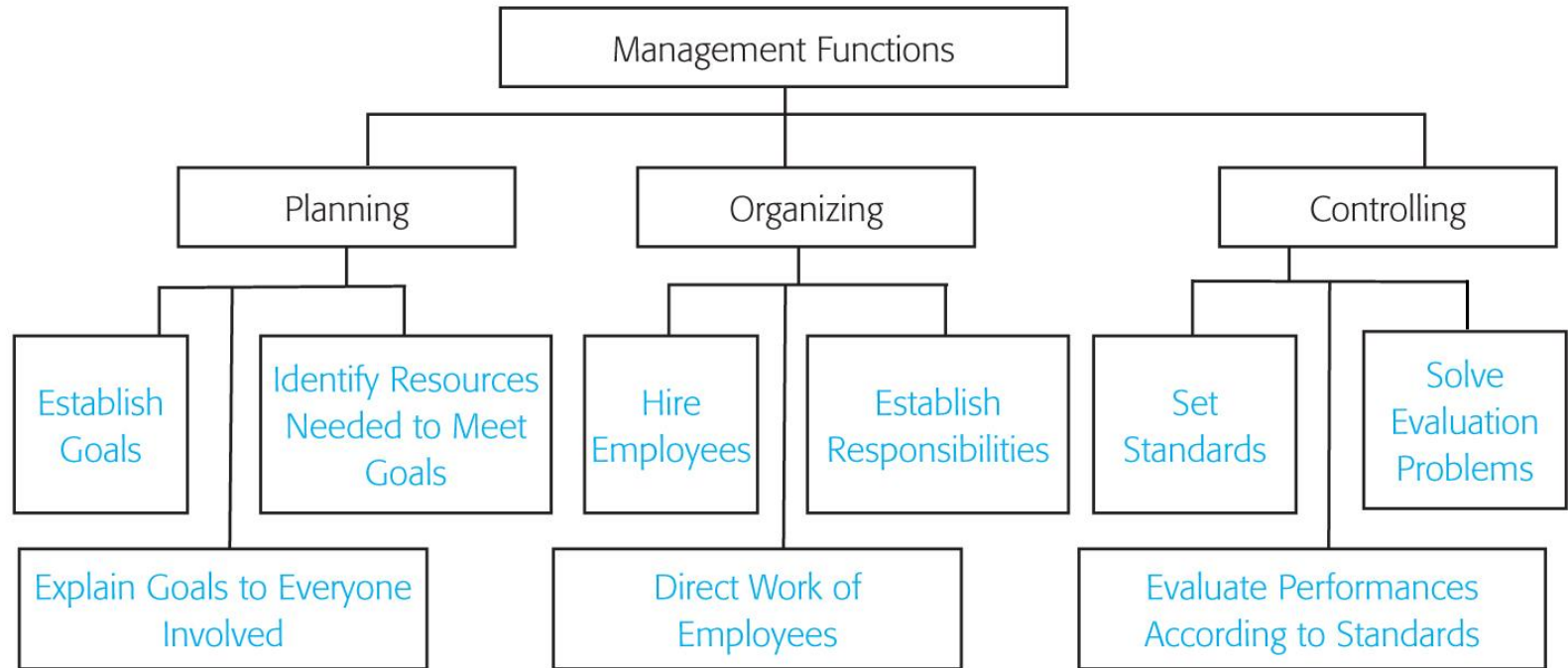


Management Functions

What Managers Do

Graphic
Organizer

The Functions of Management



Management Functions

What Managers Do

Graphic
Organizer

Effective Management Techniques

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**Motivated and Productive
Employees**

Management Functions

What Managers Do

Graphic Organizer

Effective Management Techniques

Giving Clear Directions

Being Consistent

Treating Employees Fairly

Being Firm When Necessary

Setting a Good Example

Being Ethical

Fostering Teamwork

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Motivated and Productive Employees

Management Functions

What Managers Do

Management Styles

Authoritarian

Democratic

Participatory

Teamwork

**Discussion
Management**

**Delegating
Style**

Management Functions

What Managers Do

Employee Motivation

Rewards

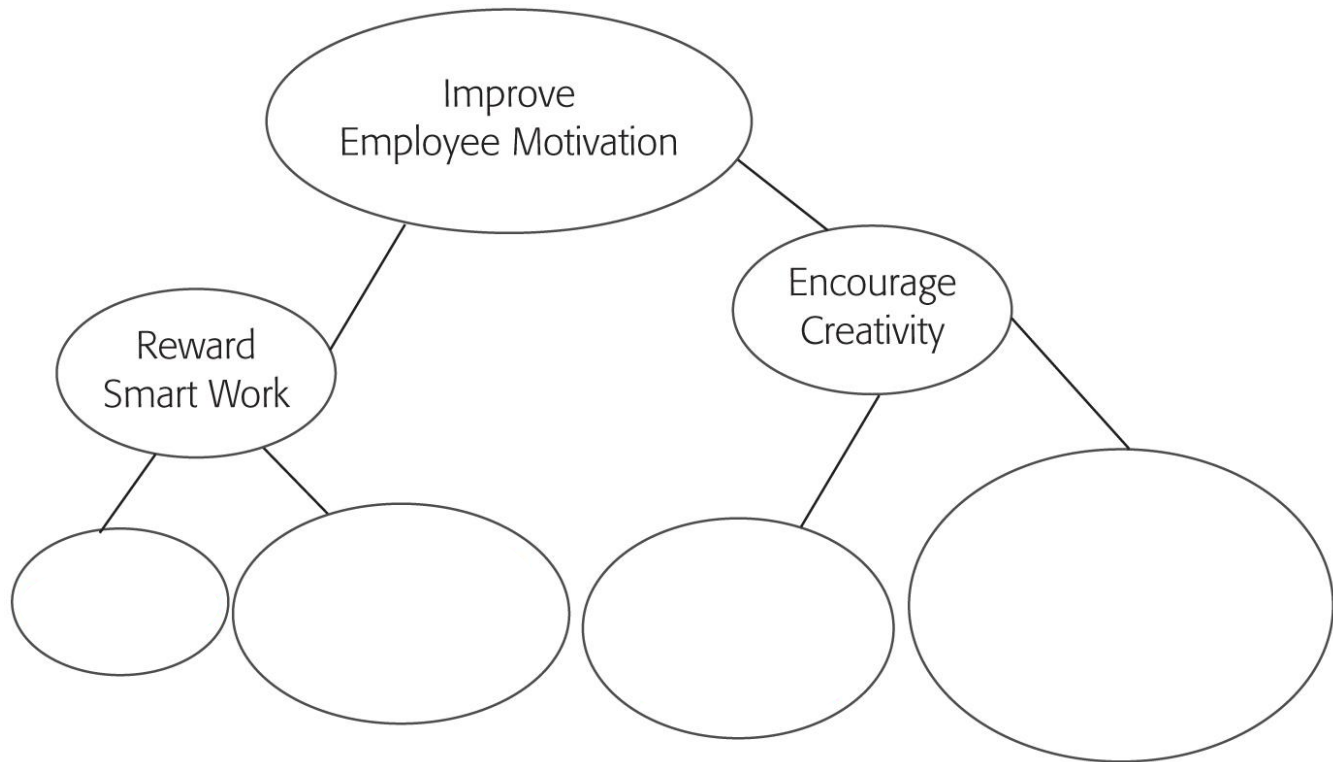
**Encourage
Creativity**

Management Functions

What Managers Do

Graphic
Organizer

Improving Employee Motivation



Management Functions

What Managers Do

Graphic
Organizer

Improving Employee Motivation



Management Functions

Human Resources

Recruiting Sources

Current Employees

Walk-Ins

Media Advertising

State Employment Services

Schools

Discrimination and the Law

Management Functions

Human Resources

Tips for Hiring New Employees

Follow all laws that govern the hiring process.

Conduct at least two interviews.

Have at least two people interview final applicants.

Ask only questions that are job related.

Do some pre-employment testing.

Human Resources

Human Resources Responsibilities

Recruiting

Hiring New
Employees

Orientation
and Training
Programs

Scheduling
Employees

Handling
Complaints
and
Grievances

Assessing
Employee
Performance

Remedial
Action

Dismissing
Employees

Exit Interview



remedial action

A means of encouraging appropriate workplace behavior in order to improve employee performance.



exit interview

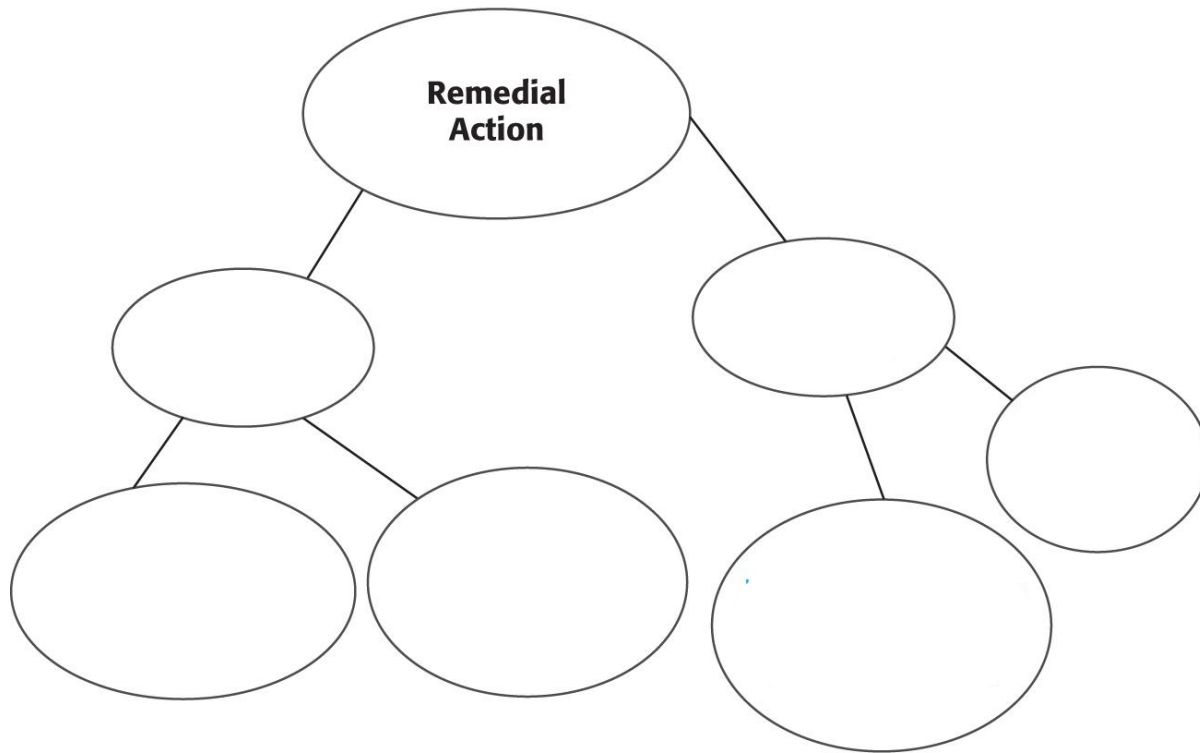
An opportunity for an employee and a manager to obtain valuable feedback when an employee leaves the company.

Management Functions

Human Resources

Graphic
Organizer

Effective Management Techniques

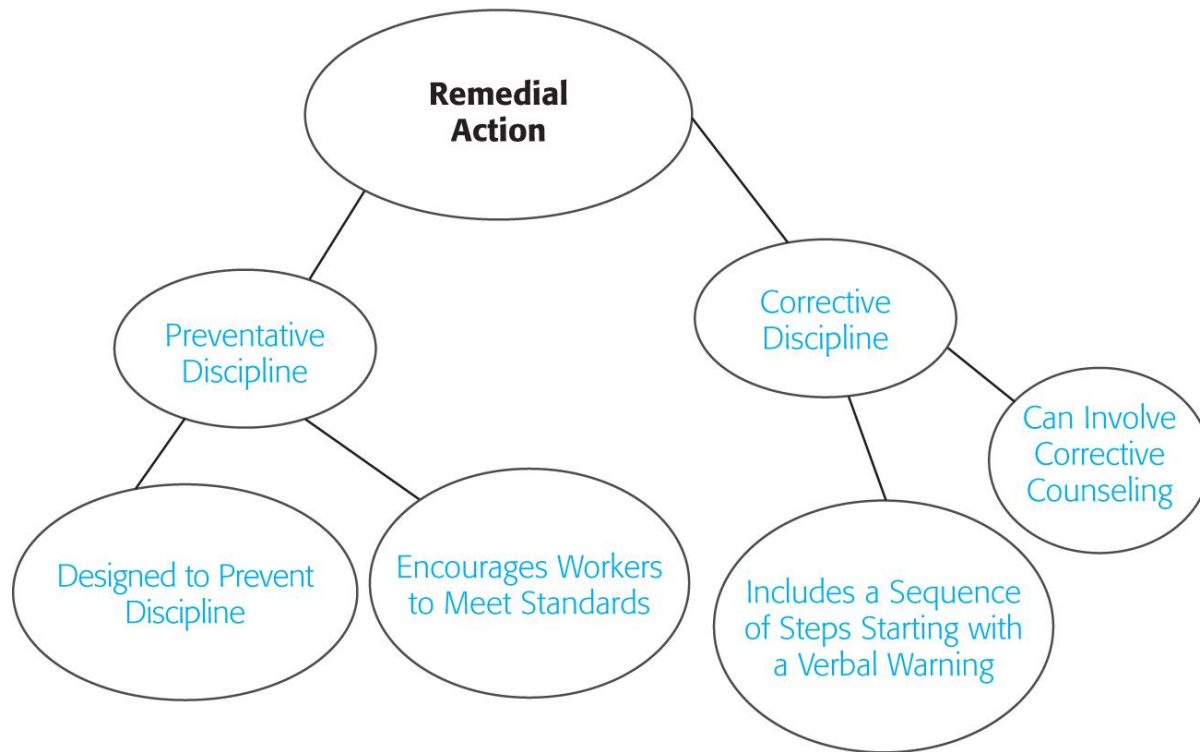


Management Functions

Human Resources

Graphic Organizer

Effective Management Techniques



Management Functions



After You Read

Section 11.2

1. **List** the three functions of management.

The three functions of management are planning, organizing, and controlling.

Management Functions



After You Read

Section 11.2

2. **Explain** the meaning of delegating responsibility.

Delegating means giving jobs or duties to other people to do, rather than trying to do everything yourself.

Management Functions



After You Read

Section 11.2

3. **Discuss** the purpose of assessing employee performance.

The purpose of assessing employee performance is to develop better workers and a more effective and profitable company.

Marketing Essentials



End of
Chapter 11
management
skills

Section 11.1
Management Structures

Section 11.2
Management Functions