

Snazzlefrag's Management CLEP Study Notes

Contact: <http://www.degreeforum.net/members/snazzlefrag.html>

Hosted at: <http://www.free-clep-prep.com>

Management Functions - Planning, Organizing, Staffing, Directing, Controlling.

Managerial Skills - Technical, Interpersonal, Conceptual.

Managerial Roles - (Mintzberg) Informational, Interpersonal, Decisional.

Informational - Monitor, Disseminator, Spokesperson.

Interpersonal - Figurehead, Liaison, Leader.

Decisional - Entrepreneur, Disturbance-handler, Resource-allocator, Negotiator.

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Approaches:

Contingency - Best approach that fits the situation....

Scientific - (Frank Gilbreth, Taylor, Gantt) (oldest approach) Most efficient way to do a job (Focusses on the BOTTOM).

Studying.

Selecting.

Training.

Dividing.

Administrative/Classical - (Fayol) (Focusses on the TOP).

Behavioral/Human Relations - (Mayo & Roethlisberger) Hawthorne Studies.

Bureaucracy - (Weber)

Systems - (Chester Barnard) Inputs/transformations/outputs, everything affects everything else.

Participative - (Drucker) Management by Objectives (MBO).

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Wagner Act (National Labor Relations Act) - Rights of Unions.

Taft-Hartley Act - Balanced the power of unions. No "Closed Shops".

Landrum-Griffen Act - Regulated illegal union activities.

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Expectancy Theory - $Motivation(effort)=Expectancy \times Instrumentality \times Valence$.

Barnard - SYSTEMS (open system)

Gilbreth - SCIENTIFIC, "One Best Way", Science of Bricklaying.

Taylor - SCIENTIFIC, "Father of Scientific Management".

Gantt - SCIENTIFIC, Gantt Charts (scheduling).

Fayol - CLASSICAL/ADMINISTRATIVE, "Father of Modern Management", First to define functions of management, 14 principles of management.

Mayo & Roethlisberger - BEHAVIORAL/HUMAN RELATIONS, Hawthorne Studies.

Herzberg - Two-factor (motivator-hygiene) Theory of Motivation (job enrichment)
Rensis Likert - System 4 (Participative)
McGregor - Theory X, Theory Y
Drucker - PARTICIPATIVE, 8 Key Results Areas, MBO

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Primacy of Planning - Planning comes first.

Hierarchy of Plans

Mission Statement

Goals

Strategic Plans (Long term).

Operational/Action Plans (Short term).

8 Key Results Areas - Drucker

1. Market Share
2. Productivity (Output divided by Input)
3. Profitability
4. Innovation
5. Resources
6. Worker Performance
7. Manager Performance
8. Social Responsibility

McGregor - Book: "The Human Side of Enterprise"

Theory X - Lazy --> External Threats/Incentives

Theory Y - Maslow --> Internal Motivation/Involvement

Standing Plans - Always in effect, Policies/Procedures/Rules.

Single-use Plans - Programs/Projects/Budgets.

Rolling Plans - Long-range plans updated regularly.

Contingency Plans - Expecting the unexpected.

Forecasting - Technological, Economical, Sales

Herbert Simon - 3 Phases of Decision-Making = Intelligence, Design, Choice.

Herbert Simon - Administrative Man (satisficing) Economic Man (optimizing).

Functional Authority - Staff Managers have limited authority over subordinates of line managers.

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Performance Appraisal - Ranking, MBO, Graphic Rating Scales (traits).

Human Asset Accounting - Appraisal of overall company morale etc.

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Legitimate Power - Position.
Reward Power - Ability to Reward.
Coercive Power - Ability to Punish.
Expert Power - Knowledge
Referent Power - Admiration, Charisma

3 Approaches to Leadership - Trait (born), Behavioral, Contingency
Behavioral Approach - Ohio & Michigan - Consideration and Production-centered.
Contingency Approach

Tannenbaum & Schmidt: Boss-centered and Subordinate-centered Leadership.
Fiedler: High LPC (relationships), Low LPC (task-oriented/Extremes)....favorable or unfavorable situations.
House: Path-Goal Theory - Supportive and Directive Leadership

QWL (Quality of Work Life) - Quality Circles - Diagnose and Solve Problems.
TQM (Total Quality Management) - Improves Bureaucracies: Break through hierarchy, teamwork, listen to customers.
Equity Theory - Worker compares input/output to other employees.
McClelland - Needs Theory of Motivation: Achievement, Power, Affiliation

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Quality Theorists: Cosby, Deming, Juran

Economic Order Quantity (EOQ) - Keeps optimum product in stock - balances ordering costs with carrying costs.
Acceptance Sampling - Percentage is checked.
Statistical Sampling - Within upper and lower control limits.
Operations Research - WWII - Simulation, Linear Programming, Queuing, Probability Analysis.