

**Chapter 1**  
**Office Management**  
**Key Terms**

1.	Authority	E
2.	Chain of command	O
3.	Communicating	J
4.	Controlling	A
5.	Delegation	V
6.	Gantt chart	G
7.	Hygiene factors	R
8.	Leading	C
9.	Management	L
10.	Mission	T
11.	Nonprogrammed decisions	B
12.	Organization chart	H
13.	Organizing	P
14.	Planning	D
15.	Policies	M
16.	Procedure	U
17.	Programmed decisions	F
18.	Rational decision making	K
19.	Responsibility	S
20.	Satisficing	I
21.	Span of control	N
22.	TQM	Q

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- A. Evaluating performance according to the plans that have been heretofore established. **(4) Controlling**
- B. Decisions that have no precedents and represent situations that have not been dealt with previously or, if so, only on a limited basis within the organization. **(11) Nonprogrammed decisions**
- C. The use of the communication process by a manager to guide, motivate, influence, and direct other people's work efforts toward achievement of organizational objectives with maximum efficiency and minimum waste of resources. **(8) Leading**
- D. Defining the organization's goals, establishing a strategy to achieve those goals, and developing plans to integrate and coordinate resources needed for success. **(14) Planning**
- E. The right to command; the right to exercise the legitimate powers vested in the person by the organization. **(1) Authority**
- F. Decisions made routinely on a recurring basis; most often do not require huge expenditures and are not complex in nature. **(17) Programmed decisions**
- G. A graphic aid that allows management to plan and control operations more efficiently. **(6) Gantt chart**
- H. A written or graphic representation of the formal authority relationships. **(12) Organizational chart**
- I. Managers selecting the alternative solution that satisfies minimal decision criteria and seems "good enough," although certainly not perfect or ideal. **(20) Satisficing**
- J. The process of sharing ideas in such a way that others will understand and be able to use the transmitted information. **(3) Communicating**
- K. Following the rules or steps of logical thinking in resolving a dilemma or making a choice. **(18) Rational decision making**
- L. The process of achieving organizational objectives through the use of people and other resources (capital, land, and equipment). **(9) Management**
- M. Represents management's preference or commitments on a subject. Subordinates are expected to follow the guidelines as they exercise authority, make decisions, or take action. **(15) Policies**

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- N. The number of persons or activities assigned to one manager. **(21) Span of control**
- O. The right to command, to exercise authority; should be delegated in a continuous chain, or line, from the top to the bottom of the organization. **(2) Chain of command**
- P. Determining what tasks need to be done, who will do those tasks, how tasks will be grouped, who will report to whom, and where decisions will be made. **(13) Organizing**
- Q. Focuses on customer satisfaction, ongoing improvement, employee empowerment, and the use of statistical tools for problem solving. **(22) TQM Total Quality Management**
- R. Factors that are external to the individual, are found within the context of the individual's work, and relate to the work environment. Named such because Herzberg found that providing a good environment was essential if the workers were to keep from being dissatisfied about their jobs. **(7) Hygiene factors**
- S. The duty or obligation to perform any assigned duties. **(19) Responsibility**
- T. The basic purpose for the organization's existence. **(10) Mission**
- U. A set, or sequence, of steps to be followed in performing a specific task or action. **(16) Procedure**
- V. The assignment of the authority to perform work, to manage the work of others, or to make decisions on behalf of the organization. **(5) Delegation**