Understanding Management 12th edition Daft Test Bank

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Name:_____ Class:_____ Date:_____

Ch 01: Leading Edge Management

True / False

1. The nature of management is to control and dictate others in an organization.
   a. True
   b. False
ANSWER: False

2. Recognizing the value of employees involves the organizing role of management.
   a. True
   b. False
ANSWER: False

3. Allocating resources across the organization is part of the organizing management function.
   a. True
   b. False
ANSWER: True

4. How an organization goes about accomplishing a plan is a key part of the management function of controlling.
   a. True
   b. False
ANSWER: False

5. Where the organization wants to be in the future and how to get there defines controlling.
   a. True
   b. False
ANSWER: False

6. The use of influence to motivate employees to achieve the organization's goals refers to controlling.
   a. True
   b. False
ANSWER: False

7. Organizing means defining goals for future organizational performance and deciding on the tasks and resources needed to attain them.
   a. True
   b. False
ANSWER: False

8. Controlling involves monitoring employees' activities and taking corrective action as necessary.
   a. True
   b. False
ANSWER: True

9. Leading is the use of influence to motivate employees to achieve organizational goals.
   a. True

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b. False

ANSWER: True

10. When an organization is deliberately structured, it is designed to achieve some outcome, such as making a profit.
a. True
b. False

ANSWER: False

11. An organization is a social entity that is goal-directed and deliberately structured.
a. True
b. False

ANSWER: True

12. Efficiency refers to the degree to which the organization achieves a stated objective.
a. True
b. False

ANSWER: False

13. According to research, the best way to improve organizational effectiveness is by severe cost cutting.
a. True
b. False

ANSWER: False

14. The ultimate responsibility of managers is to achieve high performance by balancing efficiency and effectiveness.
a. True
b. False

ANSWER: True

15. Efficiency can be defined as the amount of resources used to produce a product or service.
a. True
b. False

ANSWER: True

16. To perform effectively, all managers must possess conceptual, human, and technical skills, though the degree of each skill necessary at different levels of an organization may vary.
a. True
b. False

ANSWER: True

17. Only the top managers in organizations need conceptual skills since planning is involved.
a. True
b. False

ANSWER: False

18. A manager's ability to work with and through other people and to work effectively as a group member is called human

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skills.

a. True

b. False

ANSWER: True

19. Conceptual skills are needed by all managers, but especially by managers at the top.

a. True

b. False

ANSWER: True

20. One of the biggest mistakes during turbulent times is managers' failure to comprehend and adapt to the rapid pace of change in the world around them.

a. True

b. False

ANSWER: True

21. Communication is considered a technical management skill.

a. True

b. False

ANSWER: False

22. Managers use conceptual, human, and technical skills to perform the four management functions of planning, organizing, leading, and controlling in all organizations.

a. True

b. False

ANSWER: True

23. For middle managers, the liaison role is more important than the leader role.

a. True

b. False

ANSWER: False

24. Every manager's job is similar in its diversity and fragmentation.

a. True

b. False

ANSWER: True

25. Jordan is a first line supervisor at a manufacturing plant. Due to his role, it's likely that Jordan averages one activity every 48 seconds.

a. True

b. False

ANSWER: True

26. New managers sometimes find themselves overwhelmed by the various activities, multiple responsibilities, long hours, and the fast pace that comes with management.

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a. True
b. False

ANSWER: True

27. Technology, such as e-mail, text messaging, smartphones, tablets, and laptops has lessened the pace of a manager's work day.
a. True
b. False

ANSWER: False

28. Time is a manager's least valuable resource.
a. True
b. False

ANSWER: False

29. The spokesperson role involves performing ceremonial and symbolic duties, such as greeting visitors and signing legal documents.
a. True
b. False

ANSWER: False

30. The negotiator role falls under the decisional characteristic.
a. True
b. False

ANSWER: True

31. The individual performer is a generalist and coordinates a broad range of activities.
a. True
b. False

ANSWER: False

32. Becoming a successful manager means thinking in terms of building teams and networks and becoming a motivator and organizer within a highly interdependent system of people and work.
a. True
b. False

ANSWER: True

33. Most top executives routinely work at least 12 hours a day; historically, they have spent as much as 50 percent or more of their time traveling.
a. True
b. False

ANSWER: True

34. A manager forwards information to other organization members in the disseminator role.
a. True

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b. False

ANSWER: True

35. In the spokesperson role, a manager forwards information to other organization members.
a. True
b. False

ANSWER: False

36. The informational roles that managers perform include monitor, disseminator, and spokesperson.
a. True
b. False

ANSWER: True

37. In the figurehead role, the manager performs ceremonial and symbolic duties.
a. True
b. False

ANSWER: True

38. The disturbance handler role involves the initiation of change and thinking about the future and how to get there.
a. True
b. False

ANSWER: False

39. In a monitor role, the manager transmits current information to others, both outside and inside the organization.
a. True
b. False

ANSWER: False

40. The relative emphasis that a manager puts on the ten manager roles depends on a number of factors, such as a manager's position in the hierarchy, natural skills and abilities, type of organization, and department goals to be achieved.
a. True
b. False

ANSWER: True

41. Nonprofit organizations, such as The United Nations Children's Fund and Doctors Without Borders, represent a major application of management talent.
a. True
b. False

ANSWER: True

42. We might expect managers in nonprofit organizations to place more emphasis on the roles of spokesperson, leader, and resource allocator.
a. True
b. False

ANSWER: True

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43. Technological advances have resulted in employees becoming more empowered.
    a. True
    b. False
ANSWER: True

44. Today's managers rely on "management by keeping tabs" and play the role of a controller instead of an enabler.
    a. True
    b. False
ANSWER: False

45. A historical perspective provides a narrower way of thinking, a way of searching for patterns and determining whether they recur across time periods.
    a. True
    b. False
ANSWER: False

46. The early study of management as we know it today began with what is now called the technology-driven workplace.
    a. True
    b. False
ANSWER: False

47. The classical perspective on management emerged during the 1800s.
    a. True
    b. False
ANSWER: True

48. The humanistic perspective contains four subfields: scientific management, bureaucratic organizations, administrative principles, and management science.
    a. True
    b. False
ANSWER: False

49. Scientific management evolved with the use of precise procedures in place of tradition and rules of thumb.
    a. True
    b. False
ANSWER: True

50. A criticism of human relations management is that it ignores the social context and workers' needs.
    a. True
    b. False
ANSWER: False

51. One of the criticisms of scientific management is that it did not acknowledge variance among individuals.
    a. True

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b. False

ANSWER: True

52. Standardization of work and wage incentives are characteristics of behavioral science.

a. True

b. False

ANSWER: False

53. Scientific management developed a standard method for performing each job.

a. True

b. False

ANSWER: True

54. With clear definitions of authority and responsibility, division of labor is one of the six characteristics of the ideal bureaucracy.

a. True

b. False

ANSWER: True

55. Administrative acts and decisions recorded in writing is one of the six characteristics of the ideal bureaucracy.

a. True

b. False

ANSWER: True

56. Fayol's unity of command principle emphasizes that each subordinate receives orders from one, and only one, superior.

a. True

b. False

ANSWER: True

57. The unity of direction principle proposes that similar activities in an organization should be grouped together under one manager.

a. True

b. False

ANSWER: True

58. The scalar chain is a hypothetical chain that provides horizontal links between unionized workers in different departments in an organization.

a. True

b. False

ANSWER: False

59. Scientific management focuses on employee competence, whereas administrative principles focus on workflow through the organization.

a. True

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b. False

ANSWER: False

60. Follett and Barnard were early advocates of a more humanistic perspective on management that emphasized the importance of understanding human behavior, needs, and attitudes in the workplace as well as social interactions and group processes.

a. True

b. False

ANSWER: True

61. Mary Parker Follett's approach to leadership stressed the importance of engineering techniques rather than people.

a. True

b. False

ANSWER: False

62. A social group within an organization is part of the informal organization.

a. True

b. False

ANSWER: True

63. The Hawthorne studies resulted in the movement toward scientific management.

a. True

b. False

ANSWER: False

64. The human relations movement is also referred to as the dairy farm view of management, meaning that contented cows give more milk, and satisfied workers will produce more work.

a. True

b. False

ANSWER: True

65. The Hawthorne studies led to the early conclusion that positive human relations can lead to significantly higher performance.

a. True

b. False

ANSWER: True

66. Theory Y proposes that organizations can take advantage of the imagination and intellect of all of their employees.

a. True

b. False

ANSWER: True

67. According to Douglas McGregor, Theory X and Theory Y provide two opposing views of workers, where Theory X recognizes that workers enjoy achievement and responsibility, and Theory Y recognizes that workers will avoid work whenever possible.

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a. True
b. False

ANSWER: False

68. An assumption of Theory Y is that the average human being has an inherent dislike of work and will avoid it if possible.
a. True
b. False

ANSWER: False

69. Organization development is a specific set of management techniques based on the behavioral sciences approach.
a. True
b. False

ANSWER: True

70. The scientific management perspective refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs as the key to increased worker productivity.
a. True
b. False

ANSWER: False

71. The management science approach uses qualitative data in management decision making.
a. True
b. False

ANSWER: False

72. The field of management that specializes in the physical production of goods or services refers to operations management.
a. True
b. False

ANSWER: True

73. Information technology is the most recent subfield of management science.
a. True
b. False

ANSWER: True

74. The term "quants" refers to financial managers and others who base their decisions on complex quantitative analysis, under the assumption that using advanced mathematics and technology can accurately predict how the market works.
a. True
b. False

ANSWER: True

75. AI is having its greatest effect on the boring, routine, mechanical, and administrative work of organizations.
a. True

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b. False

ANSWER: True

76. Nudge management applies insights from the behavioral sciences to design elements of the organization in a way that nudges people toward behaviors that support organizational goals and values.

a. True

b. False

ANSWER: True

77. Artificial intelligence encompasses techniques used to teach computer systems to learn, reason, perceive, infer, communicate, and make decisions similar to or better than human beings can.

a. True

b. False

ANSWER: True

78. As AI improves in the future to the point of taking over some of the thinking and analytical tasks in organizations, employees will gravitate toward the interpersonal and empathetic tasks that AI cannot do.

a. True

b. False

ANSWER: True

Multiple Choice

79. The nature of management is to motivate and coordinate others to cope with challenges that are far-reaching and _____.

a. simple

b. planned

c. diverse

d. organized

e. controlled

ANSWER: c

80. Instead of autocratic leadership, some organizations are _____.

a. moving toward democratic leadership

b. increasing the number of middle managers

c. switching to transactional leadership

d. experimenting with a bossless design

ANSWER: d

81. Roxanne, owner and operator of a small restaurant, believes that her most important task as a manager is establishing goals for the restaurant and deciding what must be done to achieve them. This involves which of the following managerial activities?

a. Organizing

b. Motivating and communicating

c. Measuring

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d. Developing people
e. Planning

ANSWER: e

82. One of the important ideas in the text's definition of management is _____.
a. the management functions of planning, organizing, leading, and controlling
b. the attainment of societal goals
c. effectiveness is more important than efficiency
d. management is unique to for-profit organizations
e. efficiency is more important than effectiveness

ANSWER: a

83. When Juan and Matthew set a goal to become the number one window-cleaning company in their city, they were engaging in the management function of _____.
a. planning
b. organizing
c. leading
d. controlling
e. dreaming

ANSWER: a

84. Which of the following is one of the four functions of management described by Henri Fayol?
a. Human resources
b. Raw materials
c. Efficiency
d. Planning
e. Effectiveness

ANSWER: d

85. Roberto, a top-level manager at an advertising agency, spends a significant part of his workday identifying goals for future organizational performance and deciding how to use resources to attain these goals. This involves which of the following management functions?
a. Controlling
b. Leading
c. Organizing
d. Planning
e. Delegating

ANSWER: d

86. Selecting goals and ways to attain them refers to _____.
a. controlling
b. planning
c. organizing
d. staffing

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e. leading

ANSWER: b

87. Which of the following best describes organizing?
a. Assigning responsibility for task accomplishment
b. Using influence to motivate employees
c. Monitoring activities and making corrections
d. Selecting goals and ways to attain them
e. None of these choices

ANSWER: a

88. Which of the following is NOT a function of management according to Henri Fayol?
a. Planning
b. Controlling
c. Organizing
d. Leading
e. Performing

ANSWER: e

89. How an organization goes about accomplishing a plan is a key part of the management function of _____.
a. planning
b. organizing
c. leading
d. controlling
e. motivating

ANSWER: b

90. When Terrell Doyle of CommuniCom, Inc. created smaller, more independent maintenance units, he was performing the function of _____.
a. controlling
b. human relations skills
c. leading
d. organizing
e. resourcing

ANSWER: d

91. When Kara's Glass Shop received a rush order before an upcoming holiday weekend, Jennifer persuaded her employees to work overtime by buying them pizza and passing out gift cards throughout the weekend. Jennifer was engaging in which of the following functions of management?
a. Controlling
b. Planning
c. Leading
d. Monitoring
e. Organizing

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ANSWER: c

92. Which of the following is the use of influence to motivate employees to achieve organizational goals?
a. Leading
b. Controlling
c. Organizing
d. Planning
e. Staffing

ANSWER: a

93. Ashley Rowley, president of Autos-R-Us, recognizes factory employees for their outstanding performance at the monthly awards banquet on the shop floor by presenting a plaque and a check for $100. She is engaging in the management function of _____.
a. bribery
b. organizing
c. technical skills
d. leading
e. controlling

ANSWER: d

94. Since being promoted into a marketing assistant role, Jada has never been asked by her manager for receipts that document what she lists on her monthly expense report. Which management function is being neglected by Jada's manager?
a. Controlling
b. Leading
c. Organizing
d. Planning
e. Delegating

ANSWER: a

95. Monitoring activities and making corrections are part of _____.
a. organizing
b. planning
c. leading
d. staffing
e. controlling

ANSWER: e

96. When Tao measures his employees' performance and compares their performance against the goals he set for them, he is performing which of the following functions?
a. Staffing
b. Leading
c. Organizing
d. Controlling

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e. Planning

ANSWER: d

97. A social entity that is goal-directed and deliberately structured is referred to as a(n) _____.
a. organization
b. management
c. employee
d. student
e. task

ANSWER: a

98. By definition, an organization is considered which of the following because it is made up of two or more people?
a. Efficient
b. A social entity
c. Effective
d. Goal-directed
e. Deliberately structured

ANSWER: b

99. The degree to which an organization achieves a stated goal refers to _____.
a. effectiveness
b. synergy
c. conceptual skill
d. efficiency
e. human skill

ANSWER: a

100. Which of the following refers to the amount of resources used to achieve an organization's goal?
a. Effectiveness
b. Synergy
c. Performance
d. Efficiency
e. Management

ANSWER: d

101. For a widget manufacturing company, worker-hours per widget is a measure of organizational _____.
a. effectiveness
b. performance
c. efficiency
d. structure
e. initiative

ANSWER: c

102. Jasmine was recently praised by her supervisor for displaying superior customer service during an encounter with a

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problem customer. This is an example of organizational _____.

a. information processing
b. efficiency
c. effectiveness
d. structure
e. goal-setting

ANSWER: c

103. Ryan, a supermarket cashier, recently received an award for having the fastest scan rate among all cashiers. This is an example of organizational _____.

a. performance
b. efficiency
c. effectiveness
d. structure
e. goal-setting

ANSWER: b

104. Having the cognitive ability to see the organization as a whole system and the relationship among its parts are characteristics of _____.

a. human skills
b. resource allocation skills
c. conceptual skills
d. negotiation skills
e. technical skills

ANSWER: c

105. According to the text, what are the skills used by managers when performing the four functions of management?

a. Conceptual, interpersonal, and organizational
b. Functional, problem-solving, and technical
c. Analytical, interpersonal, and financial
d. Conceptual, human, and technical
e. Communication, strategic, and innovative

ANSWER: d

106. Within her role as a small business consultant, Alana analyzes how organizations fit into their industries, the communities, and the broader social environment. This type of analysis involves which of the following management skills?

a. Organizing
b. Technical
c. Human
d. Conceptual
e. Delegation

ANSWER: d

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107. Javier Perez is the president of WV Railroad. His organization faces issues related to the environment, government regulation, and competition. He will need to rely primarily on his _____.

a. conceptual skills
b. technical skills
c. human skills
d. controlling skills
e. interpersonal skills

ANSWER: a

108. At the top management level, the most important skills are _____.

a. conceptual skills
b. human skills
c. technical skills
d. project skills
e. marketing skills

ANSWER: a

109. The skill demonstrated when a manager relates effectively to other people is _____.

a. conceptual
b. human
c. technical
d. leading
e. controlling

ANSWER: b

110. Sarinna recently helped her subordinates at work resolve an interpersonal conflict by listening to the problem and serving as a mediator. This is an example of use of which of the following management skills?

a. Human
b. Strategic
c. Technical
d. Conceptual
e. Analytical

ANSWER: a

111. Which of the following skills is the manager's ability to work with and through other people and to work effectively as a group member?

a. Human
b. Conceptual
c. Technical
d. Intellectual
e. Planning

ANSWER: a

112. Which of the following skills includes the understanding of and proficiency in the performance of specific tasks?

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a. Conceptual
b. Human
c. Technical
d. Controlling
e. Planning

ANSWER: c

113. Which of the following skills is most important for nonmanagers?
a. Planning
b. Human
c. Conceptual
d. Technical
e. Marketing

ANSWER: d

114. The top cause of manager failure is _____.
a. person-job mismatch
b. ineffective communication skills and practices
c. failure to adapt and break old habits
d. inability to lead/motivate others
e. poor work relationships/interpersonal skills

ANSWER: b

115. Causes of manager failure include all of the following except _____.
a. poor communication skills
b. reactionary behavior
c. inability to motivate others
d. failure to adapt
e. too much listening

ANSWER: e

116. Which of the following statements is true?
a. The individual performer is a specialist, whereas the manager has to be a generalist.
b. The individual performer is a "leader," whereas the manager has to be a doer.
c. The individual performer is a generalist, whereas the manager has to be a specialist.
d. The individual performer is a producer, whereas the manager has to be an expert.
e. The individual performer is a communicator, whereas the manager has to be an operator.

ANSWER: a

117. Nylah is a research analyst who gets things done mostly through her own efforts, relying on herself rather than others. Nylah can best be described as a(n) _____.
a. first-line manager
b. middle manager

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c. individual performer
d. top manager
e. functional manager

ANSWER: c

118. The individual identity includes which of the following?
a. Generalist, coordinates diverse tasks
b. Gets things done through others
c. Works relatively independently
d. A network builder
e. Works in highly interdependent manner

ANSWER: c

119. Which of the following is included in the manager identity?
a. Specialist, performs specific tasks
b. Gets things done through own efforts
c. An individual actor
d. A network builder
e. Works relatively independently

ANSWER: d

120. Being a successful manager means thinking in terms of all of the following except _____.
a. building teams
b. generating the most profit
c. becoming a motivator
d. becoming an organizer
e. establishing networks

ANSWER: b

121. Managers shift gears quickly and therefore, the average time spent on any one activity is less than _____.
a. nine minutes
b. an hour
c. one workday
d. a half hour
e. a half day

ANSWER: a

122. Which of the following is NOT one of the conceptual categories of managerial roles Mintzberg defined?
a. Informational
b. Interpersonal
c. Decisional
d. Intrapersonal

ANSWER: d

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123. To meet the needs of the organization, all managers carry out which three major categories of roles?
a. Monitor; figurehead; liaison
b. Leader; monitor; spokesperson
c. Disseminator; entrepreneurial; disturbance handler
d. Decisional; spokesperson; leader
e. Informational; interpersonal; decisional
ANSWER: e

124. Which of the following is an informational role, according to Mintzberg?
a. Entrepreneur role
b. Leader role
c. Monitor role
d. Disturbance handler role
e. Figurehead role
ANSWER: c

125. Georgia Griffith, manager of the finance division, distributes relevant information every day to all her employees enabling them to make quality decisions. Georgia is performing which of the following roles?
a. Monitor role
b. Disseminator role
c. Spokesperson role
d. Disturbance handler role
e. Figurehead role
ANSWER: b

126. The president of Pepsi Company is the keynote speaker at a retirement dinner for a long-time bottler. This is an example of which of the following roles?
a. Liaison
b. Figurehead
c. Negotiator
d. Leader
e. Monitor
ANSWER: b

127. According to Mintzberg, when Amanda spends time training a subordinate, she is performing which of the following roles?
a. Monitor
b. Figurehead
c. Spokesperson
d. Leader
e. Liaison
ANSWER: d

128. What is the role of the negotiator?

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a. The negotiator role involves representing the team or department's interests during the negotiation of budgets, union contracts, and purchases.
b. The negotiator role involves seeking current information from many sources.
c. The negotiator role involves the initiation of change.
d. The negotiator role involves resolving conflicts among subordinates or between the manager's department and other departments.
e. The negotiator role pertains to the development of information sources both inside and outside the organization.

ANSWER: a

129. If Brady Hak is responsible for maintaining information links both inside and outside organizations by using e-mail, phone calls, and meetings as daily activities, he would be considered a _____.

a. figurehead
b. liaison
c. negotiator
d. monitor
e. spokesperson

ANSWER: b

130. Which of the following is NOT a decisional role?

a. Entrepreneur
b. Negotiator
c. Resource allocator
d. Disturbance handler
e. Liaison

ANSWER: e

131. Which of the following roles involves taking corrective action during conflicts or crises and resolving disputes among subordinates?

a. Resource allocator
b. Entrepreneur
c. Negotiator
d. Liaison
e. Disturbance handler

ANSWER: e

132. According to Mintzberg, which of the following is an interpersonal role?

a. Monitor
b. Negotiator
c. Liaison
d. Disturbance handler
e. Spokesperson

ANSWER: c

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133. Maintaining information links is part of which of the following roles?
a. Leader
b. Spokesperson
c. Monitor
d. Liaison
e. Entrepreneur

ANSWER: d

134. Which of the following roles involves representing the team or department's interests?
a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor
e. Leader

ANSWER: a

135. If a manager finds a severe decline in employee morale and direction, they may need to spend more time in which of the following roles?
a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor
e. Leader

ANSWER: e

136. What is the role of a liaison?
a. The liaison role pertains to decisions about how to allocate people, time, equipment, money, and other resources to attain desired outcomes.
b. The liaison role involves the initiation of change.
c. The liaison role pertains to the development of information sources both inside and outside the organization.
d. The liaison role involves handling ceremonial and symbolic activities for the department or organization.
e. The liaison role involves formal negotiations and bargaining to attain outcomes for the manager's unit of responsibility.

ANSWER: c

137. If a manager finds several new competitors on the horizon, they may need to spend more time in which of the following roles?
a. Negotiator
b. Resource allocator
c. Figurehead
d. Monitor
e. Leader

ANSWER: d

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138. One of the roles that a nonprofit organization may emphasize over their counterpart in a large organization is _____.
a. entrepreneur
b. spokesperson
c. liaison
d. disturbance handler
e. negotiator

ANSWER: b

139. Managers may struggle with the question of what constitutes results and effectiveness since nonprofit organizations do not have a conventional _____.
a. hierarchy
b. bottom line
c. information system
d. decision-making process
e. structure

ANSWER: b

140. Which of the following statements best compares for-profit and nonprofit managers?
a. A manager in a for-profit business focuses primarily on the bottom line, while a manager of a nonprofit focuses on employee morale.
b. A manager in a for-profit business focuses primarily on the bottom line, while a manager of a nonprofit focuses on social impact.
c. A manager in a for-profit business focuses on primarily on profitability, while a manager of a nonprofit focuses on customer satisfaction.
d. A manager in a for-profit business focuses primarily on market share, while a manager of a nonprofit focuses on the bottom line.
e. A manager in a for-profit focuses primarily on customer satisfaction, while a manager of a nonprofit focuses on organization reputation.

ANSWER: b

141. Which of the following is a characteristic of a traditional management approach?
a. Managers play the role of an enabler.
b. Managers supervise individuals.
c. Managers constantly mobilize for change.
d. Managers lead and empower teams.
e. Managers encourage conversation and collaboration.

ANSWER: b

142. Managers, in today's work environment, rely less on _____.
a. coordination and communication and more on control and command leadership
b. autocratic leadership and more on empowering leadership
c. empowerment and innovation and more on productivity and efficiency leadership
d. effectiveness and efficiency and more on quality and profit leadership
e. ethics and social responsibility and more profit and cost-savings leadership

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ANSWER: b

143. Instead of being a controller, an effective manager who helps people do and be their best is a(n) _____.
a. regulator
b. enabler
c. director
d. facilitator
e. mobilizer

ANSWER: b

144. Defining goals for future organizational performance is known as _____.
a. organizing
b. controlling
c. leading
d. planning
e. coordinating

ANSWER: d

145. Assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization is known as _____.
a. organizing
b. controlling
c. leading
d. planning
e. coordinating

ANSWER: a

146. The management function that involves the use of influence to motivate employees to achieve the organization's goals is referred to as _____.
a. organizing
b. controlling
c. leading
d. planning
e. coordinating

ANSWER: c

147. Monitoring employees' activities, keeping the organization on track toward its goals, and making corrections as needed is the management function of _____.
a. organizing
b. controlling
c. leading
d. planning
e. coordinating

ANSWER: b

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148. Conceptual skills are especially important for which of the following types of managers?
a. First-level
b. Middle
c. Supervisory
d. General
e. Top
ANSWER: e

149. In which of the following roles do managers seek and receive information, scan periodicals and reports, and maintain personal contacts?
a. Disseminator
b. Spokesperson
c. Monitor
d. Decisional
e. Interpersonal
ANSWER: c

150. In which of the following roles do managers initiate improvement projects, identify new ideas, and delegate idea responsibility to others?
a. Disseminator
b. Spokesperson
c. Monitor
d. Entrepreneur
e. Interpersonal
ANSWER: d

151. Which of the following types of managers would be responsible for performing ceremonial and symbolic duties such as greeting visitors and signing legal documents?
a. Disseminator
b. Spokesperson
c. Monitor
d. Entrepreneur
e. Figurehead
ANSWER: e

152. Which of the following roles involves scheduling, budgeting, and setting priorities?
a. Disseminator
b. Spokesperson
c. Resource allocator
d. Entrepreneur
e. Figurehead
ANSWER: c

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Ch 01: Leading Edge Management

153. In historical management perspectives, there has long been a struggle to balance _____.
a. the humanity of production and the technology of production
b. the quality of production and the things of production
c. the things of production and the humanity of production
d. the things of production and the technology of production
e. the quality of production and the humanity of production
ANSWER: c

154. The nineteenth and early twentieth centuries saw the development of which management perspective?
a. Human relations movement
b. Behavioral sciences approach
c. Classical perspective
d. Quantitative management approach
e. TQM approach
ANSWER: c

155. Which of the following perspectives emphasized a rational, scientific approach to the study of management and sought to make organizations efficient operating machines?
a. Humanistic perspective
b. Behavioral sciences approach
c. Classical perspective
d. TQM approach
e. Quantitative management approach
ANSWER: c

156. Which of the following is a subfield of the classical management perspective that emphasized scientifically determined changes in management practices as the solution to improving labor productivity?
a. Human relations movement
b. Behavioral sciences approach
c. TQM approach
d. Quantitative management approach
e. Scientific management movement
ANSWER: e

157. Frank Gilbreth stressed efficiency and was known for his quest for _____.
a. the one best way to do work
b. leadership flows from the top down
c. procedures and policies
d. scientific management
e. bureaucracy
ANSWER: a

158. Time and motion studies that resulted in a drastic reduction in the time patients spent on the operating table were pioneered by _____.

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a. Edward Deming
b. Henry Gantt
c. Max Weber
d. Mary Parker Follett
e. Frank Gilbreth

ANSWER: e

159. Who is considered the "first lady of management"?
a. Mary Parker Follett
b. Lillian Gilbreth
c. Carly Fiorna
d. Maxine Weber
e. Anne Adams

ANSWER: b

160. The subfields of the classical perspective include _____.
a. quantitative management, behavioral science, and administrative principles
b. bureaucratic organizations, quantitative management, and the human relations movement
c. administrative principles, bureaucratic organizations, scientific management, and management science
d. scientific management, quantitative management, and administrative principles
e. quantitative management, artificial intelligence, scientific management, and management science

ANSWER: c

161. Who is considered the "father of scientific management"?
a. Frank B. Gilbreth
b. Elton Mayo
c. Henry Gantt
d. Douglas McGregor
e. Frederick W. Taylor

ANSWER: e

162. Which of the following is a bar graph that measures planned and completed work along each stage of production by time elapsed?
a. Time and work chart
b. Gantt chart
c. Time and motion chart
d. Production and delivery chart
e. Gilbreth chart

ANSWER: b

163. Frederick Taylor's contributions were in the field of _____.
a. scientific management
b. human resource management

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c. human relations
d. quantitative management
e. total quality management

ANSWER: a

164. Which of the following is NOT a criticism of scientific management?
a. It does not appreciate the social context of work.
b. It does not appreciate the higher needs of workers.
c. It does not appreciate the careful study of tasks and jobs.
d. It does not acknowledge variance among individuals.
e. It tends to regard workers as uninformed and ignores their ideas and suggestions.

ANSWER: c

165. Standardization of work and wage incentives are characteristics of _____.
a. bureaucratic organizations
b. scientific management
c. quantitative management
d. administrative management
e. behavioral science

ANSWER: b

166. Which of the following is a major criticism of scientific management?
a. It ignored the social context of work.
b. It ignored the impact of compensation on performance.
c. It overemphasized individual differences.
d. It overemphasized the intelligence of workers.
e. It emphasized the social context of work.

ANSWER: a

167. The assembly line is most consistent with which of the following general principles of management?
a. Unity of command
b. Division of work
c. Authority
d. Scalar chain
e. Quality management

ANSWER: b

168. The bureaucratic organizations approach is a subfield within _____.
a. the classical perspective
b. management science
c. scientific management
d. the learning organization
e. the humanistic perspective

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ANSWER: a

169. According to Weber's ideas on bureaucracy, organizations should be based on _____.
a. personal loyalty
b. personal references
c. rational authority
d. family ties
e. charismatic authority

ANSWER: c

170. Whereas scientific management focused on individual productivity, the administrative principles approach focused on _____.
a. the total organization
b. individual effort
c. management by principle
d. employee loyalty
e. the work flow through the organization

ANSWER: a

171. Amos' Antiques, Inc., is characterized by separation of management from ownership and by clearly defined lines of authority and responsibility. These characteristics are consistent with the principles of _____.
a. scientific management
b. bureaucratic organizations
c. administrative management theory
d. human resource management
e. the humanistic perspective

ANSWER: b

172. All of the following are characteristics of Weberian bureaucracy except _____.
a. labor is divided with clear definitions of authority and responsibility that are legitimized as official duties
b. positions are organized in a hierarchy of authority, with each position under the authority of a higher one
c. all personnel are selected and promoted based on technical qualifications
d. administrative acts and decisions are recorded in writing
e. management is the same as the ownership of the organization

ANSWER: e

173. Max Weber felt that selection of employees should be based on _____.
a. education
b. competence
c. connections
d. political skills
e. efficient systems

ANSWER: b

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Ch 01: Leading Edge Management

174. Which of the following uses mathematics, statistical techniques, and computer technology to facilitate management decision making, particularly for complex problems?

a. Quants
b. Management science
c. Scientific management
d. Administrative principles approach
e. Bureaucratic organizations approach

ANSWER: b

175. Positions organized in a hierarchy of authority is an important characteristic of _____.

a. scientific management
b. bureaucratic organizations
c. quantitative management
d. the human relations movement
e. total quality management

ANSWER: b

176. UPS is successful in the small package delivery market. One important reason for this success is the concept of _____.

a. globalization
b. employee flexibility
c. loose standards
d. bureaucracy
e. nonbureaucratic organizational system

ANSWER: d

177. The principle that similar activities in an organization should be grouped together under one manager is the essence of the classical perspective known as _____.

a. unity of command
b. division of work
c. unity of direction
d. scalar chain
e. quality management

ANSWER: c

178. The use of specialization to produce more and better work with the same level of effort is consistent with the administrative management principle of _____.

a. unity of command
b. unity of direction
c. scalar chain
d. division of work
e. quality management

ANSWER: d

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179. Genex Dynamics is a ballistics company that uses the unity of command, scalar chain, and division of work principles. These are part of which management philosophy?

a. Administrative principles approach
b. Bureaucratic approach
c. Scientific management approach
d. Humanistic approach
e. Behavioral sciences approach

ANSWER: a

180. Which of the following refers to a chain of authority extending from the top to the bottom of the organization and including every employee?

a. Unity of command
b. Division of labor
c. Unity of direction
d. Scalar chain
e. Quality management

ANSWER: d

181. Which of the following is reflected in management information systems designed to provide relevant information to managers in a timely and cost-efficient manner?

a. Operations research
b. Operations management
c. Information technology
d. Systems thinking
e. Infrastructure development

ANSWER: c

182. Matrix Dress Designs operates using the concept of empowerment, where employees act independently and with management facilitating rather than controlling workers. These qualities represent which of the following management approaches?

a. Administrative principles approach
b. Bureaucratic approach
c. Scientific management approach
d. Humanistic perspective
e. Behavioral sciences approach

ANSWER: d

183. Mary Parker Follett contributed to which of the following fields?

a. Humanistic approach
b. Scientific management approach
c. Total quality management approach
d. Quantitative approach to management
e. Systems approach to management

ANSWER: a

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184. Rather than engineering techniques, Mary Parker Follett thought of leadership as _____.
a. systems
b. top managers
c. people
d. efficiencies
e. floor managers
ANSWER: c

185. Which of the following was a key finding in the Hawthorne studies?
a. Stronger lighting increased productivity.
b. More money resulted in increased productivity.
c. Productivity declined in all experiments.
d. Higher temperatures reduced productivity.
e. Human relations increased productivity.
ANSWER: e

186. Chester Barnard felt that which of the following could help a poorly managed organization?
a. Bureaucracy
b. Line managers
c. Efficiencies
d. Informal relationships
e. Top/down flow of information
ANSWER: d

187. Despite flawed methodology or inaccurate conclusions, the Hawthorne studies provided the impetus for _____.
a. the classical perspective
b. the humanistic perspective
c. scientific management
d. the bureaucratic organizations approach
e. the contingency perspective
ANSWER: b

188. A clique within an organization is part of the _____.
a. formal organizational structure
b. informal organization
c. scalar chain
d. reorganization process
e. top management level
ANSWER: b

189. A significant contribution of Chester Barnard was the concept of _____.
a. bureaucracy
b. the informal organization

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c. total quality management
d. scientific management
e. traditional theory of authority

ANSWER: b

190. The human resources perspective of management links motivation theories with _____.
a. top management
b. design of job tasks
c. floor managers
d. efficiencies
e. profit maximization

ANSWER: b

191. A "dairy farm" view of management in which contented cows give more milk so satisfied workers will give more work was espoused by the _____.
a. human relations movement
b. human resources perspective
c. behavioral sciences approach
d. management science perspective
e. administrative principles approach

ANSWER: a

192. Maslow's hierarchy of needs started with which of the following needs?
a. Esteem
b. Love
c. Safety
d. Physiological
e. Belongingness

ANSWER: d

193. Benjamin believes his employees are responsible, creative, and able to work with minimal direction. He is a _____.
a. Theory X manager
b. Theory Y manager
c. Theory Z manager
d. Theory A manager
e. contingency theory manager

ANSWER: b

194. Theory X and Theory Y were developed by _____.
a. Douglas McGregor
b. Henry Gantt
c. Max Weber
d. Mary Parker Follett

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e. Frank Gilbreth

ANSWER: a

195. Briana Brant, production supervisor at Trustworthy Tools Mfg., Inc., believes that her employees dislike work, avoid responsibility, and therefore need to be controlled and directed. Briana is a _____.

a. Theory X manager
b. Theory Y manager
c. realistic manager
d. Theory Z manager
e. Theory J manager

ANSWER: a

196. According to Douglas McGregor, the classical perspective on management is consistent with which of the following?

a. Theory X manager
b. Theory Y manager
c. Theory Z manager
d. Theory A manager
e. All of these choices

ANSWER: a

197. The behavioral sciences approach is based on which of the following disciplines?

a. Anthropology
b. Economics
c. Sociology
d. Psychology
e. All of these choices

ANSWER: e

198. Organization development is one specific set of management techniques based in which of the following approaches?

a. Management science approach
b. Systems theory approach
c. Behavioral sciences approach
d. Scientific management approach
e. Quantitative approach

ANSWER: c

199. Forestville Freeze is regionally known for its employee training programs. Managers at the Freeze conduct research to determine the best candidate interviewing techniques. This involves the use of which management approach?

a. Administrative principles approach
b. Bureaucratic approach
c. Behavioral sciences approach
d. Humanistic approach
e. Scientific management approach

ANSWER: c

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200. Which of the following stresses the satisfaction of employees' basic needs as the key to increased worker productivity?

a. Scientific management perspective
b. Classical perspective
c. Management science perspective
d. Behavioral sciences approach
e. Human relations movement

ANSWER: e

201. Which of the following emphasized the importance of understanding human behaviors, needs, and attitudes in the workplace as well as social interactions and group processes?

a. Humanistic perspective
b. Classical perspective
c. Scientific management
d. Bureaucratic organizations
e. Contingency perspective

ANSWER: a

202. Most early interpretations of the Hawthorne studies argued that the factor that best explained increased output was _____.

a. money
b. days off
c. human relations
d. lighting
e. free food

ANSWER: c

203. Which of the following terms refers to technologies, skills, and processes for searching and examining massive, complex sets of data to uncover hidden patterns and correlations?

a. Total quality management
b. Quantitative techniques
c. Big data analytics
d. Supply chain management
e. Reengineering

ANSWER: c

204. Which of the following statements regarding management tools is true?

a. In 1993, the top management tool was mission and vision statements, whereas in 2017, the top management tool was strategic planning.
b. In 1993, the top management tool was strategic planning, whereas in 2017, the top management tool was mission and vision statements.
c. In 1993, the top management tool was customer relationship management, whereas in 2017, the top management tool was customer satisfaction.
d. In 1993, the top management tool was customer satisfaction, whereas in 2017, the top management tool was

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customer relationship management.

e. In 1993 and 2017, the top management tool was strategic planning.

ANSWER: a

205. In which region are managers adopting new tools faster than managers in other regions?

a. North America

b. South America

c. Asia-Pacific

d. Europe

e. Middle East

ANSWER: c

206. Aneth has just installed a "smart" home system. One of the features in her home include her keyless door lock sending a text message when it is activated. This is an example of _____.

a. big data analytics

b. a platform-based organization

c. information technology

d. the classical perspective

e. the Internet of Things

ANSWER: c

207. What type of organization connects and enables users to both create and consume something of value?

a. Connection-based organization

b. Supply chain organization

c. Intermediary-based organization

d. Platform-based organization

e. Association-based organization

ANSWER: d

208. Which of the following means the hierarchical reporting relationship between the manager and the subordinate is almost completely eliminated and employees have full authority to make key decisions about their work?

a. Incremental decentralization

b. Employee decentralization

c. Radical decentralization

d. Radical centralization

e. Incremental centralization

ANSWER: c

209. Which of the following statements regarding Millennial and Gen Z employees is true?

a. They are hesitant to question their superiors.

b. They want to work in an individualized work environment.

c. They want the power to make substantive decisions in the workplace.

d. They want work that is easy.

e. They are hesitant to challenge the status quo.

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ANSWER: c

210. If an employee is engaged, which of the following is most likely to happen?
a. They will contribute enthusiastically to meeting team and organizational goals.
b. They will be emotionally unattached to their jobs.
c. They will struggle to find a sense of belonging to the organization and its mission.
d. They will be likely to seek other job opportunities.
e. They will be dissatisfied with their work conditions.

ANSWER: a

211. Which of the following is contributing to technology (*thing* of production) possibly adding directly to the humanity of production by doing the work that humans find unsatisfying?
a. Artificial intelligence
b. Classical perspective
c. Information technology
d. Nudge management
e. Big data analytics

ANSWER: a

212. Which of the following uses artificial intelligence to support managers?
a. Humanistic perspective
b. Classical perspective
c. Information technology
d. Nudge management
e. Big data analytics

ANSWER: d

213. Management that applies insights from the behavioral sciences to design elements of the organization in a way that guides people toward behaviors that support organizational goals and values is known as _____.
a. radical decentralization
b. classical management
c. information technology
d. nudge management
e. big data analytics

ANSWER: d

214. Which of the following is having a big impact on routine administrative processes in organizations, including spreadsheets, checking customer records and employee expense accounts, and making payments?
a. Radical decentralization
b. Humanistic perspective
c. Artificial intelligence
d. Employee engagement
e. Big data analytics

ANSWER: c

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Ch 01: Leading Edge Management

Subjective Short Answer

Scenario - Caleb Miller

The promotion to first-line manager took place just six weeks ago for Caleb Miller. He was well qualified for the promotion, but the new job still required a lot of training. One of the challenges has been to coordinate the production of his team with the needs of the sales department and with the availability of raw materials from his suppliers. Setting priorities and developing schedules to accomplish the work is a part of Caleb's job that he has really enjoyed. The challenges to maintain high rapport and to build a strong team with his employees have already brought him a lot of satisfaction. In reflecting on the last six weeks, Caleb concludes that he is very happy about his new job.

215. In his job, Caleb needs to do all of the following except _____.
a. plan
b. organize
c. lead
d. control
e. hire
ANSWER: e

216. The managerial skill that is least important at Caleb's middle-level management position is _____.
a. conceptual
b. human
c. technical
d. marketing
ANSWER: c

217. By maintaining information links, Caleb Miller was exhibiting the interpersonal role of _____.
a. figurehead
b. leader
c. liaison
d. monitor
e. spokesperson
ANSWER: c

218. With setting priorities and setting schedules, Caleb was participating in the decisional role of _____.
a. entrepreneur
b. disturbance handler
c. disseminator
d. resource allocator
e. monitor
ANSWER: d

Scenario - Brittney Marr

The opportunity to gain a foothold in the snack cracker industry had just been found. Brittney Marr, an account executive manager for Baked Wheat Industries had developed an interest in wheat crackers two months ago when one of her newly hired account execs, Hunter Bender, had told her about the high margins and promising future associated with that market. Marr had always believed that if you do your homework in hiring the best people then it only makes sense to listen to their recommendations and implement their suggestions.

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Marr had given her approval to Bender to explore opportunities to move into this promising new market. This morning, Bender reported that Jackson Corporation had severed its contract with Feel Good Crackers Incorporated. Apparently, the Feel Good salesman had shared sensitive information about Jackson at a cocktail party. Bender had already established a good relationship with Feel Good buyers and so recognized this as an opportunity to expand his market into wheat crackers.

219. Marr's behavior provides an example of _____.
a. the use of scalar rope
b. division of organization
c. the principle of inversion
d. unity of direction
e. All of these choices
ANSWER: d

220. Marr's management style reflects a belief in _____.
a. Theory Y
b. developing her employees through control
c. the classical perspective
d. Theory X
e. utilizing technical skills
ANSWER: a

Essay

221. Identify the four functions of management.
ANSWER: Planning, organizing, leading, and controlling

222. List the three management skills necessary to perform effectively in organizations.
ANSWER: Conceptual, human, and technical skills

223. List five of Mintzberg's managerial roles.
ANSWER: Mintzberg's managerial roles include monitor, spokesperson, disseminator, figurehead, leader, liaison, entrepreneur, disturbance handler, resource allocator, and negotiator.

224. List three of the basic ideas of scientific management.
ANSWER: Any three of the following develop standard methods for doing each job: select workers with appropriate abilities; train workers in standard methods; support workers and eliminate interruptions; and provide wage incentives.

225. List the three assumptions associated with McGregor's Theory X.
ANSWER: (1) Individuals have an innate dislike of work and will try to avoid it; (2) Most people must be coerced to get them to put out a reasonable level of effort; and (3) The typical person prefers to be told what to do.

226. Define management and describe two important ideas expressed in the definition.
ANSWER: Management is defined as the attainment of organizational goals in an effective and efficient manner through the planning, organizing, leading, and controlling of organizational resources. The two important ideas expressed include the four functions of management and the attainment of organizational goals in an effective and efficient manner.

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227. Describe the four management functions.

ANSWER: Planning means defining goals for future performance and determining how to attain them. Organizing involves assigning tasks, grouping tasks into departments, and allocating resources across the organization. Leading is the use of influence to motivate employees to attain organizational goals. Controlling means monitoring employees' activities, keeping the organization on track toward meeting its goals, and making corrections as necessary.

228. Describe the skills necessary for performing a manager's job.

ANSWER: The skills are conceptual, human, and technical. Conceptual skills include the cognitive ability to see the organization as a whole system and the relationships among its parts. Human skills refer to a manager's ability to work with and through other people and to work effectively as part of a group. Technical skills include the understanding of and proficiency in the performance of specific tasks.

229. Why are conceptual skills most important for top managers?

ANSWER: Top managers are often the keys to holding the whole company together. Many of the responsibilities of top managers—such as decision making, resource allocation, and innovation—require a broad view.

230. Briefly discuss the relationship between management skills and management level.

ANSWER: Conceptual and human skills become more important as a manager moves up through the organization, and technical skills become less important as a manager moves up through the organization.

231. What are technical skills? At what level are they most important and why?

ANSWER: Technical skill is the understanding of and proficiency in the performance of specific tasks. Technical skills are particularly important at lower organizational levels, but they become less important than human and conceptual skills as managers move up the hierarchy.

232. Describe the three categories of managerial roles.

ANSWER: The three categories of managerial roles are informational, interpersonal, and decisional. Informational roles describe the activities used to maintain and develop an information network. Interpersonal roles pertain to relationships with others and are related to human skills. Decisional skills relate to those events about which the manager must make a choice and take action.

233. Discuss the advantages and disadvantages of Taylor's scientific management.

ANSWER: The advantages of scientific management include the standardization of work, the systematic study of work, the linking of performance and pay, and improved productivity. The disadvantages include its failure to consider the social context within which work takes place and its failure to appreciate workers' needs, other than their need for money.

234. The writings of Fayol, Taylor, and Weber provide the foundation for modern management. Identify the school of thought associated with each writer and compare the focus that each writer takes in relation to the organization.

ANSWER: Fayol is associated with the administrative principles approach and focused on the manager level. Taylor is associated with scientific management and focused on the work level. Weber is associated with the bureaucratic organizations approach, and his focus was on the level of the organization.

235. Briefly describe what happened in the Hawthorne studies and explain the results and conclusions of these studies.

ANSWER: Harvard researchers, working under the direction of Elton Mayo, were studying the effects of various lighting conditions on worker performance at the Western Electric Company plant in Hawthorne, Illinois. Each time an experimental change was made, performance improved, regardless of the change. The early conclusion was that workers perceived that their work was important enough to hire researchers to work with them, and this

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recognition of importance was sufficient to motivate improved performance. This conclusion led to the development of the human relations movement, which stressed the importance of satisfied, happy workers. Recent analysis suggests that money may have been the single most important motivating factor.

236. Describe the assumptions behind McGregor's Theory X and Theory Y. How do these theories relate to the classical perspective on management and early human relations ideas?

ANSWER: Douglas McGregor became frustrated with the early, simplistic human relations notions. He challenged both the classical perspective and the early human relations assumptions about human behavior. McGregor believed that the classical perspective was based on Theory X assumptions about workers. He also felt that a slightly modified version of Theory X fit early human relations ideas. He proposed Theory Y as a more realistic view of workers for guiding management thinking.

237. Artificial intelligence (AI) has become a state-of-the-art business leadership tool. Identify some tasks that could be done using AI software.

ANSWER: AI software is automating mundane office tasks in operations such as accounting, billing, payments, and customer service. AI programs can scan documents, check the accuracy of customer records, enter numbers into spreadsheets, and make payments.

238. The process of management in the workplace is changing. In the past, a manager's task was to achieve organizational goals by maintaining tight control over their employees while standardizing procedures to maintain stability. Today's managers are asked to empower employees while encouraging collaboration and innovation. Contrast today's workforce with the workforce of the past. What developments in present society necessitate a shift in management style? Can you foresee other management style changes on the horizon?

ANSWER: Student answers will vary. People in today's society want to feel like they are making a valuable contribution in the workplace; they are much less likely to relinquish "control" to their manager. They often demand more flexibility and creativity in their work situation because their lives are fast paced, unpredictable, and increasingly mobile. Today's managers have to accomplish more with fewer resources. They recognize the value of being an enabler rather than a controller, using an empowering leadership style, and enlisting the cooperation of willing workers who are part of a team. Improved communication techniques, use of social media, and the increase in off-site workers will surely force even more changes related to management style in the future.

239. Effective managers must possess technical skills, human skills, and conceptual skills in varying degrees. After defining each term, justify your assessment of which of the three skills you deem to be most important to a successful manager.

ANSWER: Student answers will vary. Technical – understands and is proficient in the performance of tasks (knowledge and use of tools and techniques, as well as troubleshooting and problem solving). Human – can work with and work through other people, both individually and as a group (motivate, communicate, coordinate, lead, resolve conflict). Conceptual – can think strategically and see one’s team as part of a bigger system (a company, an industry, a community, a society). Failed management is overwhelmingly attributed to lack of human skills, e.g., poor communication with employees and/or customers and lack of relationship building with the team.

240. Small businesses and nonprofit organizations require good management to achieve their goals. But the efforts and activities of each are directed toward a different "bottom line." Describe a managerial position at a nonprofit where you would like to work, and discuss how the requirements differ from a managerial position in a large, for-profit organization. Incorporate the concepts you have learned about the manager's role in small businesses and nonprofit organizations.

ANSWER: Student answers will vary. Managers in both arenas must adjust various management functions and roles to fit their unique work environment. Managers in small businesses often act as the face of the company, spokesperson, and entrepreneur who must be innovative and help their company thrive and be competitive. Their efforts and activities are directed toward improving products and services, increasing sales, and earning

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money for the company. Managers in nonprofit organizations also act as the public face of their nonprofit, the spokesperson who solicits government and donor funding, the leader who builds a community of employees and volunteers who are mission-driven, and the resource allocator. Their efforts and activities are directed toward making an impact on society.

241. Companies often pull new managerial candidates from a pool of outstanding individual performers. Contrast the role of the individual performer with that of the manager. Be sure to include a description of how both roles might use the ABC's of prioritizing tasks or activities, a classic time management technique.

ANSWER: Student answers will vary. An individual performer is a specialist who thinks in terms of performing specific activities expertly, as well as spending time and energy to perfect his current skill and master new ones. He generally accomplishes tasks through his own efforts, rather than relying on others. A manager must learn to think differently about himself and his personal identity. He must become a generalist who coordinates a range of activities and helps others develop their potential. Rather than accomplishing the task himself, a manager delegates to others, working with and through them. New managers and employees alike often struggle with managing a large workload and can benefit from implementing classic time management techniques. The ABC's of prioritizing tasks or activities include the following: A—highly important, must be done, serious consequences; B—should be done, minor consequences; C—nice to get done, but optional with no consequences; D—delegate this task to someone else.

242. The classical perspective emphasizes managing with a rational, scientific approach. The humanistic perspective emphasizes understanding the behavior, needs, and attitudes of those involved in the work process. Isolate two main characteristics of each approach and combine them to form your own hybrid management perspective.

ANSWER: Classical perspective main characteristics: 1. Scientific management that seeks to improve productivity by employing standardized methods for doing each job and selecting and training appropriate workers; gives wage incentives; well-illustrated by assembly-line production. 2. Bureaucratic approach is impersonal with clearly defined roles of authority and responsibility and strict record keeping; often seen as a threat to personal liberty. 3. Administrative principles approach focuses on increasing productivity of entire organization as opposed to productivity of individual worker. 4. Management science uses mathematics, statistical techniques, and computer technology to facilitate management decision making, particularly for complex problems.

Humanistic perspective main characteristics: 1. Human relations movement seeks to satisfy employee needs in order to increase production. 2. Human resources approach allows employees to use their full potential. 3. Behavioral sciences approach uses disciplines such as psychology and sociology to assess human interactions in the workplace. 4. Worker empowerment, participation, and cooperation, not control of workers.

243. Management science (or the quantitative perspective) uses mathematics, statistics, and computer technology for complex problem solving, decision making, and record keeping. Define the three subsets of management science, and evaluate the usefulness of this management technique in today's workplace, including at least one advantage and one disadvantage.

ANSWER: Three subsets are operations research (mathematical model building and application), operations management (specifically used to solve manufacturing and production issues), and information technology (information relay throughout the organization). Management science has become critical to the efficient management of large companies and business systems. But managers cannot rely exclusively on numbers and algorithms because they do not take the human factor into consideration.

244. The bossless workplace is one modern management technique that strives to meet new management challenges and address the needs of employees, customers, and the environment. There is no hierarchy in a bossless workplace, and all workers are created equal. What additional management technique must be practiced in order to facilitate a bossless workplace? In your judgment, is going "bossless" a realistic approach to today's workplace?

ANSWER: The bossless workplace must have employees who are emotionally involved in their jobs and satisfied with

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working conditions (employee engagement). Companies must train employees to work effectively within a nonhierarchical system. All workplaces do not lend themselves to the bossless concept, but all workplaces benefit from applying employment engagement techniques to some degree. Companies can create an atmosphere where employees feel a commitment to the company goal and mission. They can communicate honestly with employees and provide opportunities for career advancement as well as community service. Today's educated, mobile workers want a flexible, collaborative work environment that uses cutting-edge technologies, and where they can have a part in decision making. As such, many workers will seek out a company that leans toward being bossless.

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