MGMT 12th edition Williams Solutions Manual

SKU: 9780357137727-SOLUTIONS

Instructor Manual

Williams, Management,12e, ©2022 ISBN 9780357137727; Chapter 1: Management

Table of Contents

Purpose and Perspective of the Chapter 2
Cengage Supplements 2
Learning Outcomes 3
Complete List of Chapter Activities and Assessments 3
Key Terms 5
What's New in This Chapter 7
Chapter Outline 9
Assignments with Teaching Tips and Solutions 15
What Would You Do? Case Assignment 15
What Really Happened? 15
Practice Being a Manager 17
Develop Your Career Potential 18
Management Workplace 20
Assignment 21
Out-of-Class Project: "Career Skills Requirements" 22
Management Skills 22
Competitive Advantage through People 22
Management Consulting 22
Management Careers 22
Discussion Questions 23
Product Support 27

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Purpose and Perspective of the Chapter

Many different paths can lead to a top management position. A technical skill like software programming can give you a foundation as a programmer that advances you to team leader. Skills in marketing might move you up to a director of marketing position. Sales skills might advance you to managing a sales territory or a product line. No matter which path you take, successful top managers need to perform the four functions of management: planning, organizing, leading, and controlling. You can learn how to perform these functions and become a successful manager.

Cengage Supplements

The following product-level supplements provide additional information that may help you in preparing your course. They are available in the Instructor Resource Center.

- **Instructor PowerPoint Slides for in-class use** (these feature a variety of options for class interaction)
    - **Full List of In-Class Activities Included in PowerPoint:**
        - *Knowledge Check 1*
        - *Discussion Activity 1*
        - *Polling Activity 1*
        - *Discussion Activity 2*
        - *Polling Activity 2*
        - *Knowledge Check 2*
        - *What Would You Do?*
- **Student PowerPoint Slides**- This version of the slides has any instructor-facing notes and activities removed. Students using MindTap can find these files in the "Additional Resources" folder within the MindTap Learning Path and we've also posted the file to the Instructor Companion Site.
- **Test Bank**
- **Instructor's Manual** (which you are reading now!)
- **Self-Assessments** (for distribution to students, as desired.)
- **"What Would You Do?/What Really Happened?" Case- Based Activities**: These activities all feature real companies dealing with challenging business scenarios and are provided as two different sets of PDFs. The "What Would You Do?" PDFs are conveniently located for students within the "Additional Resources" folder in MindTap. Both sets of PDF files are posted to the Instructor Companion Site so that you may share the "What Really Happened" content after students have considered the questions posed in the "What Would You Do?" case.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Learning Outcomes

The following objectives are addressed in this chapter:

1. Describe what management is.
2. Explain the four functions of management.
3. Describe different kinds of managers.
4. Explain the major roles and subroles that managers perform in their jobs.
5. Assess managerial potential, based on what companies look for in managers.
6. Recognize the top mistakes that managers make in their jobs.
7. Describe the transition that employees go through when they are promoted to management.
8. Explain how and why companies can create competitive advantage through people.

Complete List of Chapter Activities and Assessments

For additional guidance on online or hybrid facilitation of these activities, refer to the Teaching Online Guide for Principles of Management which can be found on the Instructor Companion Site.

Also, please note that the chapter learning objectives are identified within both versions of the PowerPoint slides so that you and your students are always aligned on the ultimate learning goals throughout the course.

Chapter Objective	Activity/Assessment	Approximate Duration	Default Point Value and Feedback Settings
All objectives	MindTap Part 01: Why Does Management Matter?	10 Minutes	Grade Setting: Counts Toward Grade Number of Points: 1 pt/question Number of Attempts: 3
All objectives	MindTap: Learn It: Chapter 01: Management	30-45 Minutes	Grade Setting: Counts Toward Grade Number of Points: 1 pt/question Number of Attempts: 2

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

All objectives	MindTap: Assignment: Chapter 01: Management	25 Minutes	Grade Setting: Counts Toward Grade Number of Points: 2 pt/question Number of Attempts: 2
All objectives	MindTap: Case Activity: Chapter 01: Management	20 Minutes	Grade Setting: Counts Toward Grade Number of Points: 3 pt/question Number of Attempts: 2
All Objectives	MindTap: Company Video: Camp Bow Wow, Part 1	(6:08)	n/a
Objective 1.8	MindTap: Concept Video: Competitive Advantage	(2:27)	n/a
Objective 1.4	MindTap: Concept Video: Manager Roles	(2:33)	n/a
All Objectives	MindTap: What Would You Do?: Management, Oyo Hotels	25-30 minutes	n/a
Objective 1.3	PowerPoint: Discussion Activity 1	5 minutes	n/a
Objective 1.5	PowerPoint: Discussion Activity 2	5 minutes	n/a

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Objective 1.2	PowerPoint: Knowledge Check 1	<5 minutes	n/a
. Objective 1.8	PowerPoint: Knowledge Check 2	<5 minutes	n/a
Objective 1.4	PowerPoint: Polling Activity 1	5 minutes	n/a
Objective 1.6	PowerPoint Polling Activity 2	5 minutes	n/a

[return to top]

Key Terms

Conceptual skills: the ability to see the organization as a whole, understand how the different parts affect each other, and recognize how the company fits into or is affected by its environment

Controlling: monitoring progress toward goal achievement and taking corrective action when needed

Disseminator role: the informational role managers play when they share information with others in their departments or companies

Disturbance handler role: the decisional role managers play when they respond to severe pressures and problems that demand immediate action

Effectiveness: accomplishing tasks that help fulfill organizational objectives

Efficiency: getting work done with a minimum of effort, expense, or waste

Entrepreneur role: the decisional role managers play when they adapt themselves, their subordinates, and their units to change

Figurehead role: the interpersonal role managers play when they perform ceremonial duties

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

First-line managers: responsible for training and supervising the performance of nonmanagerial employees who are directly responsible for producing the company's products or services

Human skills: the ability to work well with others

Leader role: the interpersonal role managers play when they motivate and encourage workers to accomplish organizational objectives

Leading: inspiring and motivating workers to work hard to achieve organizational goals

Liaison role: the interpersonal role managers play when they deal with people outside their units

Management: getting work done through others

Middle managers: responsible for setting objectives consistent with top management's goals and for planning and implementing subunit strategies for achieving these objectives

Monitor role: the informational role managers play when they scan their environment for information

Motivation to manage: an assessment of how enthusiastic employees are about managing the work of others

Negotiator role: the decisional role managers play when they negotiate schedules, projects, goals, outcomes, resources, and employee raises

Organizing: deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom

Planning: determining organizational goals and a means for achieving them

Resource allocator role: the decisional role managers play when they decide who gets what resources and in what amounts

Spokesperson role: the informational role managers play when they share information with people outside their departments or companies

Team leaders: managers responsible for facilitating team activities toward goal accomplishment

Technical skills: the specialized procedures, techniques, and knowledge required to get the job done

Top managers: executives responsible for the overall direction of the organization

[return to top]

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

What's New in This Chapter

The following elements are improvements in this chapter from the previous edition:

New opening case and solution

- What Would You Do?
  - How should the 26-year-old CEO of Indian-based Oyo Hotels, one of the fastest growing hotel companies in the world, manage Oyo's next round of growth?
- What Really Happened? at Oyo Hotels.

Nearly all new references and examples are 2019 and later.

New boxes on:

- What Happens When a Great CEO Leaves?
- The World Management Survey: Good Management Matters Everywhere

Updated boxes on:

- Companies Must Improve at Spotting Management Talent

New and updated chapter examples.

- How important is good management?
  - Sears decline in retail.
- Efficiency
  - Maersk, the world's largest container shipping company.
- Effectiveness
  - Marriott hotels.
- Planning: What business are we in?
  - GM, Toyota, Mercedes-Benz, Tesla, Uber, Lyft and Yandex Drive.
- Organizing
  - Walmart, online ordering and 20,000-squarefoot automated storerooms.
- Leading
  - Amazon CEO and Founder Jeff Bezos.
- Controlling
  - AT&T, drones and cell-phone towers.
- Top leaders creating a context for change.
  - Kroger's slow embrace of online ordering and parking lot pick up.
- Top leaders forming a long end range vision or mission.
  - Microsoft CEO Satya Nadella.
- Top managers' responsibility for creating employee buy-in.
  - Microsoft CFO Amy Hood.
- Team leaders.
  - Walmart changing its structure to focus on teams.
- Interpersonal Roles
  - 2018 Harvard Business Review study that tracked the time of 27 CEOs in 15-minute increments.
- Figurehead role.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

  - Louis Vuitton Moët Hennessy (LVMH).
- Leader role.
  - Dunkin donuts.
- Liaison role.
  - Tom Watjen, CEO of Unum, a provider of benefits insurance.
- Disseminator role.
  - Front, software company.
- Spokesperson role
  - Southwest Airlines' response when a passenger was killed after a jet engine exploded.
- Entrepreneur role.
  - General Motors and Cruise Automation

[return to top]

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Chapter Outline

In the outline below, each element includes references (in parentheses) to related content. "LO CH.##" refers to the learning outcome; "PPT Slide #" refers to the slide number in the PowerPoint deck for this chapter (provided in the PowerPoints section of the Instructor Resource Center); Introduce the chapter and use the Ice Breaker in the PPT if desired, and if one is provided for this chapter. Review learning objectives for Chapter 1. (PPT Slides 3-4).

LO1-1 Describe what management is.

1-1. Management Is… (PPT Slide 5)

Good management is basic to starting a business, growing a business, and maintaining a business after it has achieved some measure of success.

EOC (Optional) Discussion Question #1: 5 minutes total.

Should your organization emphasize efficiency or effectiveness?

LO 1-2 Explain the four functions of management.

1-2. Management Functions (PPT Slide 6)

I. According to Henri Fayol, managing director (CEO) of a large steel company in the early 1900s, managers need to perform five managerial functions in order to be successful:
   a. planning
   b. organizing
   c. coordinating
   d. commanding
   e. controlling

II. Most management textbooks today have updated this list by dropping the coordinating function and referring to Fayol's commanding function as "leading."

III. Today Fayol's management functions are known as planning, organizing, leading, and controlling.
   a. **EOC (Optional) Discussion Question #2: 5 minutes total.**
      Why do you think the five management functions (planning, organizing, coordinating, commanding, and controlling) have been changed to four management functions (planning, organizing, leading, and controlling)?

1-2a. Planning

Determining organizational goals and a means for achieving them.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

1-2b. Organizing

Deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom in the company

a. **(Optional) Knowledge Check 1: 5 minutes total. (PPT Slides 7-8)**
   In the context of management functions, organizing is about…

1-2c. Leading

Involves inspiring and motivating workers to work hard to achieve organizational goals.

1-2d. Controlling

The last function of management, controlling, is monitoring progress toward goal achievement and taking corrective action when progress isn't being made.

LO 1-3 Describe different kinds of managers.

1-3. Kinds of Managers (PPT Slide 9)

I. There are four kinds of managers:
   a. Top managers
   b. Middle managers
   c. First-line managers
   d. Team leaders

II. Each has different jobs and responsibilities.

1-3a. Top Managers (PPT Slide 10)

I. Top managers hold positions such as chief executive officer (CEO), chief operating officer (COO), chief financial officer (CFO), and chief information officer (CIO).

II. Top managers have several major responsibilities.
   a. Creating a context for change
   b. Developing employees' commitment to and ownership of the company's performance
   c. Creating a positive organizational culture through language and action
   d. Monitoring their business environments

1-3b. Middle Managers (PPT Slide 11)

I. Middle managers hold positions such as plant manager, regional manager, or divisional manager.

II. Responsibilities include:
   a. Setting objectives consistent with top management's goals
   b. Planning and allocating resources to meet objectives

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

c. Monitoring and managing the performance of the subunits and individual managers who report to them
d. Implementing the changes or strategies generated by top managers.
e. **EOC (Optional) Discussion Question #3: 5 minutes total.**
Identify a top manager and a middle manager at a business that employed you or at your school. What are the main differences in the responsibilities of top managers and middle managers?

1-3c. First-Line Managers (PPT Slide 12)

I. First-line managers hold positions such as office manager, shift supervisor, or department manager.
II. Their primary responsibility is managing the performance of entry-level employees who are directly responsible for producing a company's goods and services.
III. Additional responsibilities include:
a. Teaching entry-level employees how to do their jobs
b. Making detailed schedules and operating plans based on middle management's intermediate-range plans
c. Looking 7 to 10 days ahead for hiring needs

1-3d. Team Leaders (PPT Slide 13)

I. Team leaders are primarily responsible for facilitating team activities toward accomplishing a goal.
II. Additional responsibilities include:
a. Fostering civil behavior
b. Managing external relationships
c. **EOC (Optional) Discussion Question #4: 5 minutes total.**
(Optional) Discussion Activity 1. (PPT Slides 14-15)
How would your job at a small manufacturing facility differ if you were a first-line manager compared to a team leader?

LO1-4 Explain the major roles and subroles that managers perform in their jobs.

1-4. Managerial Roles

I. Interpersonal
II. Informational
III. Decisional

1-4a. Interpersonal Roles (PPT Slide 16)

I. Management jobs are people intensive.
II. Interpersonal roles include three subroles:

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

a. Figurehead role performs ceremonial duties such as greeting company visitors.
b. Leader role motivates and encourages workers to accomplish organizational objectives.
c. Liaison role deals with people outside their units.
d. **EOC (Optional) Discussion Question #5: 5 minutes total.**
You have just been hired as the CEO of a bakery that has seven shops located in your city and nearby cities. Describe the three interpersonal subroles identified by Henry Mintzberg that that you are expected to perform with examples of how you would perform each role.

1-4b. Informational Roles (PPT Slide 17)

I. Management jobs are information intensive.
II. Informational roles include three subroles:
a. The monitor role scans the environment for information, actively contacts others for information, and receives a great deal of unsolicited information.
b. The disseminator role shares collected information with subordinates and others in company.
c. The spokesperson role shares information with people outside their departments or companies.

1-4c. Decisional Roles (PPT Slide 18)

I. Information is important because it helps managers make good decisions.
II. Decisional roles include four subroles:
a. The entrepreneur role adapts managers, their subordinates, and their units to change.
b. The disturbance handler role responds to pressures and problems so severe that they demand immediate attention and action.
c. The resource allocator role decides who will get what resources and how many resources they will get.
d. The negotiator role negotiates schedules, projects, goals, outcomes, resources, and employee raises.
e. **(Optional) Polling Activity 1: 5 minutes total. (PPT Slide 19)**
Which of these managerial roles do you think presents managers with the most challenges in their daily activities?

LO 1-5 Assess managerial potential, based on what companies look for in managers.

1-5. What Companies Look for in Managers (PPT Slides 20-22)

I. Technical skills are specialized procedures, techniques, and knowledge required to get the job done

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

II. Human skills are summarized as the ability to work well with others.
III. Conceptual skills include several abilities:
    a. See the organization as a whole
    b. Understand how the different parts of the company affect each other
    c. Recognize how the company fits into or is affected by its external environment such as the local community, social and economic forces, customers, and the competition.
IV. Motivation to manage is an assessment of how motivated employees are to:
    a. Interact with superiors
    b. Participate in competitive situations
    c. Behave assertively toward others
    d. Tell others what to do
    e. Reward good behavior and punish poor behavior
    f. Perform actions that are highly visible to others
    g. Handle and organize administrative tasks
    h. **EOC (Optional) Discussion Question #6: 5 minutes total.**
    (Optional) Discussion Activity 2. (PPT Slides 23-24)
    For the past four years, you have been a programmer for a software company. Your manager just announced her retirement, and you want to apply to be her replacement. Which skills do you have that could convince the company to make you a manager?
    i. **EOC (Optional) Discussion Question #7: 5 minutes total.**
    How important is competence as one of the core managerial skills for the different types of managers? Explain.

LO 1-6 Recognize the top mistakes that managers make in their jobs.

1-6. Mistakes Managers Make (PPT Slide 25)

I. Being insensitive to others
II. Being cold, aloof, and/or arrogant
III. Betraying trust
IV. Being overly ambitious
V. Failing to address specific performance problems with the business
    a. **EOC (Optional) Discussion Question #8: 5 minutes total.**
    Which of the top10 types of managerial mistakes have you or your manager made? Explain.
    b. **(Optional) Polling Activity 2: 5 minutes total. (PPT Slide 26)**
    In your opinion, which of the following mistakes managers commonly make is most harmful to a company?

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

LO 1-7 Describe the transition that employees go through when they are promoted to management.

1-7. The Transition to Management: The First Year (PPT Slide 27)

I. Harvard Business School professor/author Linda Hill followed the development of nineteen people in their first year as managers.
II. Initially, the managers believed their job was to be the boss, tell others what to do, make decisions, and get things done. They were attracted to management positions because they wanted to be in charge. They did not believe that their job was to manage people.
III. After six months, most had concluded that their initial expectations about managerial work were wrong.
    a. Underestimated the fast pace and heavy workload involved.
    b. Managers' expectations were very different from their subordinates' expectations.
IV. After a year on the job, most thought of themselves as managers and no longer as doers. The managers realized that people management was the most important part of their job.
    a. **EOC (Optional) Discussion Question #9: 5 minutes total.**
    Why do managers typically change in their first year on the job?

LO 1-8 Explain how and why companies can create competitive advantage through people.

1-8. Competitive Advantage Through People (PPT Slides 28-32)

I. Companies can't succeed without good people and good management.
II. Management style separates top-performing companies from competitors.
III. Organizations have developed smarter, better trained, and more motivated workforces through innovate ideas such as employment security, selective hiring, and self-managed teams, among others.
IV. Companies that invest in their people will create long-lasting competitive advantages that are difficult for other companies to duplicate.
V. Sound management practices can produce substantial advantages in four critical areas of organizational performance:
    a. Sales revenues
    b. Profits
    c. Stock market returns
    d. Customer satisfaction.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

VI. Managers have an important effect on customer satisfaction.

a. **EOC (Optional) Discussion Question #10: 5 minutes total.**
How would you change the way your school or your employer's business is managed to improve its competitive advantage?

b. **(Optional) Knowledge Check 1: 5 minutes total. (PPT Slides 33-34)**
According to Stanford University business professor Jeffrey Pfeffer, which of the following ideas is used by managers in top-performing companies?

[return to top]

Assignments with Teaching Tips and Solutions

What Would You Do? Case Assignment

(For the full "What Would You Do" case content, see the PDF included on the Instructor Companion Site.)

Can the 26-year old CEO of Indian-based Oyo Hotels, one of the fastest growing hotel companies in the world, manage Oyo's next round of growth?

- **Key Issues:** Long-term goals, where to expand, efficiency vs. customer satisfaction, maintaining quality during fast growth and determining what business you are in.

What Really Happened?

(For the full "What Really Happened" case content, see the PDF included on the Instructor Companion Site.)

Let's find out what really happened by seeing what Oyo's long-term goals are, how it intends to become a much more efficient company, and what it will do beyond relying on "captains" to maintain high standards and customer satisfaction as it grows.

The fundamental planning questions for Oyo and its founder and CEO Ritesh Agarwal are "What business are we in?" and "what are Oyo's long-term goals?"

Bejul Somaia, a partner at Lightspeed Venture Partners that owns 13% of Oyo, sees Oyo as more of a franchisor that helps maintain consistent standards via training, inspections, and financial assistance. Oyo switched to a franchise heavy model in 2016. Rather than charging fees for listing available rooms (like Expedia or Hotwire), Oyo gave hotel owners the chance to become franchisees, with the potential to lease their hotels to Oyo or have Oyo staffers run their hotels.

Some franchisors not only franchise stores to franchisees, they also run company-owned stores. Oyo has done the same, paying $135 million for the Hooters Casino Hotel Las Vegas, which it is rebranding as the Oyo Hotel & Casino Las Vegas. But it is keeping the Hooters Restaurant & Saloon on site, and a Steak 'n Shake and several other restaurants. Still, purchasing this large hotel is a significant departure from licensing or franchising small, "mom and pop" hotels in India.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

From 30,000 rooms in 120 cities in India in 2015, Oyo grew to 1.2 million hotel rooms in nearly 25,000 hotels in 80 different countries by the start of 2020. Roughly 150 of those hotels are in the U.S. And it now has more rooms in China–450,000–than in India. Oyo has also started several other divisions, Oyo Townhouse, Oyo SilverKey, and Oyo Homes. Oyo and its investors have had a global vision for the company from inception, and it is now the sixth largest hotel company in the world after just seven years.

It's normal for fast growing startup companies to lose money. But at some point, investors and company management expect spending to slow and customer revenue to rise. Oyo's investors have now reached that point. Oyo's management team has told employees that SoftBank is pressuring them to make the company profitable within a year and two major investors have sold $1.5 billion of their stock to CEO Agarwal, who took out a personal loan to make the purchase. Because early-stage investors usually maximize their returns by cashing out their stock when a company first goes public, this is probably not a good sign for Oyo and Agarwal. Selling to Argawal at this point may mean that both have lost confidence in Oyo.

So, with the pressure on, Oyo is working to tighten its belt. Oyo is laying off 12% of 10,000 Indian employees and 5% of 12,000 Chinese employees. Laid-off employees will receive financial compensation, continued medical insurance, outplacement services to help find new jobs, and counseling for those struggling with the impact. There are concerns, however, that Oyo is cutting expenses in ways that may hurt customer satisfaction. Spending is being cut for cleaning supplies and mineral water for guests, and by turning off hot water heaters, elevators, and lights. In addition, it appears that Oyo is also taking steps to boost profits by cutting loose unprofitable hotels.

As Oyo continues its hyper growth, especially beyond India, it faces significant challenges balancing efficiency, which is key to becoming profitable, with effectiveness, that is, keeping Oyo customers and hotel partners satisfied. Oyo is finding out that hypergrowth makes it difficult to accomplish both at the same time.

Through its first round of growth in India, Oyo hired "captains," local employees responsible for a group of nearby hotels. Captains used extensive checklists to monitor hotel quality and were responsible for training hotel owners and staff to better run their hotels and were responsible for solving difficult customer issues.

In order to make the "Captain" model work beyond India, Oyo's 1,200 software engineers have created 20 apps to be used by Captains and Oyo-franchised hotels and their staff to improve and maintain quality. The data from those apps is constantly monitored in performance dashboards for each hotel that highlight problems that need to be addressed. Another app uses artificial intelligence to analyze pictures of hotel rooms to see what changes need to be made to meet customer expectations.

Unfortunately, implementation of these controls has frequently gone poorly. Three hundred hotels in northern India have severed their ties with Oyo, complaining that Oyo's fees were larger than promised, that refurbishment expenses to meet Oyo's quality criteria were higher than expected, and that the promised increase in customer traffic did not materialize.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

With investors pressuring for profits and scaling back their financial exposure, and with quality beginning to slip, CEO Agarwal is scaling back Oyo's goals until things are better under control.

- Sustainable growth, which balances operational capabilities with how fast the company grows.
- Operational and customer excellent, by leveraging data and our service culture to simplify operations.
- Profitability, by increasing efficiency, focusing on profitable locations, and reducing operating cost.
- Training and governance, by giving managers and employees the support and tools they need to be productive.

Thanks to founder and CEO Ritesh Agarwal, Oyo Rooms has had a spectacular rise. Oyo is not the first business to experience problems by growing too fast, and they are now having to dramatically slow expansion to get control of quality issues, keep customers satisfied, and restore profitability. It remains to be seen if Oyo is able to successfully address planning, control, efficiency, and effectiveness.

Practice Being a Manager

Finding a Management Job

Management is a wide-ranging and exciting area of work. One way to gain a sense of the possibilities is to study the advertisements for management job openings. Companies advertise their management openings on their own websites and online job sites such as LinkedIn and Glassdoor.com.

Step 1: Find a job that you'd like to have. Search through the online ads and try to locate several detailed job descriptions for management positions. Select the one that you find most appealing—a job that you could picture yourself interviewing for either in the near future or later in your career. Do not be too concerned about your current qualifications in making your selection; but you should see realistic prospects of meeting the qualifications over time (if the job requires an MBA, for example, you should see yourself completing this degree sometime in the future). Print your selected detailed job description, and bring it to your next class session.

Step 2: Share your job description. In class, your professor will divide everyone into pairs or groups of three members. Write your name on your selected management job description, and exchange your job description with your partner(s). Each member of the pair or triad should now have a job description other than their own.

Step 3: Think like a hiring manager. Read the job description you received from your partner. Imagine that you are the manager responsible for hiring someone to fill this position. A human resources specialist in your company has already screened all the applicants' resumes and backgrounds. Thus, you may assume that your partner has met all the basic qualifications for the job. Your job as a senior manager is to ask the person

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

questions that might go beyond the resume––what might you ask to learn if someone is well suited to thrive in this job and in your company?

Step 4: Take turns interviewing each other. Each member of the group should be briefly interviewed (5-10 minutes) for the job that he or she selected.

Step 5: Debrief. Discuss your experiences with your partner(s). What was it like to be interviewed for your selected position? What was it like to role-play interviewing someone for a management position? Now imagine the real thing. Brainstorm about how you might prepare yourself over time to be the top candidate for an attractive management position and a senior manager responsible for hiring the best-qualified managers for your company.

Step 6: Discuss with the class. Share your interview experiences and brainstorming ideas with the class. Do you hear any similarities across the pairs or triads? What ideas or questions are most significant to you as you consider management job interviews?

Develop Your Career Potential

Interview A Manager

Welcome to the first "Develop Your Career Potential" activity! These assignments have one purpose: to help you develop your present and future capabilities as a manager. What you will learn through these assignments is not traditional "book learning" based on memorization and regurgitation, but practical knowledge and skills that help managers perform their jobs better. Lessons from some of the assignments—for example, goal setting—can be used for immediate benefit. Other lessons will obviously take time to accomplish, but you can still benefit now by making specific plans for future improvement.

Step 1: Interview a practicing manager.

In her book *Becoming a Manager: Mastery of a New Identity*, Harvard Business School professor Linda Hill conducted extensive interviews with 19 people in their first year as managers. To learn firsthand what it's like to be a manager, interview a manager whom you know, asking some of the same questions, listed below, that Hill asked her managers.

Ask the manager these questions:

1. Briefly describe your current position and responsibilities.
2. What do your subordinates expect from you on the job?
3. What are the major stresses and challenges you face on the job?
4. What, if anything, do you dislike about the job?
5. What do you like best about your job?
6. What are the critical differences between average managers and top-performing managers?
7. Think about the skills and knowledge that you need to be effective in your job. What are they, and how did you acquire them?

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

8. What have been your biggest mistakes thus far? Could you have avoided them? If so, how?

Step 2: Prepare to discuss your findings.

Prepare to discuss your findings in class or write a report (if assigned by your instructor). What conclusions can you draw from your interview data?

Source

L. A. Hill, *Becoming a Manager: Mastery of a New Identity* (Boston: Harvard Business School Press, 1992).

Organizing the Discussion

The responses to eight questions will be a lot of material to review, so here are some suggestions for organizing the class discussion. First, break the class into small groups for a short discussion and review of individual findings. Second, have each group choose a group spokesperson to report the group's findings to the class. Third, the instructor could divide the groups according to how he or she wants to organize the discussion. One way to do this is by the *content of the questions*. For example, the instructor can assign each group responsibility for a different pair of questions: 1 and 2, 3 and 6, 4, and 5, and then 7 and 8. If there are more than four groups, it's okay to assign the same pair of questions to different groups. This allows everyone to participate in the discussion within a shorter amount of time.

Another way to organize discussion is by the *kind of manager* the students interviewed. Ask students who interviewed top managers to raise their hands. This will probably be the smallest group. Then, form groups of students who interviewed middle managers. After that, form groups who interviewed first-level managers and then finally those who interviewed team leaders. Depending on the time constraints, have groups form answers to each question or to a limited number of questions—questions 1, 3, 6, and 7 provide good comparisons across the different kinds of managerial jobs.

Finally, several questions lend themselves to direct comparisons with material in the book. Questions 6 and 8 can be compared to the Top Ten Mistakes Managers Make box on page 16 of the textbook. The link to question 8 about management mistakes is obvious. However, the comparison between average managers and top performers in question 6 is similar to the comparison between arrivers and derailers, the latter of whom usually possessed at least two of the fatal flaws found in the top ten list of mistakes. Question 7, on the skills and knowledge that managers need to be effective, can easily be compared to the discussion of managerial skills in the textbook.

For example, *technical skill* is the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. *Human skill* is the ability to work well with others. *Conceptual skill* is the ability to see the organization as a whole, understand how the different parts affect each other, and recognize how the company fits into or is affected by

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

its environment. *Motivation to manage* is an assessment of how enthusiastic employees are about managing the work of others.

Management Workplace
Management Workplace videos can support several in-class uses. In most cases, instructors can build an entire 50-minute class around them. Alternatively, they can provide a springboard into a group lesson plan. The Management Workplace video for Chapter 1 (found in the 'Additional Resources' folder in MindTap) would be a nice companion to an introduction to the course on the first day of class.

Video: Profile on Camp Bow Wow

Innovative Management for a Changing World

Summary

Sue Ryan, a Camp Bow Wow franchisee from Colorado, knows the ins and outs of managing a care center for pets. To help launch her business a few years ago, Ryan recruited experienced pet care worker Candace Stathis, who came on as a camp counselor. Ryan soon recognized that Stathis was a star performer with a natural ability to work with clients and pets alike, and today, Stathis serves as the camp's general manager. At Camp Bow Wow, store managers have distinct roles from camp counselors. Whereas counselors typically take care of dogs, answer phone calls, and book reservations, managers must know how to run all operations and manage people, as well. To keep the camp running as efficiently as possible, Stathis maintains a strict daily schedule for doggie baths, nail trimmings, feedings, and playtime.

Ask Your Students

1. **List the four functions of management, and explain which might be most needed for the Camp Bow Wow leaders highlighted in the video.**

   The four functions of management include planning, organizing, leading, and controlling.
   - Planning involves determining organizational goals and a means for achieving them.
   - Organizing is deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom in the company.
   - Leading involves inspiring and motivating employees to work hard to achieve organizational goals.
   - Controlling is monitoring progress toward goal achievement and taking corrective action when progress isn't being made. Students' answers will vary for the second part of the question.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

2. **Which of the activities at Camp Bow Wow require high efficiency? Which of the activities require high effectiveness?**

   Effectiveness is the degree to which the organization achieves a stated goal; efficiency refers to the amount of resources used to achieve an organizational goal. A high-performing company is one that achieves organizational goals to the maximum extent possible (effectiveness) while making the best use of limited resources (efficiency). According to Candace Stathis, the dog care tasks at Camp Bow Wow require high efficiency so that everything gets done on time and according to schedule. By contrast, she says customer service needs to be effective but not necessarily efficient, since overemphasis on efficiency could interfere with quality customer interactions. "Customer service has to be effective as opposed to efficient because it's important for the owners to know that you care about their dogs," says Stathis. She adds, "If you're just trying to be efficient, then it's not going to make them want to come back, and it's not going to make them feel that you know them or their dog." She points out that the hardest part of her job is trying to juggle the customer service side of the business with the pet care side.

3, **List two activities that leaders at Camp Bow Wow perform daily, and identify which of the managerial roles discussed in the chapter figure prominently for each.**

   Students' answers will vary, but Candace Stathis performs the interpersonal roles of figurehead and liaison whenever she meets with dog owners. Owner Sue Ryan performs the decisional roles of entrepreneur and resource allocator in starting a franchise business and hiring managers and counselors to help her operate the new business.

Assignment

Management Levels and Types

Have students go to the website of Stephenville, Texas, which can be accessed via the following link: **http://www.stephenvilletx.gov/**. The "City Council" link in the "Government" section on the top menu of the site shows the members of the city government. Instruct students to determine who would be considered (1) top management, (2) middle management, and (3) first-level management. Ask students if they think team managers could also be used in this city government.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Out-of-Class Project: "Career Skills Requirements"
This activity is a companion to the Assignment in the Group Work lesson plan. For this project, each student in a group should research a career in which they are interested. The research should focus on the skills necessary to succeed in this career: technical, human, and conceptual skills. Students can use secondary sources or interview people who currently have these careers. Students should then share what they've found with their group members in class.

Management Skills
Have students go to the jobs website of Google at https://careers.google.com/jobs/results/. Ask them to select a job in which they would be interested and read the job description and job qualifications. Ask them to then respond to the following questions: Where is the job located? What does the job entail? Let them put together an action plan of what they would need to do in order to be qualified for this job, including the education and/or training they would need as well as the development of certain skills.

Competitive Advantage through People
Have students go to *Fortune* magazine's list of the world's most admired companies at **http://fortune.com/worlds-most-admired-companies/**. From the list, have them select one company and skim through the various articles about the company. Ask them to respond to the following questions: What criteria were used to judge these companies? Why does one believe these companies made this list? What specific management issues make these companies so admired?

Management Consulting
Have students go to the website of the Boston Consulting Group, one of the world's leading consulting companies, at **http://www.bcg.com**. Ask students to respond to the following questions: What are the company's areas of expertise? Which of these areas involves management consulting? Have the students provide a one-page description of BCG and its management consulting services.

Management Careers
Have students search the Internet for five different management careers. These careers can include the following managerial positions: human resource manager, strategic planner, operations manager, marketing manager, engineering manager, etc. Have students write a paragraph describing the duties that each of these careers might involve.

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Discussion Questions

You can assign these questions several ways: in a discussion forum in your LMS; as whole-class or break out discussions in person or synchronously via a virtual meeting tool like Zoom; or as a partner or group activity in class. For more best practices around the facilitation of discussion question in online courses, as well as other online teaching and learning tips, check out the Guide to Teaching Online.

1. **Should your organization emphasize efficiency or effectiveness?**

   Efficiency is getting work done with a minimum of effort, expense, or waste. By itself, efficiency is not enough to ensure success. Managers must also strive for effectiveness, which is accomplishing tasks that help fulfill organizational objectives, such as customer service and satisfaction.

2. **Why do you think the five management functions (planning, organizing, coordinating, commanding, and controlling) have been changed to four management functions (planning, organizing, leading, and controlling)?**

   Henri Fayol's classic management functions are known today as planning, organizing, leading, and controlling. Planning involves determining organizational goals and a means for achieving them. Organizing is deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom in the company. Leading involves inspiring and motivating employees to work hard to achieve organizational goals. Controlling is monitoring progress toward goal achievement and taking corrective action when progress isn't being made. Studies indicate that managers who perform these management functions well are more successful, gaining promotions for themselves and profits for their companies.
   Coordinating was dropped from the five original managerial functions, and the *leading* function replaced *commanding*. Students might consider that the business environment has changed. Teams are more common in business organizations. Teams require a good leader to inspire team members and encourage them to perform at their best.

3. **Identify a top manager and a middle manager at a business that employed you or at your school. What are the main differences in the responsibilities of top managers and middle managers?**

   Top managers are responsible for the overall direction of the organization. This includes creating a context for change, employee buy-in, a positive organizational culture, and monitoring their business environments. Examples of top managers are the chief executive officer (CEO), the chief operating officer (COO), and the chief information officer (CIO).

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

Middle managers are responsible for setting objectives consistent with top management's goals and for planning and implementing subunit strategies to achieve those objectives. They lead divisions and departments in the achievement of these goals. Examples of middle managers include plant managers, divisional managers, and regional managers.

4. **How would your job at a small manufacturing facility differ if you were a first-line manager compared to a team leader?**

First-line managers are responsible for training and supervising the performance of nonmanagerial employees who are directly responsible for producing the company's products or services. These managers manage the work of entry-level employees. They must constantly motivate and manage the activities of many different people. Examples of first-line managers are office managers, shift supervisors, and department managers.

Team leaders are a relatively new type of management. Team leaders are managers responsible for facilitating team activities toward accomplishing a goal. They schedule the team's work, help solve problems, and represent the team's efforts to other management. An example would be the leader of a new product development team that includes employees from different departments such as marketing, research and development, and production.

5. **You have just been hired as the CEO of a bakery that has seven shops located in your city and nearby cities. Describe how you would fulfill one of the three interpersonal subroles identified by Henry Mintzberg—figurehead, leader, or liaison—in your CEO position.**

Professor Henry Mintzberg determined that the interpersonal role includes three subroles: figurehead, leader, and liaison. In the figurehead role, managers perform ceremonial duties, such as opening a new store. In the leader role, managers motivate and encourage workers to accomplish organizational objectives, perhaps by giving a speech to the bakery sales staff to bring in more corporate sales to restaurants. In the liaison role, managers deal with people outside their units, perhaps by giving an interview to a local business publication.

6. **For the past four years, you have been a programmer for a software company. Your manager just announced her retirement, and you want to apply to be her replacement. Which skills do you have that could convince the company to make you a manager?**

When companies look for employees who would be good managers, they look for individuals who have technical skills, human skills, conceptual skills, and the

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

motivation to manage. Students should consider how they meet the company's needs in each category.

- *Technical skills* are the specialized procedures, techniques, and knowledge required to get the job done. For a nurse supervisor, technical skills include being able to insert an IV or operate a crash cart if a patient goes into cardiac arrest.
- *Human skills* can be summarized as the ability to work well with others. For a manager, human skills must include understanding what motivates each of his or her subordinates to encourage them to do their best.
- *Conceptual skills* are the ability to see the organization as a whole, understand how the different parts affect each other, and recognize how the company fits into or is affected by its environment, such as the local community, social and economic forces, customers, and competition. For a manager, conceptual skills must include understanding how a government regulation will affect the business in the future or how the company will grow in the long run.
- *Motivation to manage* is an assessment of how motivated employees are to interact with superiors, participate in competitive situations, behave assertively toward others, tell others what to do, reward good behavior and punish poor behavior, perform actions that are highly visible to others, and handle and organize administrative tasks. For example, making the department genius a manager can be disastrous if he or she lacks technical skills, human skills, or a factor known as the motivation to manage.

7. How important is competence as one of the core managerial skills for the different types of managers? Explain.

Technical skills are most important for team leaders and lower-level managers because they supervise the workers who produce products or serve customers. Team leaders and first-line managers need technical knowledge and skills to train new employees and help employees solve problems. An example would be an engineering manager who manages a department of engineers who design cars.

Human skills are equally important to all management levels, from team leaders to CEOs. However, because lower-level managers spend much of their time solving technical problems, upper-level managers may actually spend more time dealing with people. On an average, first-line managers spend 57 percent of their time with people, but that percentage increases to 63 percent for middle managers and 78 percent for top managers. An example is a vice president who must negotiate with other vice presidents on scarce resources.

Conceptual skills increase in importance as managers rise through the management hierarchy. These leaders must be able to create a vision of the

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

company's future, a task that requires great intelligence and conceptual ability. However, a lower-level manager with great conceptual skills may be viewed as having potential to rise in the organization. An example is a CEO who must chart the long-term course of the company.

8. **Which of the top10 types of managerial mistakes have you or your manager made? Explain.**

The top ten mistakes that managers make are as follows:

- Insensitive to others: abrasive, intimidating, bullying style
- Cold, aloof, arrogant
- Betrays trust
- Overly ambitious: thinking of next job, playing politics
- Specific performance problems with the business
- Overmanaging: unable to delegate or build a team
- Unable to staff effectively
- Unable to think strategically
- Unable to adapt to boss with different style
- Overdependent on advocate or mentor

Most students can provide examples of at least one type of mistake they have witnessed.

9. **Why do managers typically change in their first year on the job?**

Managers change as they learn from their experience. At first, most new managers believed that their job was to exercise formal authority and to manage tasks—basically being the boss, telling others what to do, making decisions, and getting things done. After six months, most of them conclude that their initial expectations about management were wrong. They also discovered the fast pace and heavy workload involved. They see their role as problem solver and troubleshooter for their subordinates. After a year on the job, most of the managers thought of themselves as managers and no longer as doers. In making the transition, they finally realized that people management was the most important part of their job. They also see their jobs as developing people, not managing tasks.

10. **How would you change the way your school or your employer's business is managed to improve its competitive advantage?**

An organization's most important resource is its people, and how this resource is utilized will determine the success or failure of the organization. By understanding and using good management practices, organizations can create significant

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual

competitive advantages in their own industries. Some of these practices include employment security, selective hiring, self-managed teams and decentralization, high pay contingent on company performance, extensive training, reduced status distinctions (between managers and employees), and extensive sharing of financial information.

Product Support

Visit our Resources and Support MindTap for Management page to view training resources, instructor guides, LMS integration information and more. You may also contact your Cengage Learning Consultant to assist you in implementing MindTap successfully in your course. If you are unsure of who your Cengage Learning Consultant is, use our **Cengage Rep Finder** to locate your local representative.

[return to top]

© 2022 Cengage. All Rights Reserved. May not be scanned, copied or duplicated, or posted to a publicly accessible website, in whole or in part.

MGMT 12th edition Williams Solutions Manual