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Correct answers located at the end of the chapter.

1) The best managers prioritize efficiency over effectiveness.
   - ◎ true
   - ◎ false

2) The four fundamental management principles include planning, organizing, budgeting, and counselling.
   - ◎ true
   - ◎ false

3) Naseem meets with her staff each week to discuss their work and to share ideas for improvement. Naseem is exhibiting the leading function of management.
   - ◎ true
   - ◎ false

4) Successful managers do not need to utilize all four functions of management, just the ones relevant to their business.
   - ◎ true
   - ◎ false

5) Middle-level managers are also called tactical managers because they must translate general goals into specific objectives and activities.
   - ◎ true
   - ◎ false

6) The responsibilities of frontline managers have begun to decrease in today's business climate, due to a greater reliance on technology.
   - ◎ true
   - ◎ false

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7) Lower-level managers who possess technical skills tend to earn less credibility from their subordinates than comparable managers without technical know-how.
   - ◎ true
   - ◎ false

8) One of the five key elements that make the current business environment different from those of the past involves an increasingly diverse workforce.
   - ◎ true
   - ◎ false

9) Online business and social media have made it harder to develop social capital.
   - ◎ true
   - ◎ false

10) Creativity is defined as the introduction of new goods and services.
   - ◎ true
   - ◎ false

11) What is the best definition of management?
   - A) a method of executing, responding, and delivering results in a fast and timely manner
   - B) the process of working with people and resources to accomplish organizational goals
   - C) a technique for keeping costs low enough so the company can realize profits
   - D) the process of introducing new goods and services.
   - E) a method of creating goodwill through social relationships

12) Which skill is an important part of planning?
   - A) analyzing current situations
   - B) monitoring performance
   - C) attracting people to the organization
   - D) motivating employees
   - E) implementing necessary changes

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13) _____ is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals.
A) Staffing
B) Leading
C) Organizing
D) Planning
E) Controlling

14) Every three months, Wide Horizon Media Services reviews the goals of the company. During the process, the managers of the company analyze their current strategies as compared to their competitors' strategies, determine goals that they will pursue, and decide upon specific actions for each area of the company to take in pursuit of these goals. With these actions, the managers are engaged in the management function of
A) organizing.
B) planning.
C) goal coordination.
D) controlling.
E) leading.

15) A large company recently embarked on an effort to increase coordination and cooperation within the company. During the process, its top managers reviewed and specified job responsibilities, grouped jobs into work units, and reallocated resources within the company. The managers were exercising the management function of
A) planning.
B) organizing.
C) leading.
D) controlling.
E) budgeting.

16) _____ is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.
A) Controlling
B) Planning
C) Organizing
D) Leading
E) Analyzing

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17) Gemma is a general manager for a paint manufacturing plant. She is considering some changes to the production floor, which include workflow adjustments and the purchase of new equipment to improve efficiency. She also wants to promote one of her employees to team leader. Which function of management is Gemma performing?

A) planning
B) training
C) leading
D) organizing
E) controlling

18) Building a dynamic organization is the goal of which function of management?

A) planning
B) organizing
C) leading
D) controlling
E) staffing

19) Raj focuses on assembling and coordinating the people, equipment, and supplies that his company needs to achieve its goals. What management function does Raj emphasize in his work?

A) planning
B) leading
C) controlling
D) sustaining
E) organizing

20) What will be the result when managers use new forms of organizing?

A) They will build organizations that are flexible and adaptive.
B) They will create an organization chart by identifying business functions.
C) They will specify the goals to be achieved and decide in advance the appropriate actions needed to achieve those goals.
D) They will establish a top-down approach where top executives establish business plans and tell others to implement them.
E) They will monitor performance and make necessary changes in a timely manner.

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21) Danica excels at inspiring the people in her department to learn new skills and to perform better than expected on the job. As a manager, what is Danica especially good at doing?
A) planning
B) staffing
C) leading
D) controlling
E) monitoring

22) As one of the key management functions, leading focuses on a manager's efforts to
A) mobilize people to fully engage in their work.
B) build organizations that are flexible and adaptive.
C) make sure financial goals are met.
D) identify opportunities for sustainable advantage.
E) build a dynamic organization.

23) _____ is a manager's ability to stimulate people to be high performers.
A) Planning
B) Organizing
C) Leading
D) Controlling
E) Monitoring

24) Bridget manages the digital marketing team in a financial services firm. Her subordinates have a wide variety of experiences and skill sets. By effectively _____ her team, Bridget regularly seeks to inspire her subordinates to draw upon their various backgrounds in new and innovative ways.
A) planning
B) organizing
C) leading
D) controlling
E) innovating

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25) When Arjun, a marketing manager at a medical equipment firm, realized that his plan to increase sales levels was not producing the results he desired, he took quick action to make necessary adjustments. According to this scenario, Arjun was exercising the management function of

A) planning.
B) organizing.
C) leading.
D) controlling.
E) communicating.

26) _____ involves monitoring performance and making necessary changes.

A) Budgeting
B) Planning
C) Organizing
D) Leading
E) Controlling

27) When Luis, manager of his company's sales department, realized that his plan to increase his department's sales levels was not producing the desired results, he instituted a training course to help the salespeople achieve better results. Which management function is illustrated in this scenario?

A) planning
B) organizing
C) leading
D) controlling
E) budgeting

28) Through careful monitoring of the firm's budget, managers can detect potential problems in reaching their financial goals and take actions to reverse the problem. This is an example of the management function of

A) planning.
B) controlling.
C) leading.
D) organizing.
E) budgeting.

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29) When PG&E created a wildfire safety plan after devastating fires in California impacted utility equipment, it was demonstrating the management function of
A) planning.
B) controlling.
C) leading.
D) organizing.
E) budgeting.

30) James is a middle-level manager who is known for his efficiency; however, he is not necessarily effective. As a manager, James is more likely to
A) minimize the waste of organizational resources.
B) serve as an inspiration to others.
C) achieve major organizational goals.
D) be promoted over someone who focuses on being effective.
E) have a clear focus on being innovative.

31) Feet First wants to be the sales leader in elite running shoes. To achieve this goal, the CEO has analyzed the current situation and determined objectives and resources. What planning activities still need to be completed?
A) anticipate the future, decide on activities, and choose a business strategy
B) solicit funders, market the company, and choose a business strategy
C) market the company, decide on actions, and anticipate the future
D) evaluate the competitors, solicit funders, anticipate the future
E) decide on actions, market the company, and solicit funders

32) _____ is coordinating the human, financial, physical, informational, and other resources in a company.
A) Assembling
B) Organizing
C) Planning
D) Grouping
E) Controlling

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33) In a business setting, leading involves
A) creating an organization chart by identifying business functions.
B) establishing clear reporting relationships.
C) working exclusively with top-level managers.
D) stimulating people to be high performers.
E) dealing directly with customers and clients.

34) Controlling helps a manager to
A) monitor performance and implement necessary changes.
B) create an organization chart by identifying business functions.
C) establish reporting relationships.
D) stimulate people to be high performers.
E) determine department goals.

35) To become an effective manager, one should choose _____ of the four management functions and commit one hundred percent.
A) one
B) two
C) the most familiar
D) all
E) the most challenging

36) Which statement best describes the management function of controlling?
A) Managers assemble and coordinate the human, financial, physical, informational, and other resources needed to achieve goals.
B) Managers analyze current situations, anticipate the future, determine objectives, and decide on what types of activities in which the company will engage.
C) Managers make sure the organization's resources are being used as planned and that the organization is meeting its goals for quality and safety.
D) Managers motivate workers to come to work and execute top management's plans by doing their jobs.
E) Managers create an organization chart by identifying business functions and establishing reporting relationships.

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37) Which activity is involved in leading?
A) increasing the organization’s profits above all else
B) attracting new people to the organization
C) mobilizing and inspiring people to engage fully in their work and contribute their ideas
D) motivating workers to come to work and execute top management's plans
E) analyzing day-to-day situations and involving workers in all decisions

38) The CEO said, "Every six months or so, my senior management team and I meet to discuss the goals that will be achieved over the next year, three years, and beyond. We then make sure we are clear on who will take responsibility to see that appropriate actions are undertaken to achieve our goals within the time frame we set." The CEO is describing the management function of
A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

39) "Recently, I spent a great deal of time looking at how to define jobs to most efficiently utilize our employees," said the CEO of Comfort Climate Services. "And now I need managers to be responsible for the various job groupings." The CEO is describing the management function of
A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

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40) "As CEO, I maintain a big-picture view of how we are performing as a company, determining what changes we need to make if we begin deviating from our plans, and ensuring we meet our goals for quality and safety." The CEO is describing the management function of

A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

41) "As CEO, I must mobilize, inspire, and stimulate my management team, as well as the entire staff, to continually perform at high levels. I seek to empower my staff through communication and motivation." The CEO is describing the management function of

A) planning.
B) organizing.
C) leading.
D) controlling.
E) decision making.

42) Doggie Delicacy is a new organic dog food manufacturer whose management team has worked hard to enter the crowded pet food market. Doggie Delicacy's founders are focused on efficiency: signing up new customers quickly, minimizing their packaging costs, and maximizing their delivery strategies to save resources. They have been very successful in getting new customers, but less successful in retaining them What is the best advice you should give them, given the quick success they have had with Doggie Delicacy?

A) Efficiency is the only key to their continued success.
B) Now it is time for them to focus only on effectiveness because they clearly have efficiency under control.
C) To continue their success, they should focus on both effectiveness and efficiency, especially while their company is experiencing high initial growth but less retention.
D) They should maintain the status quo without implementing any changes to continue driving sales.
E) The best action plan for them is to focus less on customer concerns and more on making the most of their resources.

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43) _____ managers are senior executives responsible for the overall management and effectiveness of an organization.
A) Long-term
B) Middle
C) Strategic
D) Tactical
E) Operational

44) A company's CEO and Director of Human Resources are concerned that their company will not survive the current recession. As experienced _____ managers, they are working collaboratively to develop new business strategies and work processes to effectively and efficiently support the company so that it can survive the current economic downturn and thrive in the coming years. Their employees are depending upon them to provide overall management of the company.
A) frontline
B) tactical
C) top-level
D) operational
E) knowledge

45) The four levels of managers found in large organizations are
A) international, national, regional, and local.
B) marketing, accounting, human resource, and finance.
C) technical, functional, departmental, and organizational.
D) planning, coordinating, controlling, and executing.
E) top-level, middle-level, frontline, and team leader.

46) Top-level managers focus on
A) the long-term survival of an organization.
B) translating goals and objectives into specific activities.
C) managing frontline managers.
D) supervising nonmanagement employees.
E) executing daily activities.

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47) _____ managers are typically concerned with the interaction between an organization and its external environment.
A) Regional
B) Top-level
C) Middle-level
D) Frontline
E) Functional

48) Chief executive officer, president, chief operating officer, and vice president are all titles typical of _____ management.
A) top-level
B) tactical level
C) operational level
D) functional level
E) regional level

49) _____ managers are responsible for translating the general goals and plans developed for an organization into more specific activities.
A) Operational
B) Functional
C) Activities
D) Strategic
E) Tactical

50) Middle-level managers are often referred to as _____ managers.
A) supervisory
B) tactical
C) functional
D) operational
E) strategic

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51) As a manager, Kwame spends much of his time coaching his employees and making sure that any required information from upper management reaches them in an understandable format. Kwame would best be described as a(n)
A) frontline manager.
B) tactical manager.
C) operational manager.
D) top-level manager.
E) institutional controller.

52) _____ managers are lower-level managers who supervise the operational activities of an organization.
A) Frontline
B) General
C) Team
D) Tactical
E) Strategic

53) Operational managers play a crucial role in an organization because they
A) provide the link between management and nonmanagement personnel.
B) translate the organization's general goals into strategic objectives and activities.
C) facilitate overall successful team performance.
D) review and assess the performance of the top management.
E) contribute direction and strategy to the organization.

54) As a supervisor at Dreamhouse Florists, Austin enjoys helping his workers learn floral design skills. He appreciates that his supervisor encourages Austin to use his creative flair to develop new designs for special customer orders. Austin is most likely a(n)
A) frontline manager.
B) tactical manager.
C) strategic manager.
D) top-level manager.
E) administrative controller.

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55) Titles such as sales manager or supervisor typically belong to _____ managers.
A) strategic
B) middle-level
C) top-level
D) operational
E) tactical

56) Individuals who are team leaders are most like
A) senior executives who focus on strategy.
B) frontline managers who supervise day-to-day work activities.
C) middle-level managers who translate general initiatives into action.
D) coaches who organize the team and establish its purpose.
E) employees who execute daily operations of the organization.

57) Being a(n) _____ is one of the roles of a manager that involves searching for new business opportunities and initiating new projects to create change.
A) leader
B) figurehead
C) entrepreneur
D) resource allocator
E) monitor

58) In a major announcement at an annual medical conference, Dr. Sade Klein, Research Director of Horizon Pharmaceuticals, informs the medical community of a breakthrough in RSV vaccines for children. As _____ for the organization, she answers questions posed by medical research colleagues and members of the press.
A) disseminator
B) spokesperson
C) liaison
D) figurehead
E) resource allocator

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59) Leandra is the lead attorney representing Honeywell Construction. She is in back-and-forth discussions with parties, inside as well as outside the firm, to finalize a contract with Anderson Lifestyles, a regional chain of senior living facilities. Leandra knows that, in her role as _____, she is making important business decisions for Honeywell Construction.
A) spokesperson
B) liaison
C) leader
D) negotiator
E) monitor

60) Mason's role as _____ entails creating a presentation to give to his management team that will communicate the company's new business objectives, and more importantly, how Mason has interpreted them to apply to his business unit.
A) negotiator
B) figurehead
C) disseminator
D) resource allocator
E) monitor

61) The chair of the Springfield Chamber of Commerce, acting as its _____, attended the opening of a member's new restaurant.
A) leader
B) liaison
C) figurehead
D) spokesperson
E) resource allocator

62) When a customer service manager works to defuse a situation with an irate customer, they are assuming a _____ role.
A) liaison
B) disturbance handler
C) negotiator
D) resource allocator
E) leader

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63) A project manager determines the number of employees to be assigned to a certain project. The managerial role being implemented by this project manager is
A) liaison.
B) disturbance handler.
C) negotiator.
D) resource allocator.
E) leader.

64) Maintaining a network of outside contacts and alliances that provide information and favors defines a _____ managerial role.
A) spokesperson
B) liaison
C) leader
D) negotiator
E) monitor

65) What is an accurate statement about a manager's need for interpersonal and communication skills?
A) Their importance fades as a manager moves from the lower levels of an organization into the upper management arena.
B) These skills are mostly used early in one's career.
C) These skills are important at every level of management.
D) These skills are more important at the strategic level of management.
E) These skills are more important at the frontline level of management.

66) A _____ serves as the spokesperson and champion for a work group dealing with external stakeholders.
A) tactical manager
B) team leader
C) top-level manager
D) resource allocator
E) frontline supervisor

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67) “I’m sorry to tell you that four employees from our division were laid off today,” said the division manager to the assembled staff. “And a total of 50 employees were laid off corporate-wide. No further staff reductions are planned, and we expect the corporation’s financial performance to remain on plan.” When the manager notifies their employees of these developments and plans, they are performing in the role of

A) leader.
B) liaison.
C) disseminator.
D) spokesperson.
E) disturbance handler.

68) An employee summoned Janelle, the customer service manager, to intervene when a customer became irate about her dress alternations and began screaming at the store’s head seamstress. Rushing to intervene, Janelle told the customer she will personally help her find a solution, and that they could discuss the matter privately in her office. Janelle was performing in the role of

A) monitor.
B) negotiator.
C) disturbance handler.
D) resource allocator.
E) liaison.

69) “I must attend the fundraiser,” said Alison Barnett, senior vice president of marketing. “One of our key clients is sponsoring the event for a worthy cause, and our firm should be represented by a senior member of our management team.” When Alison performs symbolic duties on behalf of her organization, she is performing in the role of

A) liaison.
B) figurehead.
C) monitor.
D) entrepreneur.
E) resource allocator.

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70) Irina thinks to herself, “It has taken over 30 years, but I’ve finally been named head of this firm. Now, I can concentrate on what I really want to do as a(n) _____ manager, to focus on the survival, growth, and overall effectiveness of our company.”

A) tactical
B) strategic
C) middle
D) external
E) internal

71) A(n) _____ skill is the ability to perform a specialized task that involves a certain method or process.

A) conceptual
B) professional
C) interpersonal
D) communication
E) technical

72) _____ represent the three general categories of skills that are crucial to managers.

A) Selling and public relations, decision, and professional
B) Technical, interpersonal and communication, and conceptual and decision
C) Professional, technical, and selling and public relations
D) Conceptual and decision, professional, and technical
E) Professional, technical, and conceptual

73) Using a particular software program at an expert level, compilation of an accounting statement, and writing advertising copy are all examples of_____ skills.

A) technical
B) public relations
C) communicative
D) interpersonal
E) quantitative

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74) Anton started out as a front office worker, and over the years worked his way up to the CEO position. As such, Anton likely found that as he moved up in responsibility, he required a higher level of _____ skills.
A) conceptual and decision
B) informational
C) technical
D) professional
E) negotiation

75) The senior managers at an event planning firm recognized a lack of employee enthusiasm about the new website. There was a fair amount of infighting and accusations of who was responsible for the layout, given that the firm is recognized as highly competent in design. One manager got the team together and engaged them in a lively discussion to determine how to change the website so that it reflected more of the company's unique design ability. Soon, each team member volunteered to take on a part of the project to fix the site. The ability to identify this problem and resolve it is an effective use of _____ skills.
A) conceptual and decision
B) informational
C) technical
D) professional
E) negotiation

76) Listening to employee suggestions, gaining support for organizational objectives, and fostering an atmosphere of teamwork are all considered _____ skills.
A) technical
B) interpersonal and communication
C) diagnostic
D) professional
E) conceptual

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77) Which statement accurately reflects the importance of managerial skills?
A) Obtaining high performance from people in the organization is easy because of the authority managers will continue to have over knowledge workers.
B) Technical skills are most important after becoming a top-level manager.
C) The importance of the various types of managerial skills is consistent across all managerial levels.
D) Conceptual and decision skills become less important than technical skills as a manager rises higher in the company.
E) Interpersonal skills are important throughout a manager's career, at every level of management.

78) _____ refers to the skills of understanding oneself, managing oneself, and dealing effectively with others.
A) Self-reliance
B) Social capital
C) Emotional intelligence
D) Career management
E) Social management

79) Viraj has built up a wide network of contacts, clients, and local business neighbors since moving to Atlanta five years ago. Throughout his home-based marketing career, he has frequently networked with these business associates online, by phone, and in person. As he considers leaving his marketing career to become an owner/manager of a local business, he will rely upon the _____ that he has developed with these individuals to ensure a successful transition to a new career.
A) knowledge management
B) competitive advantages
C) social capital
D) emotional intelligence
E) figurehead skills

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80) One component of emotional intelligence is
A) understanding oneself.
B) dealing with power plays made by others.
C) understanding the shortcomings of people you work with.
D) advising others how to stay happy at work.
E) helping others understand that you are correct.

81) _____ is among the necessary skills of emotional intelligence.
A) Encouraging coercion among employees
B) Showing empathy
C) Advising others how to stay happy at work
D) Maintaining the status quo
E) Avoiding constructive criticism

82) Which person illustrates a manager with emotional intelligence?
A) Anya can maintain the status quo.
B) Misaki can identify her team members' strengths and weaknesses.
C) Rae can exercise self-control.
D) Erik has the ability to manage his followers' reactions.
E) Lupe can easily ignore constructive criticism.

83) "A new boss from outside the industry won't be able to train us to perform specialized tasks involving our particular methods and processes, or to evaluate how well we were performing these tasks. In other words, would they have the necessary _____?" asked Harrison.
A) conceptual and decision skills
B) selling skills
C) language fluency
D) technical skills
E) negotiating skills

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84) _____ is one of the key elements that makes the current business landscape different from those of the past.

A) Centralization
B) The importance of knowledge and ideas
C) Dedication to quality
D) Cost competitiveness
E) Speed

85) Which statement about globalization is true?

A) It fails to involve smaller firms.
B) It encourages the maintenance of the status quo.
C) It does not create threats to anybody.
D) It focuses on physical goods rather than services.
E) It occurs through cross-border partnerships.

86) Which statement about the Internet is true?

A) The Internet always makes things easier.
B) The Internet speeds up globalization.
C) The Internet's impact is felt only by businesses as a whole and not by individual employees.
D) The Internet does not create threats as competitors capitalize on new developments.
E) The Internet has a limited role in developing social capital.

87) _____ is the goodwill stemming from social relationships.

A) Social empathy
B) Social capital
C) Emotional intelligence
D) Emotional capital
E) Empathetic goodwill

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88) _____ is the set of practices aimed at discovering and harnessing an organization's intellectual resources, fully utilizing the intellects of the organization's people.
A) Knowledge management
B) Collaboration
C) Innovation
D) Service management
E) Communication management

89) Cho excels at identifying the talents of employees and finding the jobs where they can best use those talents to benefit the organization. Cho excels at _____ management.
A) knowledge
B) scientific
C) project
D) service
E) quality

90) Which statement about collaboration is true?
A) Collaboration occurs only within the boundaries of an organization.
B) It is unrealistic to think that a company can collaborate with its customers.
C) Disclosing one's plans by collaborating with the potential investors of a firm is not a good idea.
D) Collaboration supports knowledge management and vice versa.
E) Collaborating with other departments or divisions usually leads to management conflicts.

91) Technology both complicates things and creates new opportunities. The challenges come from
A) potential new threats from competitors.
B) the slowing down of decision making.
C) inaccurate information.
D) unchanging technologies.
E) the limit on new opportunities.

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92) Knowledge management is the set of practices aimed at discovering and harnessing an organization's

A) intellectual resources.
B) leadership abilities.
C) physical resources.
D) brand image.
E) sales data.

93) Collaboration can occur

A) between two organizations, but not internally.
B) within but not outside the organization.
C) outside the organization only.
D) with customers.
E) among managers only.

94) Lay's Potato Chips invited customers to submit ideas for new summertime potato chip flavors. The winning flavors were manufactured and sold on a limited basis as part of a special promotion, which increased sales by 15 percent. When Lay's involved customers in this company decision, it was an example of

A) collaboration.
B) harnessing technology.
C) globalization.
D) employee involvement.
E) cross-border communication.

95) Rowan is surprised to learn that the parts that he has ordered from a small local supplier are delayed. He immediately calls his supplier, who admits that his shop is overbooked with orders, not only from Rowan's business but also from new customers in Brazil. As Rowan realizes that his small U.S.-based business is competing for shop space with companies in Brazil, he faces the management challenge involved with

A) globalization.
B) technological change.
C) the importance of knowledge and ideas.
D) collaboration across organizational boundaries.
E) an increasingly diverse labor force.

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96) _____ is the introduction of new goods and services.
A) Collaboration
B) Standardization
C) Innovation
D) Adaptation
E) Saturation

97) In business, service refers to the
A) speed and dependability with which an organization delivers what customers want.
B) technique of keeping costs low to achieve profits and to be able to offer prices that are attractive to consumers.
C) practice aimed at discovering and harnessing an organization's intellectual resources.
D) technique of establishing goodwill through social relationships.
E) skill of understanding oneself, managing oneself, and dealing effectively with others.

98) Which statement about quality is true?
A) Quality can be measured in terms of product performance, customer service, and reliability.
B) Quality cannot be improved continuously.
C) Quality refers to keeping costs low enough so the company can realize profits but price its products at attractive levels.
D) Quality refers to goodwill stemming from one's social relationships.
E) Quality is described as rapid execution, response, and delivery of results.

99) Bella has a small dry cleaning business. One thing that attracts busy people to her business is that she has perfected a way to dry-clean most items within two hours, which is significantly faster than any dry cleaner in town. Which fundamental driver of success has Bella emphasized?
A) knowledge
B) quality
C) cost competitiveness
D) speed
E) sustainability

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100) Cost competitiveness means that one
A) sacrifices quality to keep costs low.
B) carefully monitors costs mainly during the setting up of business.
C) prices products or services at a level attractive to consumers.
D) manages costs by maintaining the status quo.
E) offers a high-quality product at a higher price.

101) Deepak, manager at Technical Solutions Incorporated (TSI), is struggling to maintain a competitive advantage in TSI's marketplace. He wants to hire and retain the best staff possible, but these staffers command high salaries. Deepak knows that high staff salaries can erode his company's profitability. But passing along these higher costs to his clients might mean they will start doing less business with TSI and more business with Deepak's lower-priced competitors. Deepak is struggling to
A) collaborate.
B) be technologically innovative.
C) provide quality service.
D) be cost competitive.
E) achieve zero defects.

102) Which statement about the sources of competitive advantage is true?
A) The best managers and companies work to incorporate all types of competitive advantage.
B) Managing the sources of competitive advantage is a zero-sum game where one source improves at the expense of the other.
C) It is possible to compete without cutting costs and offering attractive prices.
D) Outsourcing certain functions is always a mistake for maintaining competitive advantage.
E) The faster the product is provided the more innovation suffers.

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103) Amazon is not necessarily known for its development of new products. However, Amazon has transformed the way that products are purchased and delivered. Thus, Amazon has leapfrogged its competition through its

A) quality.
B) innovation.
C) social capital.
D) dissemination.
E) collaboration.

104) Because products _____, a firm must adapt to new competitors and to consumer demands.

A) will sell forever
B) do not sell forever
C) that are made well last forever
D) with name brands are the only ones to sell forever
E) that are tried and true are the best sellers

105) Sofia manages a specialized engineering consulting practice. Client feedback obtained in the past 12 months indicates that her business is on the decline. Sofia decides to implement various changes within her practice to improve service quality. One of the key elements of these changes will be to refocus her staff on

A) making it easy and enjoyable for clients to experience a service.
B) occasionally meeting the needs of clients.
C) establishing short-term relationships.
D) giving clients what they want no matter the cost.
E) measuring product performance.

106) Cost competitiveness means pricing a firm's products

A) lower than all competitors' products.
B) higher than all competitors' products.
C) equal to all competitors' products.
D) low but enough to make a profit.
E) high enough to make the investors happy.

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107) Keisha's department has been introducing new goods and services on a rapid-fire basis over the past two years. However, business is down, largely because customer feedback on the usefulness, reliability, and durability of the new goods and services is negative. Keisha's division manager reviews the situation and concludes that the innovation of Keisha's department is good; however, _____ is poor.

A) responsiveness
B) quality
C) marketing
D) speed
E) cost competitiveness

108) The vice president of production, said, "My employees have been manufacturing the same products for two years without a new product being introduced. Products don't sell forever, especially since globalization and technology have accelerated the pace of change. I'm concerned that without _____ we will wither and die as an organization."

A) planning
B) innovation
C) quality
D) reorganizing
E) cost competitiveness

109) Quality Solutions is updating its automated shipping system for replacement parts. One major client told his chief information officer, "You must lead an effort to reengineer our computer infrastructure to remain compatible with that of Quality Solutions. This will be a complex effort but, if we can get this done before our competitors can, we will pick up a lot of new business worldwide. That's the nature of _____, it complicates things and creates opportunities."

A) planning
B) technological change
C) emotional intelligence
D) social capital
E) controlling

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110) The unique products that Galaxy Group has patented provide a significant advantage to its business because none of its competitors are able to offer them. Because Galaxy's CEO recognizes the _____, he has authorized development of practices to discover and harness his organization's intellectual resources.

A) impact of globalization
B) value of social capital
C) importance of knowledge management
D) importance of collaborating across organizational boundaries
E) value of an increasingly diverse labor force

111) During an intense six-month contract negotiation, Don developed a strong working relationship with his client, Jess, an outside vendor. Because of their professional bonding, Don and Jess were able to openly explore and constructively hammer out agreements on very tough contract issues. The resulting contract was far superior to what either of them might have hoped for six months earlier and was a good example of

A) globalization.
B) technological change.
C) the importance of knowledge and ideas.
D) collaboration across organizational boundaries.
E) labor diversity.

112) Charlotte Bevins, Vice President of Human Resources, is finding that competition for human talent is becoming fiercer. She has implemented creative solutions to leverage diversity of the labor force to the benefit of her organization. For example, Charlotte has found that _____ allows her to supplement her available staff, particularly during times of work overload.

A) turning down new work orders
B) hiring illegal immigrants
C) slowing down production
D) hiring older workers on a part-time basis
E) decreasing time off for lunch and other breaks

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113) As Bright Star Industries marketing vice president, Marshall has carefully built a diverse workforce to better represent the firm's broad customer base. When planning new campaigns, Marshall likes to mix up his work teams to fully utilize all their talents and to inspire creativity. Marshall's strategies best represent which management function?

A) leading
B) organizing
C) analyzing
D) controlling
E) planning

114) What challenging obstacle is often faced by team leaders that other types of managers do not face?

A) finding available resources
B) working with a diverse group
C) inadequate worker skills
D) responsibility for organizational goals
E) lack of direct control

115) Which factor most contributes to effective collaboration within an organization?

A) a homogenous workforce
B) presence of the glass ceiling
C) increased communication among departments and divisions
D) standardization and bureaucracy
E) low levels of diversity

116) Explain how managers should be both efficient and effective.

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117) List and explain the components of leading.

118) How do managers use controlling?

119) What does a global marketplace mean to an enterprise, in terms of marketing, distribution, and staffing?

120) Briefly describe each of the four key management functions.

121) Differentiate between the various management levels in an organization.

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122) At which level of management will one find conceptual and decision skills most utilized? Why?

123) List and explain each of the six sources of competitive advantage.

124) Explain why customers demand increasingly high-quality goods and services.

125) Discuss how an organization gains customer loyalty.

126) Describe what the work of quality gurus like W. Edwards Deming and J. M. Juran convinced other managers to do.

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127) Explain, using two examples, how continuing enhancements in technology can result in delivery of products and services both faster and better.

128) What is the best way to manage one's costs?

129) List and explain the different avenues of competitive advantage.

130) Explain what is meant by "Trade-offs may occur among the six sources of competitive advantage, but this does not need to be a zero-sum game."

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Answer Key

Test name: Chapter 01

1) FALSE
2) FALSE
3) TRUE
4) FALSE
5) TRUE
6) FALSE
7) FALSE
8) TRUE
9) FALSE
10) FALSE
11) B
12) A
13) D
14) B
15) B
16) C
17) D
18) B
19) E
20) A
21) C
22) A
23) C
24) C
25) D
26) E
27) D
28) B
29) B
30) A
31) A
32) B
33) D
34) A
35) D
36) C
37) C

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38) A
39) B
40) D
41) C
42) C
43) C
44) C
45) E
46) A
47) B
48) A
49) E
50) B
51) B
52) A
53) A
54) A
55) D
56) D
57) C
58) B
59) D
60) C
61) C
62) B
63) D
64) B
65) C
66) B
67) D
68) C
69) B
70) B
71) E
72) B
73) A
74) A
75) A
76) B
77) E

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78) C
79) C
80) A
81) B
82) C
83) D
84) B
85) E
86) B
87) B
88) A
89) A
90) D
91) A
92) A
93) D
94) A
95) A
96) C
97) A
98) A
99) D
100) C
101) D
102) A
103) B
104) B
105) A
106) D
107) B
108) B
109) B
110) C
111) D
112) D
113) B
114) E
115) C
116) Essay
117) Essay

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118) Essay
119) Essay
120) Essay
121) Essay
122) Essay
123) Essay
124) Essay
125) Essay
126) Essay
127) Essay
128) Essay
129) Essay
130) Essay

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CHAPTER 1

Managing in a Global World

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Lecturette 1.2: An Examination of Managerial Roles

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LEARNING OBJECTIVES

LO1 Describe the essential functions of management.

LO2 Understand what managers at different organizational levels do.

LO3 Define the skills needed to be an effective manager.

LO4 Summarize the major challenges facing managers today.

LO5 Recognize how successful managers achieve competitive advantage.

KEY STUDENT QUESTIONS

Students typically enroll in an introductory management course with two primary questions:



1. ***"What makes a "good" manager?"***
2. ***"How can I apply the material we learn in this class to my daily life?"***

How you answer these questions depends on your teaching style and the tone you want to set for the class.

- To increase class involvement, ask two or three students to describe the best managers they have ever known. Capture what the students say, and then ask the class to tell you what similarities and differences they hear in the stories. Link the similarities to the skills needed for planning, organizing, leading, and controlling, and then discuss the differences in terms of leadership style and the flexibility leaders need to react differently to different situations. It is important to let students know that there is no single set of guidelines to become a "good" manager. The best managers are the ones who have a wide range of skills that they apply differently in various situations. Then ask students to describe situations they have encountered recently where they needed to use planning,

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organizing, leading, and/or controlling. Based on the discussion, help students to see that the best way for them to apply the material is to think about how to use each concept in their own lives. One useful analogy here is to compare technical, interpersonal, and conceptual skills to different types of tools—not every tool is right for every person, and not every tool is right for every task, but the more tools you have in a toolbox, the more likely it is that you will be able to get the job done effectively.

- To maintain more control over the class, start the class by saying "This is your first day as a manager." Explain that whenever anyone creates a "to do" list they are planning, whenever anyone tries to persuade someone else to do something they are leading, whenever anyone checks to see if they have enough money in their debit account to take a vacation they are organizing, and whenever anyone balances their debit account they are controlling. Go on to explain that just as people have different styles of writing "to do" lists and managing their money, managers use different styles of management, but that certain key skills have emerged, and that the purpose of the class is to help students learn those skills.

Teaching Tip

The first day of class sets the tone for the rest of the quarter. If at all possible, try to do three things on the first day of class:

- Go over the class syllabus (which helps the students understand expectations for the class);
- Find out from the students what their expectations are for the class (I record these, and at the end of the term ask students if they have been met); and
- Cover some introductory material from Chapter 1 of the text (usually managerial skills, levels of management, etc.). By starting to lecture and discuss material on the first day of class, you convey your excitement about the subject matter, and you help your students become more excited about it, too.

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CLASS ROADMAP

For instructors using the provided PowerPoint presentation in their class, slides that correspond with elements in the class roadmap are indicated by the slide number found ***flush right***.

[PPT: Chapter 1 Managing in a Global World]

Prior to discussing the chapter content, instructors may wish to review the chapter learning objectives.

[PPT: 1-2]

LO1: Describe the essential functions of management.

THE ESSENTIAL FUNCTIONS OF MANAGEMENT

[PPT: 1-3–1-4]

A. **Management** is the process of working with people and resources to accomplish organizational goals.
B. Good managers do those things both effectively and efficiently:
    1. To be *effective* is to achieve organizational goals.
    2. To be *efficient* is to achieve goals with minimal waste of resources.
C. The four core functions of management are as relevant as ever (see Exhibit 1.1).

[PPT: 1-5]

1.1 Planning helps you deliver value

1. **Planning** is specifying the goals to be achieved and deciding in advance the appropriate actions taken to achieve those goals.
2. Planning activities include analyzing current situations, anticipating the future, determining objectives, deciding in what types of activities the company will engage, choosing corporate and business strategies, and determining the resources needed to achieve the organization's goals.
3. The planning function can also be described as *delivering strategic value*.
4. Traditionally, planning was a top-down approach, but today it is a dynamic and continual process involving people throughout the organization.

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[PPT: 1-6]

1.2 Organizing resources helps achieve goals

1. **Organizing** is assembling and coordinating the human, financial, physical, informational, and other resources needed to achieve goals.
2. Organizing activities include attracting people to the organization, specifying job responsibilities, grouping jobs into work units, marshaling and allocating resources, and creating conditions so that people and things work together to achieve maximum success.

[PPT: 1-7]

1.3 Leading mobilizes your people

1. **Leading** is stimulating people to be high performers.
2. Today's managers must be good at mobilizing and inspiring people: this includes motivating and communicating with employees, individually and in groups.
3. Great work must be done via great teamwork.

[PPT: 1-8]

1.4 Controlling means learning and changing

1. **Controlling** monitors progress and implements necessary changes.
2. This makes sure that organizational resources are used properly and goals are met for quality and safety.

[PPT: 1-9]

1.5 Managing requires all four functions

1. Most managers have to perform all four management functions more or less simultaneously.
2. Most managers are particularly interested in, devoted to, or skilled in one or two of the four functions. Devote time to developing all your abilities.

CONNECT ACTIVITY: The Four Functions of Management at Trader Joe's

Activity Summary: This Grouping activity involves identifying the management functions that are illustrated through the normal business activities at Trader Joe's. The student must read the

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case to become familiar with the activities at the retailer and then group the examples by the correct management function on the chart.
Learning Objectives: LO1
Topic: Functions of Management
Difficulty: 2 Medium
Bloom's: Analyze; Apply; Understand
AACSB: Analytical Thinking
Follow-Up Activity: To illustrate this concept, students can identify the four functions of management in their own lives. Identifying how the functions exist in their world will allow them to understand the concept in the workplace. This activity can be done in small groups to engage the students in collaborative learning.

LO2: Understand what managers at different organizational levels do.

FOUR DIFFERENT LEVELS OF MANAGERS

[PPT: 1-10–1-12]

2.1 Top managers strategize and lead

1. **Top-level managers** are senior executives of an organization and are responsible for its overall management and effectiveness.
2. Referred to as *strategic managers*, they focus on the survival, growth, and overall effectiveness of the organization.
3. The chief executive officer (CEO) is one type of top-level manager. Others include the chief operating officer (COO), company presidents, vice presidents, and members of the top management team. The most recent additions are chief information officer (CIO) and chief ethics officer.

2.2 Middle managers bring strategies to life

1. **Middle-level managers** are located in the organization's hierarchy below top-level management and above frontline managers.
2. Called *tactical managers*, they are responsible for translating the general goals and plans developed by strategic managers into more specific objectives and activities.
3. Traditionally, the middle manager was an administrative controller bridging the gap between higher and lower levels.

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4. Today's middle managers provide the operating skills and practical problem solving that keep the company working.

2.3 Frontline managers are the vital link to employees

1. **Frontline managers** are *operational managers*, lower-level managers who supervise the operations of the organization.
2. They successfully implement operations in support of company strategy.
3. Frontline managers are increasingly called on to be innovative and entrepreneurial, managing for growth and new business development.

2.4 Team leaders facilitate team effectiveness

1. **Team leaders** engage in a variety of behaviors to achieve team effectiveness.
2. Team leaders are more like project facilitators or coaches.
3. Team leaders are expected to help their teams achieve important projects and assignments.
4. Exhibit 1.2 elaborates on the changing roles and activities of managers at different levels within the organization.

[PPT: 1-13]

2.5 Three roles that all managers perform

1. Interpersonal roles:
   a. Leader
   b. Liaison
   c. Figurehead
2. Informational roles:
   a. Monitor
   b. Disseminator
   c. Spokesperson
3. Decisional roles:
   a. Entrepreneur
   b. Disturbance handler
   c. Resource allocator

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d. Negotiator

CONNECT ACTIVITY: Fair Oaks Farms

Activity Summary: This Video Case follows Fair Oaks Farm, a company that produces high-quality and ethically sourced dairy products. Students learn how Fair Oaks Farms successfully faces many managerial challenges.
Learning Objectives: LO 1, LO2, LO4, LO5
Topic: Managerial Challenges; Competitive Advantage; Managerial Skills; Functions of Management
Difficulty: 1 Easy; 2 Medium
Bloom's: Understand
AACSB: Knowledge Application
Follow-Up Activity: The instructor may wish to lead a discussion on the three roles that managers perform, as shown at Fair Oaks Farm. Have students provide examples from the video of the various roles these managers participate in: interpersonal, informational, and decisional.

[PPT: 1-14–1-16]

LO3: Define the skills needed to be an effective manager.

MANAGERS NEED THREE BROAD SKILLS

Managers need a variety of specific abilities that result from knowledge, information, aptitude, and practice. The importance of these skills varies by managerial level (see Exhibit 1.3).

3.1 Technical skills

1. A **technical skill** is the ability to perform a specialized task that involves a certain method or process.
2. Lower-level managers who possess technical skills earn more credibility from their subordinates than comparable managers without technical know-how.

3.2 Conceptual and decision skills

1. **Conceptual and decision skills** involve the manager's ability to identify and resolve problems for the benefit of the organization and everyone concerned.

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3.3 Interpersonal and communication skills

1. **Interpersonal and communication skills** influence the manager's ability to work well with people.
2. These skills are often called *people skills* or *soft skills*.
3. **Emotional intelligence** (EQ) involves managers' ability to understand themselves, manage themselves, and work effectively with others.

CONNECT ACTIVITY: Likely to Succeed as an Executive?

Activity Summary: This Case Analysis allows students to identify the characteristics it takes to be a successful manager. Students will read and analyze the case to determine Isabel McDonald's working style.
Learning Objectives: LO3
Topic: Managerial Skills
Difficulty: 1 Easy; 2 Medium
Bloom's: Apply; Understand
AACSB: Analytical Thinking
Follow-Up Activity: The instructor might expand on the concepts from the Case Analysis by having students discuss the specific managerial skills they can identify in the places they work or have worked. Students can identify a manager from their workplace and identify work activities the manager performs on a daily or weekly basis. What are the skills necessary for successful completion of the work activity? This follow-up activity can be done individually or collaboratively in small groups.

[PPT: 1-17]

LO4: Summarize the major challenges facing managers today.

MAJOR CHALLENGES FACING MANAGERS

[PPT: 1-18–1-19]

4.1 Business operates on a global scale

1. Many of today's enterprises transcend national borders to tap into international markets where incomes are rising and demand is increasing.
2. Globalization also occurs via cross-border partnerships.
3. Another factor that makes globalization both more possible and more prevalent is the Internet.

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a. The largest increases in Internet users were from developing countries in Africa, the Middle East, Asia, Latin America, and the Caribbean.
b. China, with over 1 billion Internet users, is an attractive market for some companies, but has unique challenges.
c. Globalization has opened the world for many opportunities, and schools should encourage their students to take advantage of them.

4.2 Technology helps and hurts

1. Technologies both complicate things and offer new opportunities.
2. While its advantages create business opportunities, they also create threats as competitors capitalize on new developments..
3. **Social capital** is goodwill stemming from your social relationships.
   a. Goodwill from your social relationships can help you find jobs, develop your career, perform in a team, succeed as an entrepreneur, and form productive relationships with suppliers and other outsiders.
   b. Build a large and diverse network.

[PPT: 1-20]

4.3 Knowledge needs managing

1. **Knowledge management** is the set of practices aimed at discovering and harnessing an organization's intellectual resources.
2. Knowledge management is about finding, unlocking, sharing, and altogether capitalizing on the most precious resources of an organization: people's expertise, ideas, wisdom, and human relationships.

4.4 Collaboration boosts performance

1. Effective collaboration requires productive communications between different departments, divisions, or other subunits of the organization.
2. Customers can be collaborators; involve them more in company decisions.

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[PPT: 1-21]

4.5 Diversity needs to be leveraged

1. Diversity in the labor force continues to grow.
2. Managers need to leverage the diversity of their resources and talent in new ways.
3. Globalization, technologies, the monumental importance of new ideas, collaboration across disappearing boundaries, and diversity are a tidal wave of new forces.

CONNECT ACTIVITY: Manager's Hot Seat: Management Hits Rough Waters

Activity Summary: This Video Case features Alonso Jimenez, an employee of Rex Communications Ad Agency, which is developing a new branding campaign for Festival Cruises. When Alonso presents the new campaign to senior managers—the digital marketing manager, the director of client development, and the director of branding—he learns that they have vastly different goals for the rebranding campaign. The problem is that Alonso is caught between these competing visions. The Video Case is followed by a series of multiple-choice questions.
Learning Objectives: LO1, LO2, LO3
Topic: Managerial skills
Difficulty: 1 Easy; 2 Medium
Bloom's: Understand, Apply
AACSB: Knowledge Application
Follow-Up Activity: Instructors could initiate a discussion on how good managers need to achieve their goals through the best use of resources such as people, money, time, and materials. To do this, they need to draw upon several managerial skillsets. Students may be asked how they would coach the various managers in the video about how they could improve in the future.

[PPT: 1-22]

LO5: Recognize how successful managers achieve competitive advantage.

SOURCES OF COMPETITIVE ADVANTAGE

To succeed, managers must deliver the fundamental success drivers: innovation, quality, service, speed, cost competitiveness, and sustainability.

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[PPT: 1-23]

5.1 Innovation keeps you ahead of competitors

1. **Innovation** is the introduction of new goods and services.
2. Innovation comes from people; it must be a strategic goal; and it must be managed properly.

5.2 Quality must improve continually

1. Quality historically pertained primarily to the physical goods that customers bought. It referred to its attractiveness, lack of defects, reliability, and long-term dependability.
2. The *total* quality approach includes preventing defects before they occur, achieving zero defects in manufacturing, and designing products for quality. This reflects a philosophy of *continuous improvement*.
3. Quality can be measured in terms of product performance, various service dimensions, reliability (failure or breakdowns), conformance to standards, durability, and aesthetics.

[PPT: 1-24]

5.3 Services must meet customers' changing needs

1. **Service** means giving customers what they want or need, when they want it.
2. An important dimension of service quality is making customer experiences easy and enjoyable.

5.4 Do it better *and* faster

1. **Speed** involves rapid execution, response, and delivery of results. It often separates the winners from the losers.
2. For some companies, speed has become a strategic imperative.

[PPT: 1-25–1-26]

5.5 Low costs help increase your sales

1. **Cost competitiveness** means keeping costs low enough so the company can realize profits and price its products (goods or services) at levels that are attractive to consumers.

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2. Managing your costs and keeping them down requires efficiency—using your resources wisely and minimizing waste.
3. If you can't cut costs and offer attractive prices, you can't compete.

5.6 Sustainability

1. Reducing resource use and waste, especially resources that are polluting and nonrenewable, helps to achieve an important form of competitive advantage: sustainability.
   a. Addressing sustainability issues often produces bottom-line benefits.
2. One vital thing sustainability accomplishes is to protect and create options for moving forward.
3. Sustainability allows people to live and work in ways that can be maintained over the long term (generations) without destroying our environmental, social, and economic resources.

[PPT: 1-27]

5.7 Doing your best

1. The best managers and companies don't pay attention to just one competitive advantage—they make sure they do not lose sight of any.
2. Competitive advantage does not need to be a zero-sum game.

CONNECT ACTIVITY: Managing for the Future of State Farm Bank

Activity Summary: This Video Case features the company State Farm Bank, the banking arm of State Farm Insurance. They are not a traditional bank, and there are no brick-and-mortar locations; rather they operate on the Internet and through the extensive network of insurance agents. The Video Case poses multiple-choice questions to test students on their understanding of what makes an effective manager.
Learning Objectives: LO4, LO5
Topic: Competitive Advantage
Difficulty: 2 Medium
Bloom's: Apply; Understand; Analyze
AACSB: Analytical Thinking
Follow-Up Activity: Instructors might initiate a discussion on the various management skills students are able to identify throughout the video. The video addresses the issue of competitive

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advantage. Students can be placed into small groups to discuss the services at their banks compared to the services at State Farm Bank as outlined in the video.

CONNECT ACTIVITY: Best Buy

Activity Summary: This Video Case follows Best Buy, a multinational consumer electronics retailer. Students learn how Best Buy focuses on managing important issues that impact the corporate environment.
Learning Objectives: LO 1, LO2, LO3
Topic: Managerial Skills
Difficulty: 2 Medium
Bloom's: Understand, Apply
AACSB: Knowledge Application
Follow-Up Activity: The instructor may wish to lead a discussion on the role that corporations can play in helping to improve societal problems. Have students discuss how organizational policies and structures can be used to address such issues.

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KEY TERMS PRESENTED IN THIS CHAPTER

Conceptual and decision skills Skills pertaining to the ability to identify and resolve problems for the benefit of the organization and its members

Controlling The management function of monitoring performance and making needed changes

Cost competitiveness Keeping costs low to achieve profits and be able to offer prices that are attractive to consumers

Emotional intelligence The skills of understanding yourself, managing yourself, and dealing effectively with others

Frontline managers Lower-level managers who supervise the operational activities of the organization

Innovation The introduction of new goods and services

Interpersonal and communication skills People skills; the ability to lead, motivate, and communicate effectively with others

Knowledge management Practices aimed at discovering and harnessing an organization's intellectual resources

Leading The management function that involves the manager's efforts to stimulate high performance by employees

Management The process of working with people and resources to accomplish organizational goals

Middle-level managers Managers located in the middle layers of the organizational hierarchy, reporting to top-level executives

Organizing The management function of assembling and coordinating human, financial, physical, informational, and other resources needed to achieve goals

Planning The management function of systematically making decisions about the goals and activities that an individual, a group, a work unit, or the overall organization will pursue

Service The speed and dependability with which an organization delivers what customers want

Social capital Goodwill stemming from your social relationships

Speed Fast and timely execution, response, and delivery of results

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Team leaders Employees who are responsible for facilitating successful team performance

Technical skill The ability to perform a specialized task involving a particular method or process

Top-level managers Senior executives responsible for the overall management and effectiveness of the organization

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GREEN CASE

REI's Stewardship Strategy

DISCUSSION QUESTIONS AND SUGGESTED ANSWERS

1. **REI earned record revenues of nearly $3.7 billion in 2021. How is it doing now? To what extent—and why or how—do you think REI's environmentally responsible strategies help support its financial success?**

   While student responses will vary, students are expected to agree that REI's social responsibility initiatives are attractive to customers in that market segment and therefore lead to greater sales volume. Some students may point out that revenue and profit are different and that we do not know if REI would be more profitable with a less socially conscience approach.

2. **One of REI's core principles is "purpose before profit." Do you think this is an effective principle for all businesses? Why or why not?**

   Student responses will vary, but most will agree that REI has successfully embraced the idea of environmental stewardship, and leveraged it as a source of competitive advantage. As the text notes, many companies have discovered that addressing sustainability issues often produces bottom-line benefits. However, some students will argue that this approach may not work for every business, asserting that the primary purpose of a business must be to make a profit. Students may also point out pitfalls of making too little profit.

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DISCUSSION STARTERS

DISCUSSION QUESTIONS

1. **Think about a current or former boss that you really liked, and one that you did not like much. What were the differences between their management styles? What did you like or not like about their styles?**

   Answers will vary but students may discuss authoritative approaches and more empowered approaches.

2. **While frontline managers have direct managerial control over their employees, team leaders do not have direct control over team members. What strategies can team leaders use to direct team members to achieve organizational objectives?**

   Answers will vary but students might discuss how team leaders can make sure the team has a shared vision of their goals, objectives, and expectations for members. Some might refer to strategies involving inspiring and motivating team members on an interpersonal level..

3. **Have you ever seen or worked for an ineffective manager? Describe the causes and the consequences of the ineffectiveness.**

   Students will have different levels of experience. However, most will have worked on a committee or as a member of a group and will thus have had some experience in an ineffective situation. Inefficiency results from a wide range of factors including lack of clarity and vision, failure to communicate effectively, poor organization, lack of leadership and motivation, lack of feedback, etc. In essence, it results from weaknesses in one of the four functional areas of management—planning, organizing, leading, and controlling.

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4. **Describe, in as much detail as possible, how the Internet and globalization affect your daily life.**

   The use of the Internet has become a part of everyone's daily life. Increased information is now made available to benefit everyone that would use the Internet. The Internet allows users to attend classes online, obtain their college degree, buy a car, send flowers or a card, and buy groceries and medications without leaving the privacy of their home. One can benefit by utilizing the Internet globally because it is possible to buy goods and services from around the globe in today's market driven economy. Interaction among individuals can transcend around the globe via Internet technology. In the age of information systems an individual can access data that was previously not available in the last decade.

5. **Identify some examples of how different organizations collaborate "across boundaries."**

   Today's enterprises are global, with offices and production facilities all over the world. Many corporations transcend national borders. A key reason for this change is the strong demand coming from consumers and businesses overseas. Companies that want to grow often need to tap international markets where incomes are rising and demand is increasing. For example, Nike now sells products in 170 countries, with more than half its revenue coming from outside the United States.

   Global collaboration also occurs via cross-border partnerships. Netflix created partnership agreements with cable and cell phone operators across the globe, expanding its reach to every country except China, Crimea, North Korea, and Syria.

6. **Name a great organization. How do you think management contributes to making it great?**

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Students may name organizations they have worked for or are familiar with by reputation. A great organization is one that gains competitive advantage by employing management practices that satisfy both internal and external stakeholders. Great organizations focus on cost competitiveness, quality, speed, innovation, service and sustainability. Cost competitiveness means pricing goods or services so that they are attractive to customers and ensuring that they add more value than the competitors. Quality refers to the excellence of the product or service and is more important than ever as customers' expectations for high quality and value increase. Speed can be a critical factor in separating a great company from a good company. An organization that can deliver its goods or services quickly can increase customer loyalty and beat competitors to market with new products. Most great organizations are leaders in innovation whether it is in the creation of new products and services or in continually improving internal processes that reduce costs, improve quality, or increase speed. In a competitive context, **service** means giving customers what they want or need, when and where they want it. So, service focuses on continually meeting the changing needs of customers to establish mutually beneficial long-term relationships. Additionally, the overall worldwide trend has been toward greater concern for sustainability. Many companies have discovered that addressing sustainability issues often produces bottom-line benefits. Great organizations also focus on continuous improvement and beating themselves rather than their competitors. Truly great companies are always asking the question, "How can we improve ourselves?"

7. **Name an ineffective organization. What can management do to improve it?**

Students may name organizations they have worked for in the past or troubled organizations in the news media. An ineffective organization is one that has no clear sense of direction and is not structured in an appropriate manner. The leadership is weak and the control processes are poor. As a result, the organization does not effectively utilize its resources, and often the decisions and actions facing the organization are allowed to slide.

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8. **Give examples you have seen of firms that are outstanding and weak on each of the sources of competitive advantage. Why do you choose the firms you do?**

   The sources of competitive advantage are innovation, quality, service, speed, cost competitiveness, and sustainability.; students should be able to identify firms that are strong and weak in each of the areas. It is important that students recognize firms often succeed by offering a combination of these sources of competitive advantage. For example, a man can buy a suit off the rack at a local store at a very reasonable price. Its quality, however, may not be outstanding. By contrast, there are tailors in each of the major cities that offer top quality products but at a very high price, and it may take them weeks to complete a single suit. In Hong Kong, by contrast, you can have a suit made overnight. The quality can be quite good, and the price can be quite high. To a large degree, however, they are competing on the basis of speed.

9. **Describe your use of the four management functions in the management of your daily life.**

   Most students are aware of the importance of planning in managing their daily lives, particularly if students are attending school, working full-or part-time, and involved in home and community activities. Planning allows students to analyze their different roles (such as student, coworker, parent, etc.) and set goals and prioritize their daily activities. Students will also often find themselves organizing the activities of others both at home and at school, such as fellow students, coworkers, service personnel, and family members. Many students will also play a role in leading and motivating others. They may have taken the lead on a group project, volunteered to coach soccer or have been selected to chair a committee. In terms of controlling, students are likely to review plans and schedules for various projects and assignments in order to balance recreational activities with their studies. In addition, many students review their long-term goals, such as earning a degree or learning to speak Spanish.

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10. Discuss the importance of technical, conceptual, and interpersonal skills at school and in jobs you have held.

At school, students have to be able to handle the technical aspects of each course—a break-even analysis in marketing, a cash flow problem in finance, a linear programming problem in operations research, etc. However, they do not go through the program in a vacuum. They also have to have the interpersonal and communicational skills that allow them to work with other members of a team or group. Being able to communicate effectively with the instructor is another key still that they have to master. Conceptual skills are vitally important to top management because they must make decisions that will impact the whole organization. Exactly the same skills are needed when working in a business or organization. Working at the local McDonald's requires that students be able to technically handle the day-to-day tasks. Furthermore, they have to be able to interact and communicate with not only their peers and the manager but also the customers. The reputation of the franchise is, in large part, dependent on the image they (and others) project to customers.

11. What are your strengths and weaknesses as you contemplate your career? How do they correlate to the skills and behaviors identified in the chapter?

Students should be able to list at least three or four major strengths and weaknesses vis-à-vis their future careers, and the instructor might then ask them to evaluate these strengths and weaknesses specifically against the four managerial functions—planning, organizing, leading, and control.

12. Devise a plan for developing yourself and making yourself attractive to potential employers. How would you go about improving your managerial skills?

The instructor can help the student through this exercise by giving a personal example: showing how they have used each of the eight pieces of advice to better position their career and other interests. The recommended method of improving managerial skills is

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through education and personal experiences. Recognizing the skills needed to be an effective manager is important in seeking retraining. Additionally, developing technical or problem-solving skills through product knowledge and the ability to listen, observe, and diagnose problem/opportunities is crucial. Building conceptual and decision skills pertains to the ability to identify and resolve problems for the benefit of the organization and its members. Interpersonal and communication skills are people skills; the ability to lead, motivate, and communicate effectively with others.

13. Consider the managers and companies discussed in the chapter. Have they been in the news lately, and what is the latest? If their image, performance, or fortunes have gone up or down, what has changed to affect how they fared?

Many of the organizations listed in the chapter will have suffered setbacks or improved their status by the time the students read the text. Setbacks are typically caused by changes in market conditions, mismanagement, or unwise use of resources (for example, overexpansion). The recent COVID-19 pandemic greatly affected the economy in negative ways, especially in the restaurant and retail sectors. Improvements can be tied to the fundamental drivers of competitive advantage—innovation, quality, service, speed, cost competitiveness, and sustainability, as well as effective management.

14. Who are *Bloomberg Businessweek's* most recent "Best and Worst Managers" and why were they selected?

Students' answers will vary according to year.

15. Look at the text's section 2.1 Top Managers Strategize and Lead. By a show of hands, how many of you would say that you relate positively to your current (or previous) boss? Why or why not? What could your boss do to improve the way they relate to you?

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Students will likely mention suggested improvements in managers' communication styles, whether it be increased interaction with one's supervisor, more two-way communication, and more regular feedback or praise for employee performance.

16. **While frontline managers have direct managerial control over their employees, team leaders do not have direct control over team members. What strategies can team leaders use to direct team members to achieve organizational objectives?**

    Students' answers may vary but will likely focus on specific suggestions for team leaders related to accountability, acquiring organizational resources, improving team cohesiveness and social climate, and ensuring team members share the same perceptions of the team's goals and objectives.

[PPT: 1-28]

GROUP CHALLENGE

"Moms and Dads as Managers"

Divide the class into groups of three to five students and ask them to brainstorm about the following questions:

1. **How does a parent perform the function of planning?**

   Examples will likely include activities related to preparing children for various stages of education, from kindergarten through college. For example, making decisions about school placement and ongoing educational activities to ensure success.

2. **How does a parent perform the function of organizing?**

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Examples here might include parents' employment, budgeting, mortgage or rental payments, hiring of babysitters or tutors, etc.

3. **How does a parent perform the function of leading?**

   Answers may vary more here based on parenting styles but will highlight activities related to directing, motivating, and communicating with family members.

4. **How does a parent perform the function of controlling?**

   Students might mention disciplinary aspects of parenting or various safeguards and probationary periods encountered throughout childhood.

ACTIVITIES

The Holland Code test is based on the idea that peoples' personalities are reflected in their occupational choice. The self-assessment consists of 48 example tasks that students have to rate by how much they would enjoy performing each. Upon completion, students receive their RIASEC marker, a three-letter code representing the top three domains of endeavor that appeal to them. Holland Codes are frequently used in career counseling. This free self-assessment is available at: https://openpsychometrics.org/tests/RIASEC. Upon completion of the self-assessment, students should submit a brief report evaluating their results and address the following questions:

1. **What were your top three domains of endeavor? Explain each one briefly.**
2. **Do you agree or disagree with the results of this self-assessment? Why?**
3. **Do you think a self-assessment like this would be helpful to you in choosing a career? Why or why not?**

Students generally find this exercise to be consistent with their views of their own career interests and find that the assessment is helpful in allowing them to consider additional career

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options that they may have overlooked. However, students will also note that changing majors or career trajectories at this point in their educational process can also pose many challenges.

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LECTURETTES

LECTURETTE 1.1: An Analysis of United States versus Japanese Management

Research conducted in comparing American style management versus the Japanese style of management shows that they are significantly separate from one another.

As an example, the cofounder of Honda Motor Company, T. Fujisawa, observed that "Japanese and American managers are 95 percent the same and differ in all important aspects." On one hand, managers must cope with the same challenges and opportunities—irrespective of whether they are operating in Tokyo or Los Angeles. However, in five critical areas, the business environment is very different.

NATIONAL CULTURE

The American worker usually perceives a job—even a good job—as primarily a means to an end: a source of funds through which one enjoys life off the job. The worker in America discovers that American individualistic values run contrary to the corporate workgroup. The "Go west, young man" worker mobility work ethic in America limits company loyalty and long-term employment commitments on the part of the employee. Today's American workers, especially in the wake of pandemic challenges, are highly focused on work-life balance, with 95% saying it is important to work for an organization that respects the boundaries between work and nonwork time.[1]

However, the Japanese culture places extraordinary pressures on one's obligations—especially those from above. Obligations are inherited at birth and enlarged through education and career. They result in fierce loyalty to one's employer and one's country. As a nation, the Japanese enjoy an amazing consensus of purpose and are highly disciplined to fulfill these obligations. In Japan, it is said that the job is society, and society is the job. Every Japanese person who joins a

[1] 2023 Work in America Survey: "Workplaces as Engines of Psychological Health and Well-Being," American Psychological Association, 2023. Accessed November 2023 at https://www.apa.org/pubs/reports/work-in-america/2023-workplace-health-well-being.

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company shares equally in it. Their friends work for the same company. Socializing with your coworkers is a big (and expected) part of daily work life in Japan.

THE WORKFORCE

Japanese workers work together for good of the organization, avoiding individual recognition in favor of group, corporate, and national accomplishments. This is reflective of the generally collectivistic nature of Japanese society, which values group goals, duties and obligations. The American worker is an individual who looks out for number one: a trait common to individualistic societies, which value independence, self-sufficiency, and serving one's own needs.

Japanese workers perceive an overall duty to work long hours, shun vacations, and commit themselves completely to their work, giving Japan its long history of being called the most goal-oriented country in the world. Apathy on the part of American workers is an increasingly challenging problem. A recent Gallup poll says the ratio of engaged to disengaged workers is the lowest in the U.S. since 2013.[2] The lack of worker loyalty and work orientation is evidenced by the fact that the average tenure of any United States job is only 3.9 years, whereas the Japanese have traditionally seen the commitment lasting a lifetime. The Japanese system incentivizes workers to focus on company loyalty.

Competition among employees is a long-standing American tradition and is seen as one way to keep workers sharp and hard working. Little concern is expressed for the fact that this emphasis on competition can undermine worker cooperation and employee morale. The Japanese see such competition as a negative work factor, and research has shown that Japanese worker performance deteriorates under competitive environments.

MANAGEMENT STYLE

[2] Jim Harter, "U.S. Employee Engagement Needs a Rebound in 2023," Gallup Workplace. Accessed November 2023 at https://www.gallup.com/workplace/328121/disruption-reveals-engaging-millennial-employees.aspx.

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The American management style tends to impose control through explicit and formal rules and regulations that are documented in corporate standard operating manuals. Japanese management control is more subtle, implicit, and informal. Japanese control stems from a set of corporate values that are expressed by management until a corporate culture becomes clearly understood by all employees so that it directs their every behavior. In most American companies, management fosters an "inspect to quality" philosophy that focuses on evaluation of a task after it is complete. Japanese management nurtures a "work to quality" culture that creates quality in the work process as it is being done.

The American executive places fundamental priority on organizational efficiency, while the Japanese executive is dedicated to "Wa" or the achievement of peace and harmony, without which the firm will fail.

The CEO in a Japanese firm is a true representative of that organization and its values. Japanese CEOs receive only a fraction of the compensation given to American CEOs, although the Japanese traditionally work longer hours. Stock options are a popular form of extra compensation for American executives, but are relatively unknown in Japan—this is just beginning to be introduced to top Japanese executives. When a firm does poorly, the CEO typically resigns in disgrace. CEOs in failing American firms give themselves huge salary increases. Most Japanese managers at all levels of the firm work some of the longest hours in the world, with overtime often not paid at all. Many Japanese employment contracts specify a set amount of overtime which is expected weekly. American executives believe in their own individualism and do not see themselves as required to carry the image of the firm as a personal obligation.

SUPERIOR–SUBORDINATE RELATIONSHIPS

There is a clear superior–subordinate relationship in American companies, and this relationship is often shallow and short-term. The Japanese have a very different philosophy reflected in the saying that "It's the superior's job to help the subordinate learn the job." In Japan, there is a mentor-protégé relationship that is almost Godfather-like: a relationship that is both functional

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and emotional. The Japanese superior assumes the corporate lifetime commitment and accepts the responsibility in a holistic manner (i.e., a responsibility for all aspects of the subordinate's life for a lifetime). Such an approach would not be possible in the United States since workers would strongly resent any efforts on the part of a superior to meddle in their private lives.

The admittance of women into the managerial ranks of American companies is well accepted. The path to managerial posts remains challenging for women in Japan. While employment trends indicate that more white-collar professional women are breaking through the "glass ceiling" and more women are now filling managerial posts, only one-fourth of Japanese women stay on a career track, due to social expectations and associated responsibilities at home. However, the Japanese labor market for women is currently undergoing major changes in terms of improved gender equality policies, a more adequate work-life balance, better maternity leave policies, and improved childcare facilities.[3] It is worth noting that "Japan continues to have the largest gender pay gap among the Group of Seven nations."[4]

DECISION MAKING

In an individualistic society such as the United States, it is not surprising there is a tradition that an American manager is skilled at making decisions alone. Seeking advice is often viewed as leaning on others and a definite sign of weakness. Japanese companies, however, often use a group participative process by which everybody has a right and an obligation to contribute. Once a decision is reached, all proceed to implement it—even managers who did not agree with it.

Americans admire decisions that are fast and specific. The Japanese dislike decisions in general and will delay them as long as possible. They accept ambiguity as a way of life and work with it until a decision becomes absolutely necessary. They prefer to agree to proceed in a general direction, gathering more information as they go, changing that general direction as necessary,

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[3]Anne Stefanie Aronsson, "Contemporary Japanese Career Women: Reflections on Profession, Life, and Purpose." *The Qualitative Report*, Vol. 25, No. 3, Mar. 2020, pp. COV1+. *Gale Academic OneFile*. Accessed November 2023 at link.gale.com/apps/doc/A622719868/AONE?u=napervillepl&sid=bookmark-AONE&xid=418d4c8c.

[4] Momoka Yokoyama and Winnie Hsu, "Japan Workers Are Shifting from Lifetime Employment, LinkedIn's Country Head Says," *The Japan Times,* Jun 2, 2023. Accessed November 2023 at https://www.japantimes.co.jp/news/2023/06/02/business/linkedin-japan-labor-market/.

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and making a decision at the last moment. As a result, Japanese decisions tend to be based on a maximum of information and tend to be of high quality.[5]

LECTURETTE 1.2: An Examination of Managerial Roles

An increasing awareness of the management application has resulted in a significant change in the day-to-day work activities that are inherently a part of this dynamic process.

THE TASKS OF A PRACTICING MANAGER

Extensive studies in the duties and managerial activities have been done by Henry Mintzberg, Morgan McCall, Ann Morrison, Robert Hannan, and others. A summary of their historic findings is presented below, followed by a brief look at new roles for managers in the remote work era.

1. The managerial workday is long. Managers work long hours. The higher one goes up the managerial hierarchy, the longer the working hours.

2. Managers are busy and work at a hectic, unrelenting pace. They begin to work the very moment they walk into the workplace and continue working, without relief, until they leave many hours later. Managers cannot afford the luxury of leisurely coffee breaks—they drink their coffee during endless meetings. They do not enjoy a relaxed lunch—lunch is skipped unless it is used to entertain a client or to orchestrate a group decision. In either case, the meal is secondary to the work that is accomplished during the meal.

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[5] Adapted from Gene Burton, "Japan vs. United States: A Comparison of Corporate Environments and Characteristics," *Human Systems Management* Vol. 8, No. 2, 1989, 167–173; Graef Crystal, "The Great CEO Pay Sweepstakes," *Fortune*, June 18, 1990, 94–102; Boyle DeMente, *The Japanese Way of Doing Things* (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1981); Robert Doctor, "Asian and American CEOs: A Comparative Study," *Organizational Dynamics*, Winter 1990, 45–46; Frank Gibney, *Japan: The Fragile Super Power* (New York: W.W. Norton and Co., Inc., 1979); Andrew Tanzer and Ruth Simon, "Why Japan Loves Robots and We Don't," *Forbes*, April 1990, 148–153.

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3. The manager's day is fragmented. A manager has so many work demands that there is little time to spend on any one activity. Therefore, the workday is fragmented with hundreds of brief episodes, few of which are brought to closure. Interruptions and discontinuity are commonplace. American executives tend to spend less than nine minutes on any one issue or activity. This pressure often extends throughout an organization. For example, a study found that U.S. foremen engage in an average of 583 separate activities over an eight-hour work shift—an average of one every 48 seconds.

4. The manager's work is varied. Managers are involved in a wide variety of activities. They must deal with telephone calls, meetings (both scheduled and unscheduled), tours, visits, appearances, speech-making, negotiations, grievance hearings, performance reviews, scheduling, controlling, and interacting with all kinds of people, and dealing with all kinds of paperwork. All these activities deal with all the functional areas within the firm.

5. Managers stay close to home. Managers can be called "homebodies" because they spend the great bulk of their time engaged in activities within their own organization. However, as managers progress upward in the company hierarchy, increasingly more time is spent outside their own work area and outside the firm itself.

6. Verbal activities dominate the manager's time. In two British studies, managers were found to spend 66 and 80 percent of their time in verbal communications. Another study found that U.S. CEOs spend 78 percent of their time in verbal communication activities. In fact, most managers prefer verbal communications to paperwork.

7. Managers use many contacts and tend to network. Because of their high-level involvement in verbal communication, managers tend to have contacts with many people. The incessant parade of telephone calls, interpersonal sessions, and

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meetings result in an almost continuous exchange of information with a growing number of people. This need to exchange voluminous information has led many managers to develop a set of cooperative relationships with certain people whose assistance is often needed.

8. A manager tends to develop an individual "art of management." Management is rapidly developing the qualities that may someday qualify it as a science. However, in the meantime, managers must develop personal procedures, techniques, and styles that can help them plan, schedule, organize, control, and otherwise deal with the many fragmented tasks with which managers must cope every workday. Managers are forced to use intuition and judgment as the core of most decisions. As such, management becomes an art as developed and conducted by the individual manager.

9. Managers are proactive planners. Typically, managers find too little time for adequate planning. This is a proverbial "catch-22" situation as many of the fragmented activities that disrupt the manager's day result from an inherent lack of planning. Consequently, the manager becomes a reflective planner, constantly reacting to the work environment.

10. Information is the core of management. Because managers spend most of their workday collecting, assimilating, analyzing, and disseminating information, information is at the heart of the managerial process. Information management may then become the major key to managerial success.

11. Managers do not practice time management. Managers are seldom aware of the way they spend their time. They typically overestimate the amount of time they spend on reading, writing, production work, and just thinking. They tend to underestimate the time they spend in informal interactions and meetings—especially unscheduled meetings. Thus, it is clear that most managers are not experts at managing their time.

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12. Managers lose their rights. As a manager, you may lose your right to:
    - Lose your temper.
    - Be one of the gang.
    - Bring your personal problems to work.
    - Vent your frustrations and express all your opinions at work.
    - Resist change.
    - Pass the buck.
    - Get even.
    - Play favorites.
    - Put your own interests first.
    - Ask others to do what you wouldn't do.
    - Expect to be immediately recognized and rewarded for doing a good job.

THE ROLES A MANAGER MUST PERFORM

Mintzberg and others have identified ten major roles that managers must fulfill:

1. Interpersonal roles
    - Figurehead – Entails symbolic duties associated with the formal organization.
    - Leader – Creates and nurtures relationships with subordinates.
    - Liaison – Builds informational networks of contacts outside the workplace.
2. Informational roles
    - Monitor – Seeks appropriate information from both internal and external sources.
    - Disseminator – Transmits information within the organization.
    - Spokesperson – Addresses the transmission of information to outsiders.
3. Decisional roles
    - Entrepreneur – Initiates and encourages change, creativity, and innovation.
    - Disturbance Handler – Initiates the corrective action needed to deal with important, unexpected difficulties.

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- Resource Allocator – Distributes organizational resources (funds, equipment, time, human resources, etc.).
- Negotiator – Serves as the organization's chief negotiator in the manager's areas of responsibility.[6]

NEW ROLES IN THE REMOTE WORK ERA

In a new era of hybrid and remote work, managers must develop additional strategies to do their jobs effectively. This includes supporting and supervising employees virtually, which requires new or enhanced skill sets, given the complexities that working remote creates.

Supporting a remote or hybrid workforce is different than supporting a workforce that is fully present in the office. Suggestions for maximizing their effectiveness[7]:

- **Actively involve staff in creating their workplace plan**. Help workers create a schedule that identifies what time of day they will work, and when they are available for connecting with others.
- **Create opportunities for your staff to be "together."** A key indicator of a healthy workforce is a sense of connection to the workplace. Creating this for a remote workforce is more challenging for managers—consider regular virtual all-staff meetings or coffee breaks, for example.
- **Serve as a role model for remote or hybrid work.** Subordinates must see managers engage in and follow all work guidelines which have been set for employees.
- **Provide needed technology and resources.** Ensure that your staff has everything needed to get their jobs done. Make this a priority.

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[6] Adapted from Earnest Archer, "Things You Lose the Right to Do When You Become a Manager," *Supervisory Management*, July 1990, 8–9; Kathryn Bartol and David Martin, *Management* (New York: McGraw-Hill, 1991), 10–14; Robert Guest, "Of Time and the Foreman," *Personnel*, May 1956, 478; Robert Kreitner, *Management*, 5th ed. (Boston: Houghton-Mifflin, 1992), 18–20; Morgan McCall, Ann Morrison, and Robert Hannan, *Studies of Managerial Work: Results and Methods* (Greensboro, NC: Center for Creative Leadership, 1978), 6–18; Henry Mintzberg, "The Manager's Job: Folklore and Fact," *Harvard Business Review*, March/April 1990, 57–69; Henry Mintzberg, *The Nature of Managerial Work* (New York: Harper and Row, 1980).

[7] Adapted from Trinka Landry-Bourne and James Kimberly, "10 Ways to Support a Hybrid or Remote Workforce." *Policy & Practice,* Vol. 79, No. 6, Dec. 2021, pp. 6+. *Gale Academic OneFile*. Accessed November 2023 at link.gale.com/apps/doc/A692977008/AONE?u=napervillepl&sid=bookmark-AONE&xid=9e3dc095.

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- **Be intentional in connecting with and celebrating staff.** It is more important than ever to create opportunities to engage in one-on-one employee feedback and supervision. Take the time, too, to celebrate their accomplishments, birthdays, etc.
- **Communicate clear expectations that exhibit transparency.** This is the very essence of management. The more information and clarity provided, the better for your staff.
- **Keep employee mental health and well-being at the forefront.** Managing this change may require new assessments of workers. their capabilities, and their issues. Make staff aware of any employee assistance programs if support is needed.
- **Seek opportunities to utilize personal strengths.** Capitalizing on worker strengths in a new setting leads to higher productivity, higher retention, and improved morale.
- **Demonstrate patience and grace with change management.** Managers must set the tone for dealing with organizational changes. Allow staff to have some control over any new working processes.
- **Encourage staff to share successful strategies and outcomes.** Leaders should encourage staff to be involved in strategic planning and sharing outcomes.

Finally, managers should examine their own communication practices. A personal communication audit can highlight the need for new skills in this area:

1. Can you fluidly use team communication technology?
2. Do you have and follow up-to-date practices for managing, organizing, storing and retaining digital communication?
3. Do you use an electronic calendar that is visible to staff?
4. Do you regularly update messages that indicate when you are out-of-office?
5. Are tools related to task management (templates, sample documents, directions, how-to guides, etc.) organized and accessible to those who need them?

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