

**Figure 10.1. Management Processes summary chart.**

**Planning**

- Mission, goals, strategies, plans, actions
- Continuous plans (every year for 3–5 years)
- Strategic plans (periodic, “where do we want to be?”)
- One-off plans, e.g., small firm start-up or launching major event
- New projects (why, where, who...)
- Timetable (+ PERT chart?)
- Problem solving (groups, sequence/methods, alternatives/constraints)
- Decision making (free discussion, consensus, importance, speed)

**Organizational Structure**

- Centralization vs. devolution (depends on culture, degree of control, staff availability)
- Departmentalization by function, product, place, hybrid, matrix (depends on importance of rapid response vs. duplication, cost)

**Organizational Style**

- Bureaucratic/mechanistic (hierarchy) or organic (flat) (depends on nature of environment, age/size, plus for manufacturing: on technology process (continuous/batch))
- Services: on whether routine or nonroutine

**Organizational Change**

- Transformation based on “hard” issues, e.g., reengineering and “soft” issues, e.g. empowerment, resistance

**Staffing**

- Selecting, hiring, training, evaluating, promoting, parting, future planning

**Leading/Directing**

- Leader behavior: carrot and stick, democratic/autocratic (depends on leader needs, nature of followers, situation)
- Leader orientation: human/broad/flexible or task/detailed/rigid (largely depends on leader’s personal character and background)
- Motivation and respect (individuals/groups, methods, absence)
- Communication (internal/external, up/down, formal/informal)
- Delegation (what, to whom, how, benefits, resistance)
- Management development (skills, coaching, psychology)
- Managers vs. leaders (complexity/efficiency vs. change/effectiveness)

**Control**

- Four financial statements (profit/loss, balance sheet, cash flow, break-even)
- Budgets, financial ratios (liquidity, leverage, profitability)
- Operations activity (stocks, capacity)
- Projects (within time-frame, budget, quality norms)
- People (performance evaluation)
- External control (auditors, non-exec administrators, regulators)

