

Management Theory and Practice Ed9: Chapter 1 Introduction

Multiple Choice

Identify the choice that best completes the statement or answers the question.

1. There is no generally accepted definition of 'management' as an activity, although the classic definition is still held to be that of Henri Fayol. Identify the item NOT normally included in his general statement about management

To manage is to...

- | | |
|---------------|----------------------|
| a. Organize | d. Command |
| b. strategize | e. Forecast and plan |
| c. Control | f. Coordinate |

ANS: B

Para 23 'To manage is to forecast and plan, to organize, to command, to coordinate and to control.' Fayol (1916)

PTS: 1

2. Who stated that 'Management is a social process... the process consists of... planning, control, coordination and motivation'?
- | | |
|--------------------------------|------------------|
| a. Fayol (1916) | c. Brech (1957) |
| b. Koontz and O'Donnell (1984) | d. Peters (1988) |

ANS: C

Para 23 Brech (1957)

'Management is a social process ... the process consists of ... planning, control, coordination and motivation.'

PTS: 1

3. Who stated that 'managing is an operational process'?
- | | |
|--------------------------------|------------------|
| a. Fayol (1916) | c. Brech (1957) |
| b. Koontz and O'Donnell (1984) | d. Peters (1988) |

ANS: B

Para 23 Whilst Koontz and O'Donnell (1984) declared 'managing

is an operational process initially best dissected by analyzing the managerial functions ... The five essential managerial functions (are): planning, organizing, staffing, directing and leading, and controlling'.

PTS: 1

4. Mintzberg (1973) highlights a number of key roles appearing regularly in managerial work. He describes these roles as 'organized sets of behaviours identified with a position', and gathers them into three main groupings, as follows: Interpersonal roles, Informational roles, Decisional roles. Identify the behaviour that is not associated with the Interpersonal role by Mintzberg.
- a. Leader
 - b. Disturbance handler
 - c. Figurehead
 - d. Liaison

ANS: B



Source: Adapted from Henry Mintzberg, Mintzberg on Management: Inside our strange world of organizations, 1990

FIGURE 1.4 Managerial roles

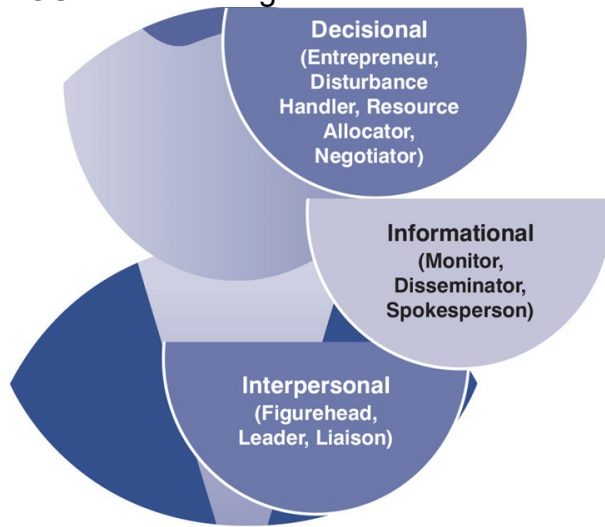
PTS: 1

5. Mintzberg (1973) highlights a number of key roles appearing regularly in managerial work. He describes these roles as 'organized sets of behaviours identified with a position', and gathers them into three main groupings, as follows: Interpersonal roles, Informational roles, Decisional roles. Identify the behaviour that is not associated with Mintzberg's Decisional role.
- a. Entrepreneur
 - b. Disturbance handler
 - d. Resource allocator
 - e. Negotiator

c. Spokesman

ANS: C

FIGURE 1.4 Managerial roles



Source: Adapted from Henry Mintzberg, Mintzberg on Management: Inside our strange world of organizations, 1990

PTS: 1

6. **LANDSCAPE** not only suggests a broad backdrop but is also a useful acronym for a range of features used to define management: Select the item that is **incorrect**
- | | |
|---------------------------------|---|
| a. L evels of management | d. D ealings (roles, doings, duties, deeds) of management |
| b. A ctivities of management | e. S cience of management (eclectic set of management theories) |
| c. N ovel aspects of management | f. C hallenges of management |

ANS: F

MANAGEMENT

L evels of management

A ctivities of management

N ovel aspects of management

D ealings (roles, doings, duties, deeds) of management

S cience of management (eclectic set of management theories)

C raft of management (skills and competencies required to practice)

A rt of management (the creative, innovative and visionary activities)

P redispositions of managers (how we see management challenges)

E nvironment for management (context)

PTS: 1

7. **LANDSCAPE** not only suggests a broad backdrop but is also a useful acronym for a range of features used to define management. Select the correct item that represents the “E” in Landscape:
- a. Environment
 - b. Efficiency
 - c. Effectiveness
 - d. Empowerment

ANS: A

MANAGEMENT

L evels of management

A ctivities of management

N ovel aspects of management

D ealings (roles, doings, duties, deeds) of management

S cience of management (eclectic set of management theories)

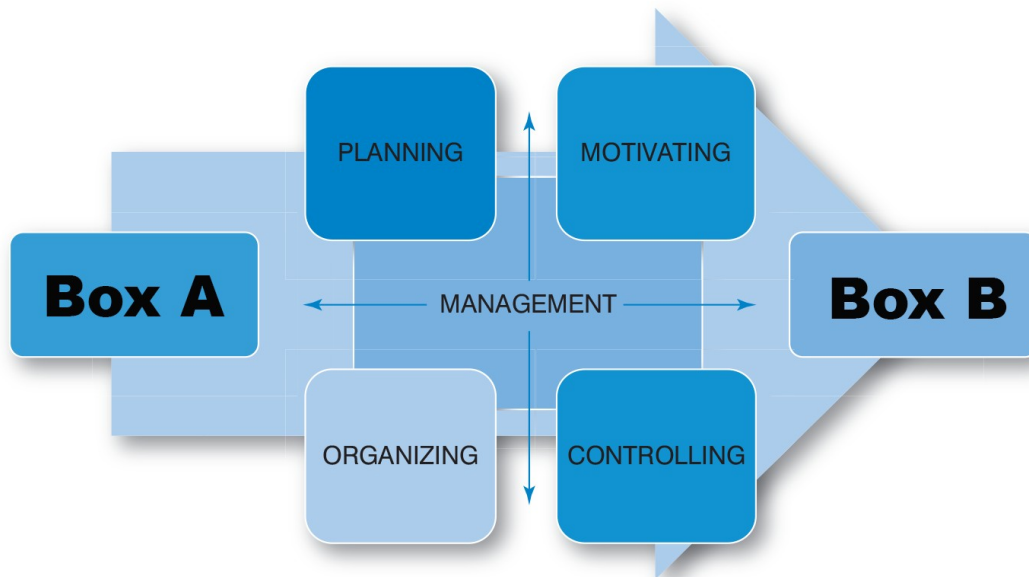
C raft of management (skills and competencies required to practice)

A rt of management (the creative, innovative and visionary activities)

P redispositions of managers (how we see management challenges)

E nvironment for management (context)

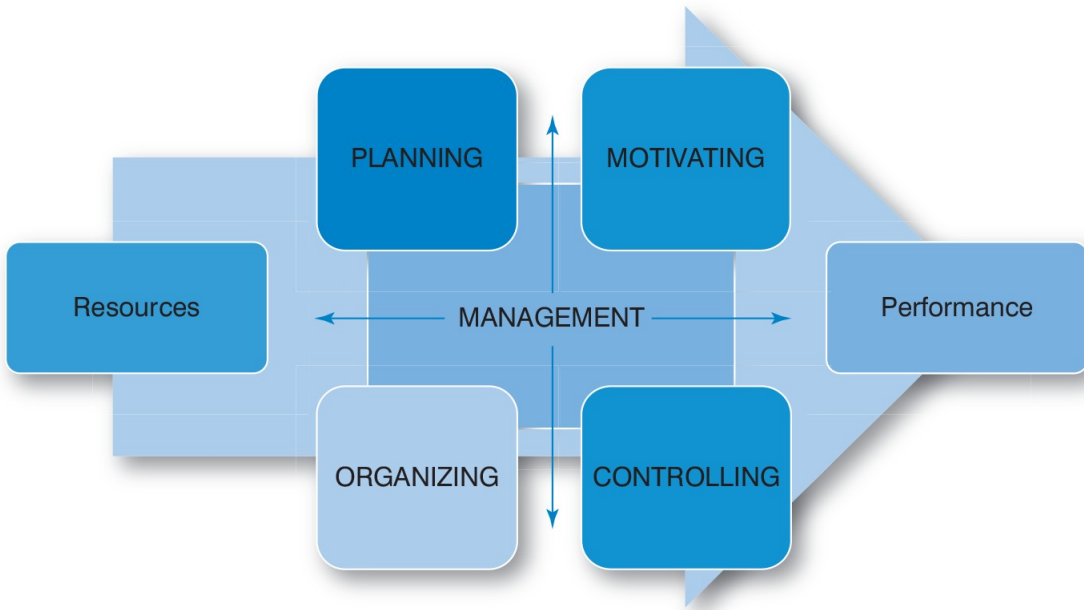
PTS: 1



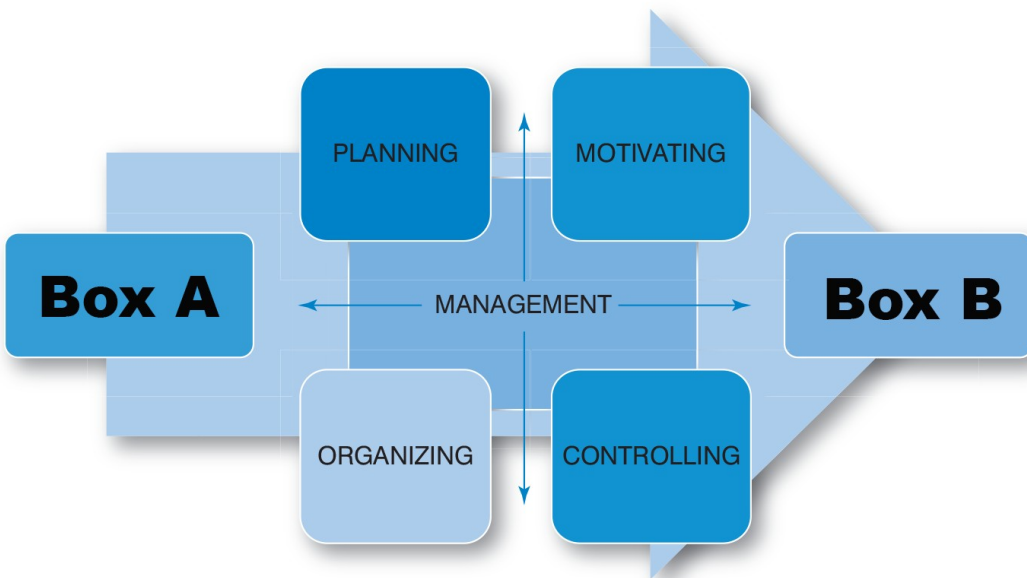
8. Select the correct label for Box A

- a. Leadership
- b. Resources
- c. Performance
- d. Outputs
- e. Inputs
- f. Transformation

ANS: B



PTS: 1

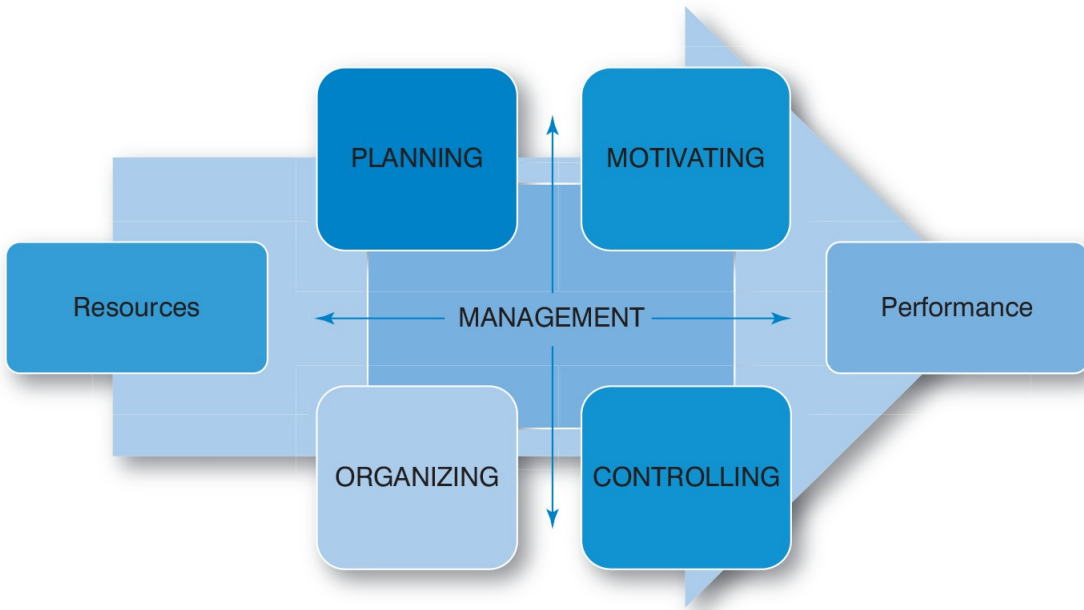


9.

Select the correct label for Box B

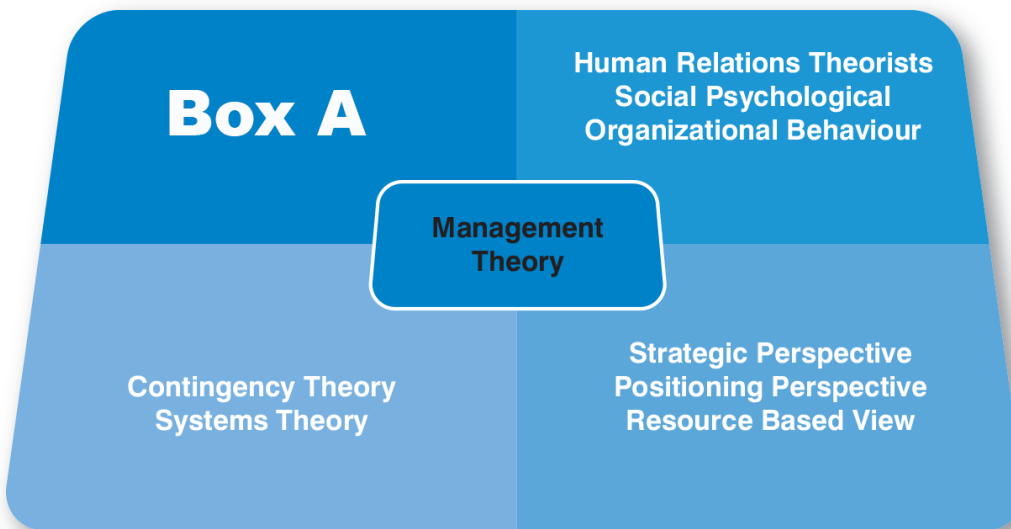
- | | |
|----------------|-------------------|
| a. Leadership | d. Outputs |
| b. Resources | e. Inputs |
| c. Performance | f. Transformation |

ANS: C



PTS: 1

10. Management theories, or approaches to management, tend to be clustered and several major categories are recognized (see Figure). Collectively, each contributes to our overall understanding of management.
Select the correct label for Box A



- a. Traditional Theories
- b. Classical Theories
- c. Quality Management Theories
- d. Contemporary Theories

ANS: B

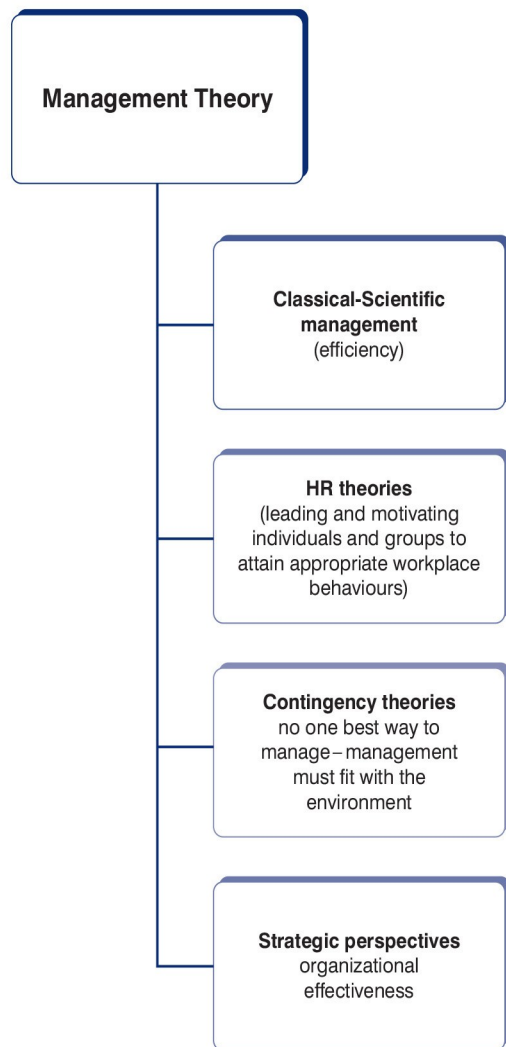


FIGURE 1.5 Management theory – the building blocks

PTS: 1

11. According to Cole and Kelly what was the emphasis in management theorizing in the latter part of the twentieth century?

- a. total quality management
- b. marketing
- c. organizational efficiency
- d. organizational effectiveness

ANS: D

Para 16. Towards the end of the 20th century, theorists of management, such as Porter, Peters and Moss-Kanter, promoted a strategic perspective with an emphasis on organizational effectiveness. This emphasis implies more than just **efficiency**, which is concerned with 'doing things right'.

PTS: 1

12. Management as a craft is a perspective that emphasizes managerial skills and competencies. There have been many attempts to categorize managerial skills and competencies. For simplicity Cole and Kelly suggest adopting a framework using the CHART acronym. Select the item discussed by the authors as a part of the acronym
- a. Conceptual skills
 - b. Control skills
 - c. Competency skills
 - d. Charting skills

ANS: A

1.7 CRAFT OF MANAGEMENT

18. ...Management as a craft is a perspective that emphasizes managerial skills and competencies (see Chapter 13). There have been many attempts to categorize managerial skills and competencies. For simplicity we suggest adopting a framework using the CHART acronym. Managers need Conceptual skills to appreciate the holistic nature of the organization Human skills to work with others; Analytical skills to aid understanding of...

PTS: 1

13. Who introduced a perspective labelled 'strategic choice' – the process whereby power-holders within organizations decide upon courses of strategic action?
- a. McGregor
 - b. Mayo
 - c. Child
 - d. Maslow

ANS: C

1.9 PREDISPOSITIONS OF MANAGERS

20. Other scholars have attempted to understand management from the perspective of the individual manager as a decision-maker who has differing values, which impact upon the choices he/she may make as a manager, regardless of theory or rational thinking. Child (1997) introduces a perspective labelled 'strategic choice' – the process whereby power-holders within organizations decide upon courses of strategic action.

PTS: 1

14. Which specific theories did Strategic choice follow (select the most correct answer)?
- a. Contingency theories
 - b. Motivation theories
 - c. Classical theories
 - d. Leadership theories

ANS: A

20. ...Strategic choice followed the 'determinism' theories, the 'contingency' views, giving attention to organizational decision-makers.

PTS: 1

15. An important determinant of the meaning of management is the level of management work undertaken. Read the statements shown below and select the least correct item.
- | | |
|---|--|
| a. first-line or first-level managers are more operational | c. first-line or first-level managers are more strategic |
| b. first-line or first-level managers are more focussed on employee performance | d. first-line or first-level managers are typically responsible for a primary activity |

ANS: C

1.2 LEVELS OF MANAGEMENT

3. An important determinant of the meaning of management is the level of managerial work undertaken. Organizations are often conceived in terms of a hierarchy. There are those at the top (such as Daniel at Alibaba) and bottom of an organization. The nature of managerial work, authority and organizational influence (power) is determined by managerial level. Thus, management means different things at different levels. Managers at the bottom are more operational, concerned with facilitating employee performance in their day-to-day work. Often referred to as first-line or first-level managers, their responsibilities may be of a functional/specialist nature and they are typically responsible for a primary activity associated with the production of goods and services. The planning and decision-making activities of such managers typically have a time orientation measured in days or weeks. This level may include departmental heads in larger organizations.

PTS: 1

16. Which level of management tend to be less concerned with individual performance and more with coordinating the efforts of groups of people as well as allocating resources?
- | | |
|------------------------|---|
| a. First-line managers | c. Managers at the bottom of the organization |
| b. Middle managers | d. Senior managers |

ANS: B

Para 3 Middle managers are more senior, typically having responsibility for a business unit or major department. They may be third- or fourth-line managers, i.e. they may have first- or second-line managers reporting to them (levels of management will be considered further in Chapter 17 where various organizational charts will be presented). Their decisions tend to be more tactical/strategic and they may have responsibilities, which include developing sources of competitive advantage (see Chapter 10). Middle managers tend to be less concerned with individual performance (other than for their direct reports) and more with coordinating the efforts of groups of people as well as allocating resources and implementing senior management action plans.

PTS: 1

17. Who suggested that management work is more an art than a science and is reliant on intuitive processes and a feel for what is right?
- | | |
|-----------------|----------------|
| a. Porter | d. Mintzberg |
| b. Child | e. Peters |
| c. Cole & Kelly | f. Moss-Kanter |

ANS: D

1.8 ART OF MANAGEMENT

19. Mintzberg suggests that management work is more an art than a science and is reliant on intuitive processes and a feel for what is right.

PTS: 1

18. Which theory followed the "determinism" theories and the "contingency" views, giving attention to organizational decision-makers?
- | | |
|--------------------------|-------------------------|
| a. Strategic choice | d. Classical management |
| b. Motivation | e. Hawthorne effect |
| c. Scientific management | f. Goal setting theory |

ANS: A

1.9 PREDISPOSITIONS OF MANAGERS

20. Other scholars have attempted to understand management from the perspective of the individual manager as a decision-maker who has differing values, which impact upon the choices he/she may make as a manager, regardless of theory or rational thinking. Child (1997) introduces a perspective labelled 'strategic choice' – the process whereby power-holders within organizations decide upon courses of strategic action. Strategic choice followed the 'determinism' theories, the 'contingency' views, giving attention to organizational decision-makers.

PTS: 1

19. Aside from conceiving management in terms of function, we might also focus more specifically on what managers actually have to do and the skills needed to undertake tasks. Which scholar's well-known study of managerial work, criticized the classical school of management for offering universal prescriptions of what managers ought to do, claiming it bore little relationship to what managers actually do?
- | | |
|-----------|--------------|
| a. Fayol | d. Mintzberg |
| b. Child | e. Porter |
| c. Taylor | f. Tsoukas |

ANS: D

25. Aside from conceiving management in terms of function, we might also focus more specifically on what managers actually have to do and the skills needed to undertake tasks. In his well-known study of managerial work, Mintzberg (1973) criticized the classical school of management for offering universal prescriptions of what managers ought to do, which bore little relationship to what managers actually do. His empirical study sought to redress this imbalance. Mintzberg concluded that managerial jobs can be analyzed in terms of ten interrelated roles, namely in terms of ten different sets of behaviours that are attributed to managerial positions.

PTS: 1

20. At a fundamental level, some scholars ask the raison d'être of management – the most important reason or purpose for its existence. Who saw this as 'the maintenance of control of employees in the pursuit of capital accumulation'?
- | | |
|------------|--------------|
| a. Tsoukas | c. Child |
| b. Porter | d. Mintzberg |

ANS: A

26. At a fundamental level, we will also want to ask the raison d'être of management – the most important reason or purpose for its existence. However, whilst Tsoukas (1994:294), sees this as 'the maintenance of control of employees in the pursuit of capital accumulation',

PTS: 1