

typically follows the identification of the organization's specific operating objectives.

25. In contrast to the needs of top management personnel, a first-level manager needs relatively (specific) policy statements to guide his decision making.
26. Accordingly, policies are often classified according to the managerial level affected.
27. Furthermore, it is also useful to classify policies - according to the way they were formed and according to the organizational function involved. An example of the later would be the company's production policies.
28. Whereas a "general guide for decision making" defines a Policy, a procedure specifies the sequence of steps to be taken to attain an objective.
29. On the other hand, a method specifies how someone step of a procedure should be performed, and is thus more detailed than either a policy or a procedure.
30. Overall, the identification of the organization's objectives and the formulation of policies, procedures, and methods are all components of the planning process.
31. Though the skill of decision making is involved in all

management functions, it is especially important in determining the manager's effectiveness in carrying out the function of planning.

32. In addition to research interest in creativity, there has been extensive application of quantitative methods to improve managerial skill in decision making.
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 quantitative methods managerial decision making.

C. ORGANIZING

The organization chart, which is a kind of model representing the formal organization, indicates the grouping of activities, authority relationships, and certain communication channels. As such, the organization chart represents the result 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 managerial authority and responsibility to people employed in the organization.

34. As indicated in the introduction above, the results of the process of organizing are typically represented by

means of an organization chart.

35. Departmentation, which is the grouping of activities, in a business enterprise can be done on the basis of several different factors.
36. For example, grouping of activities according to such factors as sales, finance, production, and the like is departmentation based on organizational functions.
37. Grouping of activities according to the number of people, the product, the territory, the customer, and the process involved are other bases for departmentation.
38. As an organization expands, growth may take place in either a vertical or a horizontal direction. The addition of more levels of management represents vertical growth, whereas the addition of more organizational functions, with the number of levels held constant, represents horizontal growth.
39. Determining the ideal span of management, i.e., the number of employees who can be effectively supervised by one manager, has been a long standing problem related to the management function of organizing.
40. Whereas classical writers tended to search for an ideal span of management 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.

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 (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 (staff) activities.
45. There are various ways in which the staff gives assistance in attaining the organization's objectives, sometimes involving even staff control of line activities.
46. Further, the manager needs to be aware that in every en-

terprise an informal social organization exists (in addition to) the formal one defined and constructed by the manager.

47. The informal organization serves as an additional communication medium, making possible (faster) flow of information within an enterprise, though the information may or may not be accurate.
48. From what you know about the tendency of people to communicate and get together outside formal organization channels, would you expect it to be possible to eliminate the informal organization in an enterprise? (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 inherent part of the management function of organization.

D. DIRECTING

The function of directing involves guiding and supervising the efforts of subordinates toward the attainment of the firm's goals. Through research in human motivation, leadership, communication, and employee development,

the behavioral sciences have contributed substantially to our understanding of this function in recent years.

50. In contrast to the classical economic-man assumption, which suggested that amount of pay is the only factor determining worker productivity, recent findings emphasize the diverse motives underlying behavior, thus resulting in more complex motivational models which are (more) realistic.

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 - determinación, resolución
- 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.- FOCUSES - enfoque
- 39.- FOLLOWS - sigue

40.- FURTHERMORE - además

41.- FIELD - campo

- G -

42.- GUIDE - guía

43.- GROWTH - crecimiento

44.- GAINS - ganancias

45.- GROUPING - grupo, agrupado

46.- GIVE - dar

- H -

47.- HOWEVER - sin embargo

- I -

48.- INVOLVED - mezclado, implicado

49.- IDENTIFY - identificar

50.- INFLUENCE - influencia

51.- IN DISCUSSING - al examinar, al debatir

- L -

52.- LONG-RUN SUCCESS - triunfar, tardo, temprano

53.- LIST - lista

54.- LAST - última

55.- LIKELYHOOD - posibilidad

56.- LIKELY - apto, idoneo, probable

57.- LATER - subsecuente, más ade

- 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
 77.- RESPONSABILITY - responsabilidad

- S -

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

- T -

- 90.- TYPICALLY - típicamente
 91.- TOPICS - tópicos
 92.- THUS - así, de este modo
 93.- THEREFORE - por lo tanto
 94.- THEORISTS - teóricos
 95.- TAKEN - tomado

- 96.- TITLES - títulos
 97.- TOP - alto, superior
 98.- TAKES PLACE - tiene lugar
 99.- THOUGH - aunque
 100.- TENDED - tendía

- U -

- 101.- UPON - en, sobre
 102.- USEFUL - útil

- V -

- 103.- VIEWED - visto
 104.- VALUE - valor

- W -

- 105.- WRITERS - escritores
 106.- WHETHER - ya sea, si
 107.- WHEREAS - mientras que
 108.- WHOSE - de quien, cuyo
 109.- WITHIN - dentro de, adentro de