Unit 3: Managing I

1. **Management** is the process of deciding on the right thing to do and then getting it done through people

2. **Leadership** is the ability to **influence** others and **direct** them towards achieving the goals of the organisation.

MOTIVATION

3. **Motivation** is the process of **inspiring** and **encouraging** staff to achieve the goals of the organisation

4. **Communication** is the exchange of information in an organisation. It involves a sender, message, medium and receiver.

LEADERSHIP

5. **Delegation** is passing on jobs/**responsibility**/power for certain jobs to subordinates while at the same time **monitoring** and checking the work of the subordinate involved

6. **Autocratic leaders** do not share their authority with subordinates but prefer to make decisions themselves.

7. **Democratic leaders** are willing to delegate power and responsibility to subordinates and make decisions with the agreement of the majority.

8. **Laissez- faire** (French for “leave to do”) **leaders** set general goals for staff and steps back letting them get on with the job in whatever way they think best.

COMMUNICATION

9. **External communication** is communication with a number of groups in the outside world.

10. **Internal communication** is communication inside a business

11. **Downward communication** involves communication from the top to the bottom of a business e.g. orders given by managers to staff. It is in one direction with no feedback

12. **Upward Communication** involves communication from the bottom to the top of a business e.g. complaints or advice from workers. It will often lead to a management response, so it's two-way communication.

13. **Horizontal (Lateral) Communication** involves communication between employees at the same level in the business e.g. managers talking to other managers, supervisors talking to other supervisors. It is essential that horizontal communication is a two-way communication.

14. **Formal Communication** passes through approved channels of communication e.g. notice board. This communication is planned

15. **Informal Communication (the grapevine)** refers to the informal network of communication that exists in every organisation.

16. **Verbal (Oral) communication** means sending messages (communicating) by speaking e.g. telephone conversations, meetings and speeches

17. **Written communication** means sending messages (communicating) by means of writing text e.g. fax, e-mail, memo, letter, report.

18. **Visual communication** means sending messages (communicating) by means of images e.g. tables, bar chart, pie chart, line graph, breakeven chart, pictogram.

19. A **meeting** is defined as the coming together of at least two people for a lawful purpose

20. **Videoconferencing** is a method of holding a meeting using a telecommunications network.

The location of the people at the meeting doesn't matter as technology allows for picture and sound to be transmitted across locations. Travel costs are reduced and speed of communication is increased

21. **Board Meeting.** The regular meeting of the Board of Directors of a company, usually held monthly to review progress and plan ahead.

22. **Ad hoc meeting.** A once off meeting to discuss and solve a problem/issue that has arisen

23. **Annual General Meeting (AGM).** A meeting of directors and shareholders held once a year

24. **Extra General Meeting (EGM).** A meeting of shareholders to discuss an important issue that can’t wait until the next AGM e.g. an impending acquisition/takeover

25. The **Notice** gives the date, time and venue of the meeting

26. An **agenda** is a programme for the meeting, that is a list of matters to be discussed and the order in which they will be discussed i.e. it’s a list of topics to be discussed at a meeting, as agreed by the chairperson and secretary.

27. **Minutes** are a written record of the issues discussed at a meeting

28. **Standing orders** are the rules about conducting a meeting.

29. **Motion** is the topic under discussion

30. **Quorum** is the minimum number of people that must be present at a meeting to make it valid/legal. It’s stated in the rules of the company.

31. **A Proxy** is a person authorised to represent a shareholder at an AGM and to vote in accordance with the instructions given by the shareholder

32. **In camera** is a meeting held in private. The public and press are not allowed to attend

33. **Voting by Poll** is when voters sign a form “for” or “against” a motion

34. **Voting by ballot** is when voters indicate their choice, which is put in a ballot box (same as general election)

35. **Voting by a show of hands** is when voters are asked to vote by raising their hand. The chairperson counts the votes and announces the result.

36. **Memos (Memorandums)** are used for internal communication.

37. **Business Letters** are used to communicate externally with suppliers, customers, banks, Revenue Commissioners etc.

38. **Report** is a written account of the findings after an investigation is carried out into a specific matter

39. **Term of Reference** is the purpose of the report. The writer should keep within these parameters and not stray from it. It outlines what precisely the report is about.

40. **Data** is information that can be processed automatically

41. **Data Subject** is anyone whose information is kept on computer e.g. an employee
42. **Data Controller** is anyone who keeps or uses personal data e.g. a company

43. **Data Commissioner** oversees the Data Protection Act 1988 and maintains a register of Data Controllers

PLANNING

44. **Planning** is the process of setting the objectives of the business and putting in place a strategy (course of action) to effectively achieve them

45. A **plan** is a pre-determined course of action.

46. **Strategic planning** is long term planning, over five years. Without a long-term plan a firm is like a ship without a rudder, it goes around in circles and never moves forward. These plans are drawn up by senior management e.g. plan to launch a new product.

47. **Tactical planning** is short term planning, covering a period of one or two years. These plans are drawn up by middle management and relate to a particular function of the business e.g. plan to launch a new advertising campaign.

48. **Contingency Plan** is a back-up plan, prepared to cope with emergencies and unexpected circumstance e.g. breakdown in production, disruption of supply of an essential raw material, sudden increase in demand, quality control mishap.

49. **Co-ordination** is the process of **synchronising** the work of different departments and people to achieve the desired objectives of the business

50. **Policies** are the means used to achieve objectives. They are usually written and direct managers to make decisions in order to achieve objectives e.g. promotion, marketing, recruitment, stock level policies

51. **Objectives** are particular goals that an organisation is trying to achieve

52. **General Objectives** apply to the whole company e.g. to achieve 10% increase in profits in the company.

53. **Specific Objectives** are targets for a particular department or project e.g. Sales to increase by 50% next year, for the sales department

54. **Mission Statement** is a statement setting out the general **purpose** and objectives of an organisation. It's the reason for the existence of the organisation.

ORGANISING

55. **Organising** means putting a **structure in place** in an organisation so that its activities are coordinated and its objectives are achieved.

56. **Organisational Structure** refers to the chain of command in a firm, showing the formal relationship between staff.

57. A **formal structure** sets out a chain of command in an organisation

58. An **informal structure** refers to the informal network of relationships in an organisation i.e. it's where managers and employees communicate informally in the canteen, corridors or sports club outside of their formal place on the organisational chart

59. **Chain of command** shows who gives orders to whom

60. **Span of Control** is the number of subordinates reporting to a manager.). It can be *wide* if the manager has a lot of direct subordinates or *narrow* if there are few. Narrow is more effective as the person in charge can get to know all of their subordinates personally (better decision making and high motivation)

61. **De-layering:** refers to the reduction in the number of management layers in an organisation It flattens *the traditional functional structure* e.g. In 1991 Telecom Éireann (now Eircom) reduced its layers from 12 to 5.

62. **Product Structure** divides the organisation along product lines

63. **Geographical Structure** divides the organisation according to the geographical markets it serves.

64. **Shamrock Structure** divides the organisation into 3 categories of workers; core, contract and flexible.

65. **Core Workers** are the main employees of the business e.g. principal, vice-principal and teachers in a school

66. **Contract workers** are workers that are taken on as required. They may not work only for the business e.g. substitute teachers in a school

67. **Flexible workers** are part-time workers e.g. teacher who job shares

CONTROLLING

68. **Controlling** means regularly comparing **actual performance** with the **desired performance** and **correcting** any differences which arise.

69. **Stock control** is a system for ensuring that the firm has the correct amount of stock at all times – never too muck, never too little.

70. **Just-in-time** means that stock is delivered only when it is needed for production to begin.

71. **Credit control** is a system for controlling the amount of credit, the payment period given to customers and ensuring that payments are made on time.

72. **Budgetary control** is controlling the finances of a business by using budgets i.e. planned income and planned expenditure. The variance/difference between the planned and actual should be investigated

73. **Quality Control** is a system for ensuring that the product meets the standards expected by customer’s i.e. finding and eliminating quality problems

74. **Staff control** is having the right number of staff with the right skills at the right time.