**MANAGEMENT – FILL-IN-THE BLANK: SESSION 7**

**Fundamentals of Management 10th Edition**

**Stephen P. Robbins, Mary Coulter, David A. DeCenzo – Pearson 2017 (ISBN#: 978-0-13-423747-3)**

**Chapter Fourteen: Foundations of Control**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the final step in the management process.

Control is the management function that involves \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activities to ensure that they’re being accomplished as planned and correcting any significant deviations.

The value of the control function can be seen in three areas:

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

The Control Process is a three-step process of:

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

To determine actual performance, a manager must first get information about it. Thus, the first step in control is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Four common sources of information frequently used to measure actual performance include:

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

Personal \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ provides firsthand, intimate knowledge of the actual activity – information not filtered through others.

The widespread use of computers has led managers to rely increasingly on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Reports for measuring actual performance.

Information can also be acquired through \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Reports – that is, through conferences, meetings, one-on-one conversations, or telephone calls.

Actual performance may also be measured by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Reports.

Given the varied advantages and disadvantages of each of the four measurement techniques, managers should use all four for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ control efforts.

What managers measure is probably more critical to the \_\_\_\_\_\_\_\_\_\_\_\_\_ process than how they measure.

The following Control Criteria are applicable to any management situation:

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

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ step determines the variation between actual performance and the standard.

Although some \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in performance can be expected in all activities, it’s critical to determine an acceptable Range of Variation.

In regards to acceptable Range of Variation, managers can choose among three possible courses of action:

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

It’s possible that a variance is a result of an unrealistic \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – too low or too high a goal. In such cases, it’s the standard that needs corrective action, not the performance.

Management can implement \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ before an activity commences, during the activity, or after the activity has been completed.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Control - Anticipates Problems

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Control - Corrects Problems As They Occur

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Control - Corrects Problems After They Occur

Want to earn a profit!? You need \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ controls.

Traditional financial controls include \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ - \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Budgets are tools used for both \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a critical tool for controlling other organizational activities.

The Balanced Scorecard approach looks at more than the financial perspective by typically looking at four areas that contribute to a company’s performance:

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

Managers should develop \_\_\_\_\_\_\_\_\_\_ for each of the four areas and measure whether they are being met.

Today’s workplaces present considerable \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ challenges for managers.

Almost all managers will, at one time or another, have to deal with EE’s who are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

**Chapter Fifteen: Operations Management**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management is the study and application of the transformation process.

Operations Management refers to design, operation, and control of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ process that converts such resources as labor and raw materials into goods and services that are sold to customers.

All organizations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ goods or services through the transformation process.

Improving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has become a major goal in virtually every organization.

Productivity is a composite of both \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ variables.

High productivity can’t come solely from good “people management.” The truly effective organization will maximize productivity by successfully \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ people into the overall operations system.

William Edwards Deming, an American statistician and professor is widely credited with improving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the United States during World War II.

His philosophy focused on increasing \_\_\_\_\_\_\_\_\_ and reducing \_\_\_\_\_\_\_\_\_ through continually improving how employee work is done by approaching manufacturing in an orderly, systematic, and logical way.

Successful organizations recognize the crucial role that operations management plays as part of the overall organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_to establish and maintain global leadership.

The strategic role that operations management plays in successful organizational performance can be seen as more organizations move toward managing their operations from a \_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_ perspective.

A Value Chain is a concept describing the full chain of a business’s activities in the creation of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – from initial reception of materials all the way through its delivery to market, and everything in between.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of managing the sequence of activities and information along the entire value chain.

The dynamic, competitive environment facing contemporary global organizations demands new \_\_\_\_\_\_\_.

Understanding how and why value is determined by the marketplace has led some organizations to experiment with a new \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_:

The new model is a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ design for how a company intends to profit from its broad array of strategies, processes, and activities.

Requirements for Successful Value Chain Management:

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

For the Value Chain to achieve its goal of meeting and exceeding customers’ needs and desires, comprehensive and seamless \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ among all members of the chain is necessary.

Successful Value Chain Management isn’t possible without a significant \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in information technology.

Value Chain Management radically changes \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ processes – that is, the way organizational work is done.

Managers must critically evaluate all organizational processes from beginning to end by looking at core competencies – the organization’s unique skills, capabilities, and resources – to determine where \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is being added.

Three important conclusions can be made about how organizational processes must change:

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

Successful Value Chain Management isn’t possible without strong and committed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are the organization’s most important resource, and play an important part in Value Chain Management.

Three main human resource requirements for Value Chain Management are:

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

The last requirement for Value Chain Management is having a supportive organizational \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Obstacles to Value Chain Management:

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

List three Contemporary Issues: 1 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 2 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 3 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Identify some Product Quality Dimensions

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Identify some Service Quality Dimensions

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

To publicly demonstrate their commitment to quality, many organizations worldwide have pursued challenging quality goals. The two best-known are the following:

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