

# Chapter 5 - planning and decision making

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| 1. choosing a goal and developing a strategy to achieve that goal.  | A. problem                    |
| 2. goals that are specific, measurable, attainable, realistic, and timely.  | B. strategic plans            |
| 3. The determination to achieve a goal  | C. decision making            |
| 4. a plan that lists the specific steps, people, resources, and time. Needed to attain a goal   | D. tactical plans             |
| 5. a short-term goals or sub goals  | E. maximize                   |
| 6. long term or primary goals   | F. action plan                |
| 7. overall company plans that clarify how the company will serve customers and position itself against competitors over the next 2 to 5 years                               | G. procedures                 |
| 8. plans created and implemented by middle managers that direct behavior, efforts, and attention over the next 6 months to 2 years  | H. budgeting                  |
| 9. day-to-day plans, developed and implemented by lower level managers, for producing or delivering the organizations products and services over a 30 day to 6-month period | I. decision criteria          |
| 10. Plans that cover unique, one time only events   | J. policies                   |
| 11. plans used repeatedly to handle frequently reoccurring events   | K. relative comparisons       |
| 12. standing plans that indicate the general course of action that should be in response to an event or situation   | L. single use plans           |
| 13. Standing plans that indicate the specific steps that should be taken response to an event   | M. rules and regulations      |
| 14. standing plans that describe how a particular action should be performed or what must or must not happen in response to an event  | N. Planning                   |
| 15. quantitative planning through which managers decide how to allocate available money to best accomplish company goals  | O. satisficing                |
| 16. the process of choosing a solution from available alternatives  | P. SMART goals                |
| 17. a gap between a desired state in an existing state  | Q. C-type conflict (Cognitive |
| 18. the standards used to guide judgments and decisions   | R. absolute comparison        |

19. a process in which each decision criterion is compared to a standard or ranked on its own merits	S. groupthink
20. a process in which each decision criterion is compared directly with every other criterion	T. operational plans
21. choosing the best alternative	U. Goal commitment
22. choosing a good enough alternative	V. a-type conflict (affective
23. a barrier to good decision making caused by pressure within the group members to agree with each other	W. distal goals
24. disagreement that focuses on problem and issue related differences of opinion	X. standing plans
25. Disagreement that focuses on individuals or personal issues	Y. Devils advocacy
26. a decision-making method in which an individual or a subgroup is assigned the role of critic	Z. proximal goals