there has been extensive application of quantita
tive methods to improve managerial skill in ____
_____making.

DECISION

33. Some of the techniques of operations research -
(OR) are presented and discussed in Chapter 5. -
The development of OR has resulted in expanded -
application of _____ methods managerial
decision making.

QUANTITATIVE

C. ORGANIZING

The organization chart, which is a kind of model
representing the formal organization, indicates
the grouping of activities, authority relations-
hips, and certain communication channels. As -
such, the organization chart represents the re-
sult of the management function of organizing. -
The function itself consists of determining the
activities to be performed in an organization, -
grouping these activities, and assigning manage-
rial authority and responsibility to people em-
ployed in the organization.

34. As indicated in the introduction above, the resu
lts of the process of organizing are typically -
represented by means of an organization _____
_____.

CHART

35. Departementation, which is the grouping of ____
_____, in a business enterprise can be done
on the basis of several different factors.

ACTIVITIES (ETC.)

36. For example, grouping of activities according to
such factors as sales, finance, production, and
the like is departmentation based on organizatio
nal _____.

FUNCTIONS

37. Grouping of activities according to the number -
of people, the product, the territory, the custo
mer, and the process involved are other bases -
for _____.

DEPARTMENTATION

38. As an organization expands, growth may the place

in either a vertical or a horizontal direction. The addition of more levels of management represents _____ growth, whereas the addition of more organizational functions, with the number of levels held constant, represents _____ growth.

VERTICAL
HORIZONTAL.

39. Determining the ideal span of management, i.e., the number of employees whose work can be effectively supervised by one manager, has been a long standing problem related to the management function of _____.

ORGANIZING (OF COURSE, THIS ALSO BECOMES A DIRECTING PROBLEM).

40. Whereas classical writers tended to search for an ideal span of _____ for all situations, contemporary writers emphasize the importance of such factors as the organization level involved, the type of activity, the type of personnel, and the type of organization.

MANAGEMENT

41. Overall organizational structure is greatly affected by whether the enterprise tends toward a - philosophy of managerial centralization or decentralization. Concentration of authority at top management levels is reflective of managerial _____.

CENTRALIZATION

42. On the other hand, wide dissemination of authority in the organization is reflective of a managerial philosophy of (centralization/decentralization).

DECENTRALIZATION

43. Identification of line and staff activities, and definition of the authority relationships between the two, constitutes another dimension of the management function of _____.

ORGANIZING

44. Activities that are directly concerned with attaining company objectives are classified as line activities, whereas those that have an indirect relationship are classified as (line/staff) activities.

STAFF

45. There are various ways in which the staff gives
assitance in attaining the organization's objec-
tives, sometimes involving even staff control of
_____ activities.

LINE

46. Further, the manager needs to be aware that in -
every enterprise an informal social organization
exists (instead of/in addition to) the formal -
one defined and constructed by the manager.

iN Addition To

47. The informal organization serves as an additio-
nal communication medium, making possible (fas--
ter/shower) flow of information within an enter-
prise, though the information may or may not be
accurate.

FASTER

48. From what you know about the tendency og people
to communicate and get together outside formal -
organization channels, would you expect it to -
be possible to eliminate the informal organiza--

tion in an enterprise? (yes/No).

NO

49. Finally, an organization has to be staffed, which
includes the determination of personnel needs -
and the selection, appraisal, and training of --
the people who are required. Therefore, such -
personnel functions can also be considered an in
herent part of the management function of _____
_____.

ORGANIZING

D. DIRECTING

The function of directing involves guiding and -
supervising the efforts of subordinates toward -
the attainment of the firm's goals. Through res
earch in human motivation, leadership, communica
tion, and amployee development, the behavioral -
sciences have contributed substantially to our -
understanding of this function in recent years.

50. In contrast to the classical economic-man assump
tion, which suggested that amount of pay is the

only factor determining worker productivity, re-
cent findings emphasize the diverse motives un-
derlying behavior, thus resulting in (more/less)
complex motivational models which are (more/less)
realistic.

MORE
MORE

VOCABULARY II

- A -

1.- ALREADY - ya

2.- APPROPRIATE - apropiado

3.- ACHIEVE - lograr, alcanzar

4.- AGREEMENT - convenio, acuerdo

5.- ADDED - agregó, agregado

6.- APPLICABILITY - aplicabilidad

7.- ASSIGNMENT - asignatura, tarea

8.- AS A WHOLE - como un todo, en general

9.- ASSIGNS - asigna, señala

10.- ABOVE - sobre

11.- ADDITION - añadidura

- B -

12.- BASIS - bases

13.- BUSINESS FIRM - firma comercial

14.- BUT - pero, si no, sin embargo

- C -

15.- CONSTITUTE - constituir

16.- CONFUSED - confundido

17.- CARRY OUT - llevar a cabo

18.- CONSTANT - constante

19.- CLASSIFY - clasificar

20.- CLOSEST - más cerca

21.- CHANGES - cambios

22.- CHARACTERISTICS - características

- D -

23.- DESCRIBED - descrito

24.- DO - hacer

25.- DESCRIPTIVE - descriptivo, representativo

26.- DONE - hecho

27.- DETERMINATION -

28.- DELEGATE - delegar

29.- DISTINCTION - distinción

30.- DEPARTMENTATION - departamentización

- E -

31.- EXENT - grado

32.- EMPLOYEE - empleado

33.- ENHANCES - poner en alto

34.- EQUITABLE - justa, equitativa

35.- EXPECTED - esperado

36.- EFFECTIVENESS - efectividad

- F -

37.- FULLY - completamente

38.- FOCOUSES - enfoque

39.- FOLLOWS - sigue

40.- FURTHERMORE - además

41.- FIELD - campo

- G -

42.- GUIDE - guía

43.- GROWTH - crecimiento

44.- GAINS - ganancias

45.- GROUPING - grupo, agrupando

46.- GIVE - dar

- H -

47.- HOWEVER - sin embargo

- I -

48.- INVOLVED - mezclado, implicado

49.- IDENTIFY - identificar
50.- INDLUENCE - influencia
51.- IN DISCUSSING - al examinar, al debatir

- L -

52.- LONG-RUM SUCCESS - triunfar tardo, temprano
53.- LIST - lista
54.- LAST - última
55.- LIKELYHOOD - posibilidad
56.- LIKELY - apto, idoneo, probable
57.- LATER - subsecuente, más adelante

- M -

58.- MAJOR - principal
59.- MISLEADING - ejecutar lo que no es justo, engañar
60.- MOST - más

- N -

61.- NEVERTHELESS - a menos que
62.- NONMANAGERIAL - no administrativo

- O -

63.- ON THE OTHER HAND - por otra parte
64.- OUTSIDE - fuera

- P -

65.- PRIMARY - primordial
66.- PRIME - primero
67.- PRECEDES - va primero, antecede
68.- PRIVATELY - privadamente
69.- PLANNING PREMISES - premisas de planeación
70.- PERFORMED - ejecutado
71.- POLICES - políticas
72.- PROCEDURES - procedimientos

- Q -

73.- QUANTITATIVE - cuantitativo

- R -

74.- REGARDING - considerando
75.- RESTRICTED - limitado
76.- REASONS - razones

80.- RESPONSABILITY - responsabilidad

- S -

81.- SEQUENCE - secuencia
82.- STEMMING - sugiendo
83.- STAFFING - asesorando
84.- SERVES - sirve
85.- SCHEDULED - programado
86.- STEP - paso
87.- SURVIVAL - supervivencia, conservación
88.- SEVERAL - varios
89.- SPENT - invirtió, gastó
90.- SEARCH - búsqueda
91.- SPAN - lapso
92.- SUPERVISED - supervisado

- T -

93.- TYPICALLY - tipicamente
94.- TOPICS - tópicos
95.- THUS - así, de este modo
96.- THEREFORE - por lo tanto
97.- THEORISTS - teóricos
98.- TAKEN - tomado

99.- TITLES - títulos
100.- TOP - alto, superior
101.- TAKES PLACE - tiene lugar
102.- THOUGH - aunque
103.- TENDED - tendía

- U -

104.- UPON - en, sobre
105.- USEFUL - útil

- V -

106.- VIEWED - visto
107.- VALUE - valor

- W -

108.- WRITERS - escritores
109.- WHETHER - ya sea, si
110.- WHEREAS - mientras que
111.- WHOSE - de quien, cuyo
112.- WITHIN - dentro de, adentro de