Understanding Management 13th edition Daft Test Bank

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Name:_____ Class:_____ Date:_____

Chapter 1-Leading Edge Management and Evolution of Management Thinking

1. Which management approach represents a shift from traditional command-and-control leadership to a more collaborative style?
   a. Autocratic leadership focused on individual supervision
   b. Empowering leadership that enables team collaboration
   c. Hierarchical management with strict procedural control
   d. Directive leadership emphasizing task standardization

ANSWER: b

2. How has artificial intelligence transformed management by improving both production efficiency and human work experience?
   a. AI eliminates all human jobs while increasing organizational profits.
   b. AI handles routine tasks, allowing humans to focus on challenging, satisfying work.
   c. AI replaces managers entirely, creating fully automated organizations.
   d. AI reduces productivity while improving employee satisfaction levels.

ANSWER: b

3. A company implements a hybrid workplace where employees work three days in-office and two days remotely. What management challenge does this arrangement primarily address?
   a. Balancing employee autonomy with organizational culture and collaboration needs.
   b. Eliminating all remote work to maximize managerial control over employees.
   c. Reducing operational costs by closing office spaces permanently.
   d. Preventing employees from using technology during work hours.

ANSWER: a

4. What are the four fundamental management functions that managers perform?
   a. Planning, organizing, leading, and controlling organizational resources
   b. Hiring, training, evaluating, and terminating employee performance
   c. Marketing, financing, producing, and distributing company products
   d. Researching, developing, testing, and launching innovative solutions

ANSWER: a

5. Which management function involves using influence to motivate employees toward achieving organizational goals?
   a. Planning involves setting future performance goals and determining achievement methods.
   b. Leading involves using influence to motivate employees toward organizational goals.
   c. Organizing involves assigning tasks and allocating resources to departments.
   d. Controlling involves monitoring activities and making necessary performance corrections.

ANSWER: b

6. When Amazon managers reorganized their delivery network into eight geographic regions to reduce shipping costs and improve speed, which management function were they primarily performing?
   a. Planning by setting goals for future delivery performance improvements
   b. Organizing by restructuring tasks and reallocating resources across regions
   c. Leading by motivating delivery employees to work more efficiently
   d. Controlling by monitoring delivery times and correcting performance issues

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ANSWER: b

7. What is the difference between organizational effectiveness and organizational efficiency?
   a. Effectiveness measures goal achievement while efficiency measures resource utilization.
   b. Effectiveness measures resource costs while efficiency measures customer satisfaction.
   c. Effectiveness measures employee morale while efficiency measures profit margins.
   d. Effectiveness measures market share while efficiency measures production speed.

ANSWER: a

8. Why do managers make a significant difference in organizational performance?
   a. Managers eliminate the need for employee training and development programs.
   b. Managers coordinate resources effectively to accomplish goals that individuals cannot achieve alone.
   c. Managers reduce organizational costs by eliminating unnecessary employee positions.
   d. Managers increase profits by focusing solely on short-term financial results.

ANSWER: b

9. Block Inc. revolutionized small business by enabling smartphones to accept credit card payments. How does this example demonstrate both efficiency and effectiveness?
   a. Efficiency through reduced processing costs and effectiveness through meeting customer payment needs
   b. Efficiency through increased employee satisfaction and effectiveness through higher profit margins
   c. Efficiency through faster internet speeds and effectiveness through improved product quality
   d. Efficiency through reduced office space and effectiveness through better marketing strategies

ANSWER: a

10. What are the three categories of skills that managers need to perform effectively?
   a. Technical, human, and conceptual skills for effective management performance
   b. Financial, marketing, and operational skills for business success
   c. Communication, leadership, and strategic skills for organizational growth
   d. Analytical, creative, and interpersonal skills for problem solving

ANSWER: a

11. How does the importance of technical, human, and conceptual skills change as managers move up the organizational hierarchy?
   a. Technical skills become more important while human and conceptual skills decrease
   b. Technical skills become less important while conceptual skills become more important
   c. Human skills become less important while technical skills remain constant
   d. Conceptual skills become less important while human skills increase significantly

ANSWER: b

12. When Ursula Burns transformed Xerox from a paper copy company into a technology competitor, which management skill was most critical to her success?
   a. Technical skills in understanding specific copy machine engineering processes
   b. Conceptual skills in seeing industry shifts and organizational transformation needs
   c. Human skills in building relationships with individual employees daily

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d. Administrative skills in managing routine operational procedures efficiently

ANSWER: b

13. What is the most significant transformation that occurs when someone becomes a manager?
a. Learning new technical skills specific to management software systems
b. Shifting from individual performer identity to manager identity and thinking
c. Increasing salary and benefits while reducing work responsibilities
d. Gaining authority to make decisions without consulting other people

ANSWER: b

14. Why do new managers often have less freedom and control than they expected?
a. Senior management deliberately restricts new managers to prevent mistakes.
b. Management work involves high interdependencies that require coordination with others.
c. New managers lack the technical skills necessary for independent decision making.
d. Company policies prohibit new managers from making important business decisions.

ANSWER: b

15. Nikki Barua struggled as a new manager because she took on everyone's jobs and set impossible goals without empowering her team. What key management principle was she violating?
a. Managers should focus on technical expertise rather than people development.
b. Managers should get things done through others rather than doing everything themselves.
c. Managers should avoid communicating their vision to prevent employee confusion.
d. Managers should compete with team members to demonstrate superior performance.

ANSWER: b

16. According to Henry Mintzberg's research, what are the three categories of managerial roles?
a. Informational, interpersonal, and decisional roles for effective management
b. Planning, organizing, and controlling roles for operational success
c. Technical, administrative, and strategic roles for business performance
d. Leadership, communication, and problem-solving roles for team coordination

ANSWER: a

17. What characterizes the pace and nature of managerial work according to research findings?
a. Managers work at a slow, deliberate pace with long periods of uninterrupted focus.
b. Managers work at an unrelenting pace with frequent interruptions and brief activities.
c. Managers spend most of their time working alone on strategic planning activities.
d. Managers follow predictable schedules with minimal unexpected disturbances daily.

ANSWER: b

18. When Boeing's CEO David Calhoun publicly acknowledged the company's mistake after the door plug incident and promised complete transparency, which managerial role was he primarily performing?
a. Monitor role by gathering information about the incident from internal sources
b. Spokesperson role by transmitting information to external stakeholders and media
c. Leader role by directing and motivating subordinates during the crisis

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d. Entrepreneur role by initiating improvement projects for future innovation

ANSWER: b

19. What represents the historical struggle in management thinking between two competing approaches?
    a. The tension between focusing on production efficiency versus meeting human needs
    b. The conflict between domestic operations versus international expansion strategies
    c. The debate between centralized control versus decentralized decision making
    d. The choice between traditional industries versus emerging technology sectors

ANSWER: a

20. How did the classical perspective initially approach management in the late nineteenth and early twentieth centuries?
    a. By emphasizing employee satisfaction and workplace relationships as primary concerns
    b. By focusing on machinelike production efficiency while often ignoring people's needs
    c. By balancing technological advancement with comprehensive employee development programs
    d. By prioritizing environmental sustainability over short-term profit maximization

ANSWER: b

21. Why is studying the history of management important for developing strategic thinking skills?
    a. Historical study helps managers memorize specific dates and chronological events.
    b. Historical study develops understanding of how societal forces impact organizations.
    c. Historical study provides exact solutions for all contemporary management problems.
    d. Historical study eliminates the need for learning modern management techniques.

ANSWER: b

22. A manager notices that their organization's current challenges mirror patterns from previous decades. How can understanding historical management shifts help them respond effectively?
    a. They can copy exact solutions from the past without any modifications.
    b. They can identify underlying patterns and adapt proven principles to current contexts.
    c. They can avoid making any changes since history repeats itself perfectly.
    d. They can ignore current trends since historical approaches are always superior.

ANSWER: b

23. What are the three primary subfields of the humanistic perspective on management?
    a. Human relations movement, human resources perspective, and behavioral sciences approach
    b. Scientific management, administrative principles, and bureaucratic organizations
    c. Technical skills, human skills, and conceptual skills development
    d. Planning functions, organizing activities, and controlling processes

ANSWER: a

24. How does the human resources perspective differ from the early human relations movement?
    a. Human resources ignores employee satisfaction while human relations prioritizes it.
    b. Human resources focuses on job design and motivation while human relations emphasized satisfaction.
    c. Human resources eliminates worker participation while human relations encourages it.
    d. Human resources returns to classical principles while human relations rejects them.

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ANSWER: b

25. Buurtzorg's healthcare organization allows teams of nurses to make decisions about office locations, patient care, and resource allocation without traditional management oversight. Which humanistic management principle does this exemplify?

a. Theory X assumptions that employees need constant supervision and control
b. Theory Y assumptions that employees will exercise self-direction when committed to objectives
c. Scientific management principles that standardize work processes for efficiency
d. Bureaucratic principles that emphasize formal rules and hierarchical authority

ANSWER: b

26. How do technology-driven management changes differ from people-driven management changes in modern organizations?

a. Technology-driven changes eliminate human workers while people-driven changes ignore efficiency.
b. Technology-driven changes focus on automation and efficiency while people-driven changes emphasize empowerment and collaboration.
c. Technology-driven changes reduce organizational costs while people-driven changes increase expenses.
d. Technology-driven changes improve customer service while people-driven changes focus on profits.

ANSWER: b

27. What is generative AI and how does it function?

a. A learning system that generates original content based on patterns in massive data volumes
b. A management tool that replaces human decision-making in all organizational processes
c. A communication system that connects remote workers with office-based employees
d. A financial system that automates accounting and budgeting functions completely

ANSWER: a

28. How does generative AI potentially bridge the historical struggle between production efficiency and human needs?

a. AI eliminates human workers entirely, solving both efficiency and human problems.
b. AI improves production efficiency while making work more satisfying for humans.
c. AI focuses only on production efficiency without considering human factors.
d. AI addresses human needs while ignoring production efficiency requirements.

ANSWER: b

29. Cisco uses generative AI to write emails to job candidates, which receive higher response rates than human-written emails. How does this example demonstrate AI bridging production and humanity concerns?

a. AI replaces human recruiters entirely, eliminating the need for human interaction.
b. AI improves recruitment efficiency while enhancing candidate communication effectiveness.
c. AI reduces recruitment costs while ignoring candidate experience quality.
d. AI focuses solely on speed without considering communication quality.

ANSWER: b

30. When Instagram's COO Marne Levine created the company's first formal budget to coordinate spending across different teams, which management functions was she primarily integrating?

a. Planning future spending goals and controlling current expenditure monitoring

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b. Leading team motivation and organizing departmental resource allocation
c. Controlling performance standards and leading employee development programs
d. Organizing task assignments and planning strategic marketing initiatives

ANSWER: a

31. Ford Motor Company reports annual costs that are $7-8 billion higher than competitors like GM and Stellantis. How does this situation illustrate the relationship between management and organizational performance?
a. Ford demonstrates high effectiveness but low efficiency due to entrenched cost structures.
b. Ford shows high efficiency but low effectiveness in meeting customer demands.
c. Ford exhibits both high efficiency and high effectiveness compared to competitors.
d. Ford displays low effectiveness and high efficiency in operational management.

ANSWER: a

32. Google's research found that technical expertise ranked low among desired manager qualities for engineering teams. What does this finding reveal about the relative importance of management skills?
a. Technical skills are irrelevant for managing any type of professional team.
b. Human skills are more critical than technical skills even when managing technical professionals.
c. Conceptual skills are less important than technical skills for engineering managers.
d. Technical skills become more important as managers work with specialized teams.

ANSWER: b

33. A new manager expects to have greater freedom but finds themselves constrained by interdependencies with other departments, suppliers, and customers. What does this situation reveal about the nature of management work?
a. Management positions provide less autonomy than individual contributor roles due to coordination requirements.
b. Management roles offer more independence than expected because of increased authority levels.
c. Management work is identical to individual contributor work in terms of freedom.
d. Management positions eliminate the need for collaboration with other organizational members.

ANSWER: a

34. Research shows that CEOs spend only six hours per week working alone, with the rest of their time in meetings, phone calls, and interactions. What does this pattern reveal about managerial roles?
a. Managers primarily perform individual analytical work rather than interpersonal activities.
b. Managerial work is fundamentally interpersonal and informational rather than solitary.
c. Managers spend too much time on unproductive activities instead of strategic planning.
d. Managerial effectiveness decreases when managers interact frequently with other people.

ANSWER: b

35. Frederick Taylor wrote that “the best management is a true science, resting upon clearly defined laws, rules, and principles.” How does this quote illustrate the classical perspective's approach to the production struggle?
a. It demonstrates a focus on human relationships and employee satisfaction as primary concerns.
b. It reflects an emphasis on scientific, measurable approaches to production efficiency over human factors.
c. It shows a balanced integration of both production efficiency and human needs.
d. It indicates a rejection of systematic approaches in favor of intuitive management.

ANSWER: b

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36. The Bain & Company survey shows that Total Quality Management usage fell from 72% in 1993 to 36% in 2023, while AI and machine learning emerged as a new top tool. What does this trend reveal about management evolution?

a. Management tools become obsolete and should be abandoned when new technologies emerge.

b. Management practices evolve in response to technological advances and changing organizational needs.

c. Historical management tools are always superior to contemporary approaches and methods.

d. Organizations should focus exclusively on the newest management tools available.

ANSWER: b

37. Mary Parker Follett advised managers “Don't hug your blueprints" and emphasized empowering employees based on the authority of the situation. How do these ideas contrast with classical management principles?

a. Follett's ideas reinforce classical emphasis on rigid procedures and hierarchical control.

b. Follett's ideas challenge classical approaches by emphasizing flexibility and employee empowerment.

c. Follett's ideas are identical to classical scientific management principles and methods.

d. Follett's ideas focus more on technical efficiency than classical management approaches.

ANSWER: b

38. Professional sports teams are hiring younger coaches who focus on personal relationships and positive environments rather than traditional “drill sergeant” approaches. How does this trend reflect broader management changes?

a. Sports organizations are abandoning performance standards in favor of employee comfort.

b. Management is shifting toward people-driven approaches that emphasize collaboration and communication.

c. Technology-driven changes are eliminating the need for human leadership in organizations.

d. Traditional management methods are becoming more popular across all industries.

ANSWER: b

39. Microsoft's Office Copilots can reduce a five-page document to ten bullet points or help attorneys review contracts for missing elements. How does this capability demonstrate AI's potential to bridge production and humanity concerns?

a. AI eliminates human judgment entirely while maximizing production efficiency.

b. AI enhances human productivity while allowing humans to focus on higher-level creative and analytical work.

c. AI replaces human workers completely while maintaining production quality standards.

d. AI reduces production efficiency while improving human satisfaction with work.

ANSWER: b

40. What characterizes the shift from traditional management to new management competencies?

a. Moving from enabler to controller with increased supervision

b. Changing from leading teams to supervising individuals exclusively

c. Transitioning from maintaining stability to mobilizing for change

d. Shifting from collaboration to conflict and competition

ANSWER: c

41. Which management function involves monitoring employees' activities and making corrections as necessary?

a. Planning involves setting goals and determining how to attain them.

b. Organizing involves assigning tasks and grouping them into departments.

c. Leading involves using influence to motivate employees toward goals.

d. Controlling involves monitoring activities and keeping organizations on track.

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ANSWER: d

42. What is organizational effectiveness?
    a. The amount of resources used to achieve an organizational goal
    b. The degree to which an organization achieves a stated goal
    c. The number of employees required to complete a project
    d. The speed at which an organization produces goods or services

ANSWER: b

43. What are technical skills in management?
    a. The ability to work with and through other people effectively
    b. The cognitive ability to see the organization as a whole system
    c. Understanding and proficiency in the performance of specific tasks
    d. The capacity to motivate and influence employee behavior

ANSWER: c

44. What is the primary identity transformation required when becoming a manager?
    a. Shifting from generalist to specialist in specific technical areas
    b. Moving from individual performer to coordinator of diverse activities
    c. Changing from team member to independent decision maker
    d. Transitioning from customer service to internal operations focus

ANSWER: b

45. What is a role in the context of managerial work?
    a. A set of expectations for a manager's behavior
    b. A specific job title within an organizational hierarchy
    c. A department or functional area of responsibility
    d. A performance evaluation criterion for managers

ANSWER: a

46. What does the 'machinery of production' represent in management history?
    a. Focus on meeting human needs for greater motivation and engagement
    b. Emphasis on technology and production efficiency through better systems and control
    c. Attention to employee satisfaction and workplace relationships
    d. Consideration of social factors and worker participation in decisions

ANSWER: b

47. What is the primary benefit of studying management history?
    a. Learning exact solutions that can be applied to all current problems
    b. Developing strategic thinking and understanding societal forces on organizations
    c. Memorizing specific dates and chronological sequences of events
    d. Avoiding the need to learn contemporary management techniques

ANSWER: b

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48. What does the humanistic perspective on management emphasize?
    a. The importance of understanding employee behaviors, needs, and attitudes in the workplace
    b. The application of mathematical and statistical techniques to decision making
    c. The development of standardized procedures for maximum efficiency
    d. The creation of formal organizational structures and hierarchies

ANSWER: a

49. What characterizes a people-driven workplace approach?
    a. Emphasis on automation and systematic processes for efficiency
    b. Focus on empowerment, collaboration, and meeting human needs
    c. Priority on standardized procedures and hierarchical control
    d. Concentration on technology implementation and data analysis

ANSWER: b

50. What is machine learning in the context of artificial intelligence?
    a. A part of AI that focuses on data and algorithms to imitate human learning
    b. A management technique for training employees in new technologies
    c. A system for automating all organizational decision-making processes
    d. A method for replacing human workers with robotic systems

ANSWER: a

51. Why did many organizations shift from full remote work to hybrid workplace arrangements?
    a. Employees demanded to return to office work full-time for better collaboration
    b. Productivity declined and corporate culture weakened with full remote work
    c. Technology limitations made remote work impossible to sustain long-term
    d. Government regulations required employees to work in office settings

ANSWER: b

52. How do the four management functions work together to achieve organizational goals?
    a. They operate independently without any coordination between functions.
    b. They form an integrated process where managers use resources to attain performance outcomes.
    c. They replace each other sequentially throughout the management process.
    d. They focus exclusively on different organizational levels without overlap.

ANSWER: b

53. Why can severe cost-cutting to improve efficiency sometimes hurt organizational effectiveness?
    a. Cost-cutting always leads to improved customer satisfaction and loyalty.
    b. Excessive focus on resource reduction can compromise the organization's ability to achieve its goals.
    c. Efficiency improvements automatically guarantee better organizational performance.
    d. Cost-cutting eliminates the need for effective management practices.

ANSWER: b

54. Why are human skills increasingly important for managers at all organizational levels?
    a. Technical skills are becoming obsolete in modern organizations.

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b. Even technical professionals value managers who can communicate and build relationships effectively.
c. Conceptual skills are no longer relevant for strategic decision making.
d. Human skills eliminate the need for technical expertise in management.

ANSWER: b

55. What is the most common mistake that new managers make when transitioning from individual contributor roles?
a. Delegating too much responsibility to team members immediately
b. Wanting to do all the work themselves rather than developing others' abilities
c. Focusing too much on building relationships instead of completing tasks
d. Spending excessive time on strategic planning rather than daily operations

ANSWER: b

56. How do informational roles differ from interpersonal and decisional roles?
a. Informational roles focus on maintaining and developing information networks.
b. Informational roles involve making choices and taking action on organizational issues.
c. Informational roles pertain to relationships with others and human skills.
d. Informational roles eliminate the need for communication with other people.

ANSWER: a

57. How did the humanistic perspective emerge as a response to classical management approaches?
a. It reinforced the emphasis on scientific measurement and standardized procedures.
b. It arose as a reaction against the quantifiable focus, calling for attention to human needs.
c. It eliminated the need for efficiency and productivity considerations entirely.
d. It focused exclusively on technological advancement and automation.

ANSWER: b

58. How do management practices and perspectives change over time?
a. They remain constant regardless of external environmental factors.
b. They vary in response to social, political, and economic changes in society.
c. They follow a predetermined sequence that cannot be altered.
d. They change randomly without any identifiable patterns or causes.

ANSWER: b

59. How do the behavioral sciences approach differ from other humanistic management subfields?
a. It rejects the use of scientific methods in studying human behavior.
b. It uses scientific methods and draws from multiple disciplines to study organizational behavior.
c. It focuses exclusively on employee satisfaction without considering productivity.
d. It eliminates the need for understanding individual and group psychology.

ANSWER: b

60. How do technology-driven and people-driven management approaches complement each other in modern organizations?
a. They operate in complete opposition and cannot be integrated effectively.
b. Technology can enhance efficiency while people-focused approaches improve engagement and satisfaction.

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c. Technology-driven approaches eliminate the need for people-focused management entirely.
d. People-driven approaches make technology implementation unnecessary in organizations.

ANSWER: b

61. How does generative AI potentially change the nature of human work in organizations?
a. It eliminates all human jobs and replaces workers with automated systems.
b. It automates routine tasks, allowing humans to focus on interpersonal and creative work.
c. It requires humans to become more technical and less focused on relationships.
d. It reduces the importance of human skills in favor of technical expertise.

ANSWER: b

62. A manager implements AI tools to handle customer service inquiries while training their team to focus on complex problem-solving and relationship building. Which new management competency does this demonstrate?
a. Maintaining traditional control systems while avoiding technological change
b. Enabling team members by leveraging technology to enhance human capabilities
c. Supervising individuals rather than leading collaborative teams
d. Competing with team members instead of facilitating their development

ANSWER: b

63. A manager at National Foods in Pakistan assesses worker stress levels each morning and adjusts assignments based on employee well-being. Which managerial roles is this manager primarily performing?
a. Monitor role by gathering information and leader role by directing subordinates
b. Spokesperson role by transmitting information and entrepreneur role by initiating projects
c. Negotiator role by representing interests and resource allocator role by budgeting
d. Disseminator role by forwarding information and disturbance handler role by resolving conflicts

ANSWER: a

64. A company implements nudge management by using digital technology to guide employees toward behaviors that support organizational goals and values. Which humanistic management approach does this represent?
a. Human relations movement focusing on worker satisfaction and contentment
b. Behavioral sciences approach applying insights to guide organizational behavior
c. Human resources perspective designing jobs to meet higher-level needs
d. Classical management principles emphasizing standardized procedures and control

ANSWER: b

65. The new management competencies emphasize being a controller rather than an enabler of employee performance.
a. True
b. False

ANSWER: False

66. Organizational effectiveness refers to the amount of resources used to achieve an organizational goal.
a. True
b. False

ANSWER: False

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67. Technical skills become more important as managers move up the organizational hierarchy.
    a. True
    b. False
ANSWER: False

68. The classical perspective on management emphasized meeting human needs and social factors in the workplace.
    a. True
    b. False
ANSWER: False

69. Theory Y assumes that employees will exercise self-direction and self-control when committed to organizational objectives.
    a. True
    b. False
ANSWER: True

70. Generative AI can automate up to 70 percent of business activities across all occupations according to McKinsey research.
    a. True
    b. False
ANSWER: True

71. New managers typically find they have more freedom and control than they expected when they become managers.
    a. True
    b. False
ANSWER: False

72. According to research, CEOs spend most of their time working alone rather than interacting with other people.
    a. True
    b. False
ANSWER: False

73. What are the five key shifts from traditional management approaches to new management competencies?
ANSWER: The five key shifts are: (1) from controller to enabler, (2) from supervising individuals to leading teams, (3) from conflict and competition to collaboration including social media, (4) from autocratic to empowering leadership, and (5) from maintaining stability to mobilizing for change.

74. Define each of the four fundamental management functions and explain the type of activity associated with each function.
ANSWER: Planning involves selecting goals and ways to attain them. Organizing involves assigning responsibility for task accomplishment and grouping tasks into departments. Leading involves using influence to motivate employees toward organizational goals. Controlling involves monitoring activities and making corrections to keep organizations on track.

75. Explain how the importance of technical, human, and conceptual skills changes as managers advance through organizational levels.

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ANSWER: Technical skills are most important at lower organizational levels but become less critical as managers advance. Human skills remain important at all management levels. Conceptual skills become increasingly important as managers move up the hierarchy, especially for top managers who need strategic thinking abilities and understanding of organizational relationships.

76. Describe the three categories of managerial roles identified by Henry Mintzberg and provide examples of specific roles within each category.

ANSWER: The three categories are: (1) Informational roles include monitor, disseminator, and spokesperson roles focused on managing information networks; (2) Interpersonal roles include figurehead, leader, and liaison roles focused on managing relationships with people; (3) Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator roles focused on making choices and taking action.

77. Explain the historical struggle between the ‘machinery of production’ and the 'humanity of production' in management thinking.

ANSWER: The struggle represents the ongoing tension between two approaches: the ‘machinery of production’ focuses on technology, production efficiency, workflow systems, and control, while the ‘humanity of production’ emphasizes meeting human needs, motivation, engagement, and social factors. This tension has persisted from the classical perspective's emphasis on scientific efficiency through the humanistic perspective's focus on human relations.

78. What are the three primary subfields of the humanistic management perspective and what does each emphasize?

ANSWER: The three subfields are: (1) Human relations movement emphasizes worker satisfaction and the idea that effective control comes from within workers rather than external authority; (2) Human resources perspective focuses on designing jobs to meet people's higher-level needs and allow workers to use their full potential; (3) Behavioral sciences approach uses scientific methods and draws from multiple disciplines to study human behavior and interaction in organizational settings.

79. How does generative AI potentially bridge the historical struggle between production efficiency and human needs in organizations?

ANSWER: Generative AI serves as both a mechanism of production and improves the humanity of production. It enhances production efficiency by automating routine tasks, handling research work, and processing large amounts of information. Simultaneously, it improves human work experience by allowing people to focus on challenging, satisfying tasks that require interpersonal skills, creativity, and empathy that AI cannot perform.

80. What are the key personal challenges that new managers face when transitioning from individual contributor roles, and how can they overcome these challenges?

ANSWER: Key challenges include: (1) Identity transformation from specialist to generalist who coordinates diverse activities, (2) Shifting from individual work to getting things done through others, (3) Learning to delegate rather than doing all work themselves, (4) Building networks and teams instead of working independently, and (5) Having less freedom due to interdependencies. These can be overcome through training, mentoring, understanding the new role requirements, and developing skills in delegation and relationship building.

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