**MANAGEMENT – FILL-IN-THE BLANK: SESSION 3**

**Fundamentals of Management 10th Edition**

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**Chapter Six: Organizational Structure and Design**

Once the organization’s goals, plans, and strategies are in place, managers must develop a \_\_\_\_\_\_\_\_\_\_\_\_ that will best facilitate the attainment of those goals.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is one of the primary functions of Management that creates structure and determines: What needs to be done? How will it be done? Who will do it?

Six Basic Elements of Organizational Structure

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

Work \_\_\_\_\_\_\_\_\_\_\_\_\_ is dividing work activities into separate job tasks, also known as, division of labor.

Individual employees “specialize” in doing \_\_\_\_\_\_\_\_\_ of an activity rather than the \_\_\_\_\_\_\_\_\_\_ activity in order to increase work output.

Once it is decided what job tasks will be done by whom, common work activities need to be \_\_\_\_\_\_\_\_\_\_ together so work is done in a coordinated and integrated way.

To understand Authority and Responsibility, you must be familiar with the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – the line of authority extending from upper organizational levels to lower levels, which clarifies who reports to whom.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to the rights inherent in a managerial position to give orders and expect the orders to be obeyed. It is relative to one’s position within the organization.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is when managers delegate authority, they must allocate commensurate responsibility. When employees are given rights, they also assume a corresponding obligation to perform.

Unity of Command is the belief that that each employee should report to only one \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Authority is aligned with the position one holds, but \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is associated with one’s capacity to influence decisions.

Five Sources or Bases of Power:

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

Managers increase power by developing multiple sources of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

You can increase your power in organizations by:

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

Span of \_\_\_\_\_\_\_\_\_\_\_ is the number of employees managed efficiently and effectively by one supervisor.

Managers should choose the amount of centralization or decentralization that will allow them to best implement their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and achieve organizational goals.

Formalization refers to how \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ an organization’s jobs are and the extent to which employee behavior is guided by rules and procedures.

Contingency Variables in Determining Structure:

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

Managers are finding that traditional organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ often aren’t appropriate for today’s increasingly dynamic and complex environment.

Organizations need to be lean, flexible, and innovative; that is, more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

As managers look for organizational designs that will best support and facilitate employees doing their work efficiently and effectively, there are certain challenges they must contend with, such as:

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

The concept of a learning \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ doesn’t involve a specific organizational design per se, but instead describes an organizational mind-set or philosophy that has significant design implications.

In a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ organization, employees are practicing knowledge management by continually acquiring and sharing new knowledge and are willing to apply that knowledge in making decisions or performing their work.

An organization’s ability to learn and to apply learning as they perform the work may be the only sustainable source of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The Learning Organization has developed the capacity to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ learn, adapt, and change.

**Chapter Seven: Managing Human Resources**

Once an organization’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is in place, managers have to find people to fill the jobs that have been created or to remove people from jobs, if circumstances require it.

Human Resource \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a process that includes finding, interviewing, and assessing job applicants; helping new EEs assimilate; recommending training; and assessing employee performance.

The quality of an organization is determined by the quality of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ it employs.

The entire HRM process is influenced by the external \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Industrial-Organizational Psychology is defined as the scientific study of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The first phase of the HRM process involves three tasks:

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

Employment \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the process by which managers ensure they have the right number and kinds of people in the right places at the right times, people who are capable of effectively and efficiently completing those tasks that will help the organization achieve its goals.

The process can be condensed into two steps:

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

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Planning not only guides current staffing needs, but also projects future employee needs and availability.

Identify some recruitment sources:

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

Identify some downsizing options:

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

The Selection \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ seeks to predict which applicants will be “successful” if hired; that is, who will perform well on the criteria the organization uses to evaluate its employees.

Selection techniques that result in reject errors can result in charges of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, especially if applicants from protected groups are disproportionately rejected.

Selection techniques that result in accept errors have obvious costs to the organization:

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

The major intent of any \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity is to reduce the probability of making accept errors or reject errors while increasing the probability of making correct decisions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ addresses whether a selection device measures the same characteristic consistently.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is based on proven relationship between selection device and relevant measure.

Law prohibits managers from using any selection device that cannot be shown to be directly related to successful \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ performance.

Managers can use a number of selection devices to reduce accept and reject errors. The best known devices include:

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

To increase job satisfaction among employees and reduce turnover, managers should consider a Realistic Job \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (RJP).

Research indicates that applicants who have been given a RJP hold lower and more realistic job \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and are better able to cope with the frustrating elements of the jobs.

New hires must be acclimated to the organization’s culture and be trained and given the \_\_\_\_\_\_\_\_\_\_\_\_\_\_ to do the job in a manner consistent with the organization’s goals.

The major goals of orientation are to:

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

Employee \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a learning experience that seeks a relatively permanent change in EE’s by improving their ability to perform on the job.

A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Management System is a system that establishes performance standards that are used to evaluate employee performance.

May evaluate EE performance against a set of established standards or absolute criteria, or compare EE performance with that of one or more individuals which is a relative, not absolute, \_\_\_\_\_\_\_\_\_\_\_\_ device.

Three approaches to Multiperson Comparison:

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

Regardless of the method of appraisal, it is important to provide EE with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

An effective and appropriate compensation system will:

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

HR \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that today’s managers face include downsizing, workforce diversity, sexual harassment, and HR costs.