

1. While good management is basic to starting and growing a business, once some measures of success has been achieved, good management becomes less important.
- a. True
 - b. False

ANSWER: False

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

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

2. Managers are responsible for doing the basic work in the company.
- a. True
 - b. False

ANSWER: False

RATIONALE: The manager's job is not to do the basic work in the company but to help others do their work.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

3. Companies that plan have larger profits and faster growth than companies that don't.
- a. True
 - b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Strategy

4. Top managers are the managers responsible for facilitating team activities toward goal accomplishment.

- a. True
- b. False

ANSWER: False

RATIONALE: Top managers are executives responsible for the overall direction of the organization. Team leaders are the managers responsible for facilitating team activities toward goal accomplishment.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

5. Typical titles used for top managers are general manager, plant manager, regional manager, and divisional manager.

- a. True
- b. False

ANSWER: False

RATIONALE: These are typical titles for middle managers, not top managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

6. Top managers are responsible for creating a climate for change in an organization.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

7. First-line managers are responsible for setting objectives consistent with organizational goals and planning and implementing strategies for achieving these objectives.
- a. True
 - b. False

ANSWER: False
RATIONALE: This is one of the responsibilities of middle managers.
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c
TOPICS: AACSB Analytic
KEYWORDS: Leadership Principles

8. Middle managers are typically responsible for coordinating and linking groups, departments, and divisions within a company.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b
TOPICS: AACSB Analytic
KEYWORDS: Leadership Principles

9. First-line managers are the only managers who do not supervise other managers.
- a. True
 - b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c
TOPICS: AACSB Analytic
KEYWORDS: Leadership Principles

10. Middle managers engage in plans and actions that typically produce results within a short time period.
- a. True
 - b. False

ANSWER: False
RATIONALE: First-line managers engage in such plans and actions. Middle managers plan 6 to 18 months out.
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b
TOPICS: AACSB Analytic
KEYWORDS: Leadership Principles

11. The job of team leader would NOT be considered a management position.

- a. True
- b. False

ANSWER: False

RATIONALE: The job of team leader is indeed one of the four kinds of management jobs, which are top managers, middle managers, first-line managers, and team leaders.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

12. Team leaders are responsible for managing both internal team relationships and external relationships with other teams, departments, and divisions in a company.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

13. While strong interpersonal conflict management skills are important for first-line managers, it is not a very important skill for team leaders.

- a. True
- b. False

ANSWER: False

RATIONALE: This is a critical skill for team leaders. Team leaders are responsible for internal team relations. Since the entire team suffers when a conflict arises between members, it is critical for team leaders to know how to help team members resolve conflicts.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

14. The three interpersonal roles are monitor, disseminator, and spokesperson.

- a. True
- b. False

ANSWER: False

RATIONALE: The three interpersonal roles are figurehead, leader, and liaison. See Exhibit 1.3.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

15. There are four decisional roles. They are entrepreneur, disturbance handler, resource allocator, and spokesperson.

- a. True
- b. False

ANSWER: False

RATIONALE: The four decisional roles are entrepreneur, disturbance handler, resource allocator, and negotiator. Spokesperson is an informational role.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

16. In the entrepreneur role, managers adapt themselves, their subordinates, and their units to incremental change.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

17. Companies look for a total of four sets of skills in individuals to identify potential managers. These desired skills are technical skills, human skills, conceptual skills, and motivation to manage.

- a. True
- b. False

ANSWER: True

RATIONALE: See Exhibit 1.4.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

18. Technical skill refers to the ability to see the organization as a whole, how the different parts affect each other, and how the company fits into or is affected by its environment.
- a. True
 - b. False

ANSWER: False

RATIONALE: Technical skill refers to the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. The question defines conceptual skill.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

19. Conceptual skills are most important for lower-level managers to possess.
- a. True
 - b. False

ANSWER: False

RATIONALE: Technical skills are most important for lower-level managers and team leaders.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

20. Upper-level managers may actually spend more time dealing with people than lower-level managers.
- a. True
 - b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

21. The motivation to manage tends to be higher among managers at higher levels in the organization than it is among managers at lower levels in the organization.
- a. True
 - b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

22. The number one mistake made by managers who were derailed from their fast track up the managerial ranks was that they didn't develop or possess the necessary technical skills.
- a. True
 - b. False

ANSWER: False

RATIONALE: The number one mistake made by managers who were derailed from their fast track up the managerial ranks was that they were insensitive to others by virtue of their abrasive, intimidating, and bullying management style.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.06 - 1.6

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

23. A management study discovered that companies that invest in their people will create long-term competitive advantages difficult for other companies to duplicate.
- a. True
 - b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.08 - 1.8

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

24. ____ is defined as getting work done through others.
- a. Management
 - b. Planning
 - c. Organizing
 - d. Strategizing
 - e. Controlling

ANSWER: a

RATIONALE: Management is defined as getting work done through others.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

25. When Ruth was hired to be the second-in-command at Graham Mailing Services, she was told that her job was to deal with the employees to make sure they got the mailing done to the customers' specifications. She was not instructed on how to run machines or in any other technical area because her position was a job in:
- a. marketing
 - b. relationship control
 - c. management
 - d. customer service
 - e. strategizing

ANSWER: c
RATIONALE: Management is getting work done through others.
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1
TOPICS: AACSB Analytic
KEYWORDS: HRM | Leadership Principles

26. A manager striving to improve organizational _____ is accomplishing tasks that help achieve organizational objectives.
- a. efficiency
 - b. effectiveness
 - c. functionality
 - d. synergy
 - e. productivity

ANSWER: b
RATIONALE: Effectiveness is accomplishing tasks that help fulfill organizational objectives.
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1
TOPICS: AACSB Analytic
KEYWORDS: Leadership Principles | Strategy

27. Coca-Cola and PepsiCo spent a total of \$75 million to launch two sodas, banking on the low-carb trend. Carb-conscious consumers rejected the drinks en masse. The new brands grabbed a combined market share of less than 1 percent. Given that the objective of both soft drink manufacturers was to increase their market share, the introductions failed to achieve:

- a. synergy
- b. empathy
- c. efficiency
- d. autonomy
- e. reciprocity

ANSWER:

c

RATIONALE:

Efficiency is getting work done with a minimum of effort, expense, and waste.

POINTS:

1

DIFFICULTY:

Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS:

AACSB Analytic

KEYWORDS:

Operations Management | Strategy

28. One of the primary reasons for the slow response to help the victims of Hurricane Katrina was an antiquated government system that was bogged down in bureaucratic red tape. In other words, the failure of assistance to arrive in a timely fashion was due to a lack of:

- a. apathy
- b. efficiency
- c. instrumentality
- d. effectiveness
- e. the absence of entropy

ANSWER:

b

RATIONALE:

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

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS:

AACSB Analytic

KEYWORDS:

Operations Management | Strategy

29. ____ is the accomplishment of tasks that help fulfill organizational objectives.

- a. Benchmarking
- b. Optimizing
- c. Satisficing
- d. Efficiency
- e. Effectiveness

ANSWER: e

RATIONALE: Effectiveness is the accomplishment of tasks that help fulfill organizational objectives.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Operations Management | Strategy

30. To achieve its goal of increased market share, Krispy Kreme launched a program in Palm Beach County, Florida, that awards grade-school students a free doughnut for every A on their report cards. Which management function was used to create this program?

- a. controlling
- b. leading
- c. focusing
- d. planning
- e. organizing

ANSWER: d

RATIONALE: Planning involves determining the means to achieve an organizational goal.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02a - 1.2a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Strategy

31. Nestlé was unsuccessful in early attempts to sell its chocolate in India. It discovered its chocolate bars were not suitable for the Indian markets because the candy had to sit in direct sunlight without benefit of air conditioning and became messy. Nestlé adopted an innovation strategy and developed Chocostick, a liquid chocolate, which is very popular. Solving this problem involved what management function?
- a. planning
 - b. meeting the competition
 - c. making things happen
 - d. organizing people, processes, and projects
 - e. leading

ANSWER: a

RATIONALE: Planning is defined as determining organizational goals and a means of achieving them.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02a - 1.2a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Strategy

32. A manager engaged in the management function of ____ is determining organizational goals and the means for achieving them.
- a. planning
 - b. organizing
 - c. leading
 - d. human resources management
 - e. controlling

ANSWER: a

RATIONALE: This is the definition of planning.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02a - 1.2a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

33. After the makers of Wonder Bread declared bankruptcy, their objectives were to increase revenues by at least 5 percent and reduce net losses by at least 80 percent. Which management function is used to set these goals and help the company meet them?
- a. planning
 - b. organizing
 - c. controlling
 - d. motivating
 - e. leading

ANSWER: a

RATIONALE: Planning is determining organizational objectives and a means for achieving them.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02a - 1.2a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Strategy

34. A manager engaged in the management function of ____ is monitoring progress toward goal achievement and taking corrective action when needed.
- a. planning
 - b. organizing
 - c. leading
 - d. controlling
 - e. motivating

ANSWER: d

RATIONALE: This is the definition of controlling.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02d - 1.2d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

35. A business school administrator who is determining what classes will be offered in which rooms and who will teach each specific class is involved in which classical management function?
- a. making things happen
 - b. organizing
 - c. controlling
 - d. motivating
 - e. leading

ANSWER:

b

RATIONALE:

Organizing is defined as deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02b - 1.2b

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

36. A U.S. Marine drill instructor motivating new recruits to challenge themselves is engaged in which management function?
- a. planning
 - b. organizing
 - c. controlling
 - d. motivating
 - e. leading

ANSWER:

e

RATIONALE:

Leading is defined as inspiring and motivating workers to work hard to achieve organizational goals. Motivating is not one of the four management functions but is part of leading.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02c - 1.2c

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

37. *Southern Living* magazine was forced to pull an issue off newsstands and mail warnings to 2.5 million subscribers after it became clear that a recipe for dinner rolls described as "little pillows from heaven" was considered controversial. The management function of ____ was used when the warnings were mailed to subscribers.
- a. planning
 - b. organizing
 - c. controlling
 - d. motivating
 - e. leading

ANSWER: c

RATIONALE: Controlling involves taking corrective action when necessary.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02d - 1.2d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

38. Hormel Foods had to recall 104,000 pounds of Staggs canned chili—labeled "hearty beef with a kick of green chilies"—after the kick turned out to come from the groundup parts of a plastic handheld calculator. The recall was the application of which management function?
- a. controlling
 - b. leading
 - c. motivating
 - d. planning
 - e. organizing

ANSWER: a

RATIONALE: Controlling is the monitoring of progress toward the achievement of goals and then taking what corrective action will resolve problems discovered during the monitoring process.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02d - 1.2d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

39. As the human resources manager for Spring Engineering and Manufacturing Corp. in Canton, Michigan, Kim Radeback had to find inexpensive ways to reward high performing employees and bolster morale during a sales-flattening economic downturn. Radeback had to engage in which management function?
- a. Planning
 - b. Organizing
 - c. Leading
 - d. Controlling
 - e. Evaluating

ANSWER: c

RATIONALE: A manager engaged in the management function of leading inspires and motivates workers to continue to work hard to achieve organizational goals.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02c - 1.2c

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

40. Jane is in charge of her Rotary Club's annual fundraising auction. She will decide who will ask local businesses for prizes, she will determine the site of the event, she will decide who will sell tickets to customers, and who will work the night of the auction. She is engaged in the management function of:
- a. Planning
 - b. Controlling
 - c. Leading
 - d. resource allocation
 - e. Organizing

ANSWER: e

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

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02b - 1.2b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

41. Robert Rothschild Farm boosted morale and showed its gratitude to its 75 employees at its retail store by hosting its first employee appreciation week. It used the management function of ____ to boost morale.
- a. Leading
 - b. Commanding
 - c. Organizing
 - d. Controlling
 - e. resource allocation

ANSWER: a

RATIONALE: Leading involves inspiring employees to work harder to achieve organizational goals.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02c - 1.2c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

42. Eastman Kodak owns a company that manufactures dental radiation equipment. The company, which is run as an independent unit, has experienced excessive financial losses the last three years. The ____ for the company would be expected to develop the long-term plans needed to make the company profitable.
- a. supervising manager
 - b. top manager
 - c. first-line manager
 - d. middle-level manager
 - e. department manager

ANSWER: b

RATIONALE: Top managers are responsible for the overall direction of the organization.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

43. Coca-Cola and PepsiCo spent a total of \$75 million to launch mid-calorie sodas. The new brands grabbed a combined market share of less than 1 percent. Coke's and PepsiCo's _____ would be responsible for determining that the product should be deleted from each of their product lines.
- a. middle-level management
 - b. first-line management
 - c. team leaders
 - d. product supervisors
 - e. top management

ANSWER: e

RATIONALE: Top managers are responsible for the overall direction of the organization.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

44. Which of the following typically is NOT performed by top managers?
- a. setting objectives consistent with organizational goals or planning and implementing subunit strategies for achieving these objectives
 - b. developing in employees the attitudes of commitment to and ownership of the company's performance
 - c. creating a positive organizational culture through language and action
 - d. monitoring the business environment
 - e. creating a context for change

ANSWER: a

RATIONALE: Alternative A describes a task performed by middle managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

45. A top manager for a management consulting firm would:
- a. establish a positive organizational culture that encourages employees to be passionate about their clients
 - b. make sure employees are attired according to the company dress code
 - c. evaluate the performance of individual consultants
 - d. monitor expense statements turned in by consultants
 - e. coordinate activities within and between consultants working in the field and support staff in the office

ANSWER: a

RATIONALE: This is the third responsibility identified in the discussion of top managers--responsible for creating a positive organizational culture through language and action.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

46. The chairs of the accounting, marketing, and communications departments at a typical university are assuming the roles of ____ because they supervise nonmanagerial employees.
- a. supervising managers
 - b. top managers
 - c. first-line managers
 - d. middle-level managers
 - e. department managers

ANSWER: c

RATIONALE: First-line managers are described as those who train and supervise the performance of nonmanagerial employees who are directly responsible for producing the company's products or services.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

47. ____ are responsible for creating a positive organizational culture through language and action.

- a. Top managers
- b. Middle managers
- c. Team leaders
- d. Supervisors
- e. Group facilitators

ANSWER: a

RATIONALE: This is the third responsibility of top managers.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

48. Robert Rothschild Farm boosted morale and showed its gratitude to its 75 employees at its retail store by hosting its first employee appreciation week. "It was a good mix of fun and learning," said Robin Coffey, marketing manager. Coffey is an example of a:

- a. supervising manager
- b. top manager
- c. first-line manager
- d. middle manager
- e. department manager

ANSWER: d

RATIONALE: The marketing department is a division. A division manager is a middle manager.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

49. As the human resources manager for Spring Engineering and Manufacturing Corp. in Canton, Michigan, Kim Radeback had to find inexpensive ways to reward performing employees and bolster morale during a sales-flattening economic downturn. Radeback is an example of a:
- a. supervising manager
 - b. top manager
 - c. first-line manager
 - d. middle manager
 - e. business line manager

ANSWER: d

RATIONALE: The human resources department is a division. A division manager is a middle-level manager.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

50. Typical responsibilities for ____ include setting objectives consistent with organizational goals and then planning and implementing the subunit strategies for achieving these goals.
- a. top managers
 - b. shift supervisors
 - c. first-line managers
 - d. team leaders
 - e. middle managers

ANSWER: e

RATIONALE: This is the definition of a middle manager.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

51. Middle managers typically:
- a. plan and allocate resources
 - b. coordinate and link groups and departments
 - c. implement changes and strategies generated by top managers
 - d. monitor the activities of first-line managers who report to them
 - e. do all of these

ANSWER: e

RATIONALE: All of these are responsibilities identified in the description of middle managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

52. Typical responsibilities for ____ include coordinating and linking groups, departments, and divisions within a company.
- a. top managers
 - b. middle managers
 - c. vice presidents
 - d. team leaders
 - e. first-line managers

ANSWER: b

RATIONALE: This is the second major responsibility identified in the discussion of middle managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

53. It is the responsibility of ____ to develop intermediate plans, or plans designed to produce results within six to eighteen months.
- a. top managers
 - b. middle managers
 - c. first-line managers
 - d. group facilitators
 - e. team leaders

ANSWER: b

RATIONALE: This is the first responsibility identified in the description of middle managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

54. First-line managers will most likely have to:
- a. monitor the performance of corporate investments
 - b. encourage, monitor, and reward the performances of their employees
 - c. determine how to deal with long-term environmental changes
 - d. periodically monitor the company's organizational culture
 - e. do none of these

ANSWER: b

RATIONALE: This is the first responsibility identified in the description of first-line managers.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

55. Managers who train and supervise the performance of nonmanagerial employees and who are directly responsible for producing the company's products or services are categorized as:
- a. general managers
 - b. middle managers
 - c. first-line managers
 - d. team leaders
 - e. top managers

ANSWER: c

RATIONALE: This is the fundamental description of first-line managers.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

56. Mike Walker supervises operations on the chassis assembly line for a large vehicle manufacturer. Most of his time is spent in quality control maintenance, scheduling workers, and training new employees. Walker would be categorized as a:
- a. first-line manager
 - b. middle manager
 - c. top manager
 - d. team leader
 - e. group facilitator

ANSWER: a

RATIONALE: Walker is overseeing nonmanagerial workers who are directly responsible for producing goods.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

57. A first-line manager for a large electric generator manufacturer would:
- a. monitor how its customers feel about electric-powered engines
 - b. determine if the company needed to increase its production by adding another shift
 - c. monitor and manage the performance of the company's international subsidiaries
 - d. manage the performance of employees who actually build the generators
 - e. do all of these

ANSWER: d

RATIONALE: Managing workers who make the company's product is basic to the description of firstline managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

58. A _____ for a McDonald's fast-food restaurant would be responsible for placing orders for food and paper supplies and for setting up weekly work schedules.
- a. corporate vice president
 - b. middle manager
 - c. first-line manager
 - d. division supervisor
 - e. top manager

ANSWER: c

RATIONALE: Making detailed schedules and operating plans is the third responsibility identified in the discussion of first-line managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03c - 1.3c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

59. Middle managers will most likely have to:
- a. facilitate a bottom-up planning approach to supervising
 - b. manage the performance of entry-level employees
 - c. implement the changes generated by top managers
 - d. develop employees' commitment to and ownership of the company's performance
 - e. monitor long-term environmental trends

ANSWER: c

RATIONALE: This is the fundamental description of middle managers.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

60. The CEO of Camper Brand Shoes expects its designers to operate like a team when they create new shoe designs. Most of its designers do not have a background in fashion so it is important that each person shares his or her expertise. Each team has a leader who is responsible for:
- a. developing organizational codes of ethics
 - b. managing external and internal team relationships
 - c. developing growth strategies
 - d. coordinating the performances of all teams
 - e. doing all of these

ANSWER: b

RATIONALE: The second and third responsibilities included in the description of team leaders are managing external relationships and building internal (team) relationships. This is an example of building internal relationships.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

61. Team leaders typically:
- a. conduct quality control audits
 - b. manage external and internal relationships
 - c. act as department liaisons
 - d. oversee strategy implementation
 - e. do all of these

ANSWER: b

RATIONALE: These are the second and third responsibilities included in the description of team leaders.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

62. Team leaders typically:
- a. create a context for change
 - b. manage internal and external relationships
 - c. monitor and manage the performance of subunits
 - d. make detailed schedules and operating plans
 - e. monitor the organizational culture

ANSWER: b

RATIONALE: These are the second and third responsibilities included in the description of team leaders.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

63. According to Mintzberg, which of the following are the three major roles managers fulfill while performing their jobs?
- a. interpersonal roles, informational roles, and decisional roles
 - b. informational roles, ethical roles, and action roles
 - c. corporate roles, coordination roles, and informational roles
 - d. decisional roles, informational roles, and organizational roles
 - e. interpersonal roles, intrapersonal roles, and departmental roles

ANSWER: a

RATIONALE: See Exhibit 1.3.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04 - 1.4

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

64. Which of the following is an example of an interpersonal role?
- a. figurehead
 - b. monitor
 - c. disseminator
 - d. resource allocator
 - e. spokesperson

ANSWER: a

RATIONALE: The other interpersonal roles are leader and liaison. See also Exhibit 1.3.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

65. The marketing manager of Interstate Bakeries was asked to meet with the organization's research and development department to explain why the company needed to change its 25-year-old package design for Twinkies. The marketing manager took on an interpersonal role as:
- a. liaison
 - b. disseminator
 - c. disturbance handler
 - d. figurehead
 - e. resource allocator

ANSWER: a

RATIONALE: In a liaison role, managers deal with people outside their units.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

66. When Millard Fuller, who founded the world-renowned Christian housing ministry Habitat for Humanity International with his wife, ended his service as president his role was limited to that of a figurehead. After this change, what functions did Fuller most likely do until he retired?
- a. He distributed critical information to employees.
 - b. He monitored the environment.
 - c. He helped the organization adapt to incremental changes.
 - d. He negotiated salaries, raises, and promotions.
 - e. He performed ceremonial duties like greeting company visitors.

ANSWER: e

RATIONALE: The figurehead role is an interpersonal role in which the manager in that role represents the company in various ways to the external environment.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

67. At the death of her husband, Miriam McAllister became the CEO of a company that is the world's leading manufacturer of kidney dialysis machines. It was believed when she took the position that she would perform only ceremonial duties and would not want to be actively involved in the running of the company. In other words, it was assumed she would be a:
- a. resource allocator
 - b. monitor
 - c. disseminator
 - d. spokesperson
 - e. figurehead

ANSWER: e

RATIONALE: It was assumed that McAllister would perform ceremonial duties.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

68. Lorenzo Fluza is the owner and CEO of the company that makes Camper shoes. Mintzberg would describe Lorenzo Fluza as fulfilling the leader role within the organization. This means he spends much of his time:
- a. negotiating
 - b. responding to instrumental change
 - c. performing ceremonial duties
 - d. motivating and encouraging its employees to meet their organizational objectives
 - e. ignoring interpersonal roles

ANSWER: d

RATIONALE: In the leading role, managers inspire and motivate workers to work hard to achieve organizational goals.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

69. As described by Mintzberg, a marketing manager who was hired by a manufacturer of plumbing fixtures to operate information booths would have the informational role of:
- a. entrepreneur
 - b. resource allocator
 - c. figurehead
 - d. communicator
 - e. spokesperson

ANSWER: e

RATIONALE: In the spokesperson role, managers share information with people outside the firm.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

70. According to a speech to a forum for retail leaders made by Dr. Hans-Joachim Koerber, "Sustained growth is essential. Sustaining growth is a challenge for virtually every company." Koerber is the CEO of Metro Group, Germany's largest retailer, which has more than 2,400 stores in 30 countries. What informational role did Koerber assume?
- a. liaison
 - b. resource allocator
 - c. figurehead
 - d. negotiator
 - e. spokesperson

ANSWER: e

RATIONALE: In the spokesperson role, managers share information with people outside their company.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

71. During a meeting of the Ambulatory Care Nursing Association (ACNA) board of directors, a commitment was made to ask members for their feedback about their experiences with and perceptions of ACNA. The head of the organization said, "The essence of being a leader is to make sure the organization knows itself." Then she volunteered to conduct the environmental scanning and share what she learned with the others. What informational roles is she assuming?
- a. liaison and spokesperson
 - b. resource allocator and liaison
 - c. monitor and disseminator
 - d. negotiator and monitor
 - e. spokesperson and liaison

ANSWER: c

RATIONALE: In the monitor role, she conducts environmental scanning. In the disseminator role, she shares what she has learned.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

72. At the death of her husband, Miriam McAllister became the CEO of a company that is the world's leading manufacturer of kidney dialysis machines. Even though she was not expected to, she quickly asked company employees to develop ideas for new products that would lead to organizational growth in a changing environment. The decisional role she took on was that of a(n):
- a. leader
 - b. disseminator
 - c. resource allocator
 - d. spokesperson
 - e. entrepreneur

ANSWER: e

RATIONALE: In the entrepreneur role, managers adapt themselves, their subordinates, and their units to incremental change.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

73. In the decisional role of _____, managers adapt themselves, their subordinates, and their units to incremental change.
- a. resource allocator
 - b. entrepreneur
 - c. disturbance handler
 - d. liaison
 - e. disseminator

ANSWER:

b

RATIONALE:

Managers are acting in their entrepreneurial role when they adapt themselves, their subordinates, and their units to incremental change.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

74. Spiegel announced to the media that it was nearing the completion of its corporate restructuring and was one step closer to emerging from Chapter 11 status after filing its proposed joint plan of reorganization. According to Mintzberg, which managerial role would have been adopted in order to make this announcement to the media?
- a. environmental
 - b. controller
 - c. spokesperson
 - d. entrepreneur
 - e. interpersonal

ANSWER:

c

RATIONALE:

The spokesperson shares information with people outside the company.

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

75. Connie O'Day is a middlelevel manager for the publishers of *Free Spirit* magazine, a publication targeted to women who are not focused on finding a husband or maintaining a house and garden. She spends much of her day conducting interviews with groups of women to determine what they consider most important in their lives. She also keeps an eye on the sales and content of other women's magazines. Which informational role does O'Day perform?
- a. entrepreneur
 - b. monitor
 - c. resource allocator
 - d. spokesperson
 - e. liaison

ANSWER:

b

RATIONALE:

In the monitor role, managers scan their environments for information, actively contact others for information, and, because of their personal contacts, receive a great deal of unsolicited information.

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

76. The informational role managers' play when they share information they have collected with their subordinates and others in the company is called the ____role.
- a. monitor
 - b. figurehead
 - c. resource allocator
 - d. entrepreneur
 - e. disseminator

ANSWER:

e

RATIONALE:

In the disseminator role, managers share information with people outside their departments or companies.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

77. In Great Britain, Nestlé introduced a candy bar called Yorkie with the slogan "It's not for girls!" The resulting furor over this sexist campaign required its British managers to spend a great deal of time in the role of:
- a. resource allocators
 - b. entrepreneurs
 - c. disturbance handlers
 - d. liaisons
 - e. disseminators

ANSWER: c

RATIONALE: The disturbance handler role is played when managers must respond to severe problems that demand immediate attention.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS: AACSB Analytic

KEYWORDS: External Influence | Leadership Principles

78. According to Mintzberg, which role would a manager assume if she were trying to convince union members to accept a 25-cent-per-hour reduction in pay in order to keep the manufacturing plant open?
- a. resource allocator
 - b. entrepreneur
 - c. disturbance handler
 - d. liaison
 - e. negotiator

ANSWER: e

RATIONALE: In the negotiator role, managers negotiate schedules, projects, goals, resources, and employee raises.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04c - 1.4c

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

79. An accountant with _____ has the ability to create a budget, compare the budget to the actual income statement, and determine unnecessary expenses.
- a. technical skill
 - b. human skill
 - c. conceptual skill
 - d. motivational skill
 - e. interpersonal skill

ANSWER: a

RATIONALE: Technical skills involve the ability to apply the specialized procedures, techniques, and knowledge required to get the job done.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

80. Which type of skills tends to be most important to the success of lower-level managers?
- a. decisional skills
 - b. human skills
 - c. conceptual skills
 - d. motivation to manage
 - e. technical skills

ANSWER: e

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

81. Creating a competitive advantage through people relies heavily on the use of which skill to reward people for providing exceptional customer service?
- a. motivation to manage
 - b. conceptual
 - c. technical
 - d. interpersonal
 - e. decisional

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

82. What type of skills tends to be equally important at all levels of management?

- a. technical skills
- b. human skills
- c. decisional skills
- d. motivation to manage
- e. conceptual skills

ANSWER: b

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

83. The ability to perform ____ increases in its importance to success as managers' rise through the managerial ranks.

- a. interpersonal skills
- b. human skills
- c. conceptual skills
- d. informational skills
- e. technical skills

ANSWER: c

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

84. Which skills increase in their importance to success as managers' rise through the managerial ranks?

- a. human skills and decisional skills
- b. informational skills and the motivation to manage
- c. conceptual skills and the motivation to manage
- d. conceptual skills, technical skills, and human skills
- e. human skills and informational skills

ANSWER: c

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

85. There have been several studies of managers who fail (derailers) and managers who succeed in climbing the organizational hierarchy (arrivers). Which of the following statements describes one of the facts learned from these studies?
- a. Arrivers differ significantly from derailers.
 - b. Arrivers have no weaknesses.
 - c. Arrivers and derailers both possess two or more fatal flaws regarding how they managed people.
 - d. The number one mistake of derailers was that they were unable to think strategically.
 - e. Arrivers are sensitive to the feelings of others.

ANSWER: e

RATIONALE: Both arrivers and derailers are talented. Arrivers have weaknesses just like derailers. Arrivers typically have no more than one fatal flaw. The number one mistake of derailers is that they are insensitive to the needs of others.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.06 - 1.6

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

86. There have been several studies of managers who fail (derailers) and managers who succeed in climbing the organizational hierarchy (arrivers). Which of the following statements describes a significant fact learned from these studies?
- a. Derailers are insensitive.
 - b. Arrivers fail to inform others when things will not be done on time.
 - c. Arrivers fail to admit mistakes.
 - d. Arrivers fail to take responsibility for mistakes.
 - e. There are several significant differences between arrivers and derailers.

ANSWER: a

RATIONALE: B, C, and D describe derailers rather than arrivers. E is only a general description of the studies and does not describe a significant fact.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.06 - 1.6

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

87. As the shift supervisor at a car wash, Jacob is bossy, arrogant, and insensitive to the needs of his subordinates. He is unable to delegate any tasks to the other employees. He will more than likely never be a middle or top manager because he:
- a. is a management laggard
 - b. is a derailder
 - c. does not understand the importance of synergy
 - d. is not a hands-on doer
 - e. is a non-arriver

ANSWER: b

RATIONALE: The number one mistake made by derailers is their insensitivity to others.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.06 - 1.6

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

88. After six months as a manager, new managers typically believe their job is:
- a. to provide negative reinforcement
 - b. to exercise formal authority
 - c. to maintain control and avoid delegation
 - d. operational development
 - e. to solve problems for subordinates

ANSWER: e

RATIONALE: See also Exhibit 1.5.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.07 - 1.7

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

89. After their first year of managerial experience, managers tend to:
- a. exercise more formal authority
 - b. do less listening and more telling
 - c. view themselves as the boss
 - d. use more positive reinforcement
 - e. do all of these

ANSWER: d

RATIONALE: See also Exhibit 1.5.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.07 - 1.7

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

90. After a year as a manager, new managers typically realize their job is:

- a. to be a troubleshooter
- b. to manage tasks
- c. just as they expected
- d. people management
- e. to be a problem-solver

ANSWER: d

RATIONALE: See Exhibits 1.5 and 1.6.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.07 - 1.7

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

91. Which of the following management practices can be used by an organization that wants to create a competitive advantage through its employees?

- a. self-managed teams
- b. employment security
- c. high wages contingent on organizational performance
- d. sharing information
- e. all of these

ANSWER: e

RATIONALE: See Exhibit 1.7 for other examples of management practices used to create a competitive advantage through people.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.08 - 1.8

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

92. Leon Dodd is a member of a selfmanaged team at Standard Aero Alliance, Inc. (SAAI). His team's top priorities are understanding customer requirements and expectations. It would appear that SAAI is:
- a. using employee benchmarking
 - b. allowing its employees to assume various decisional roles
 - c. letting its teams handle all planning functions
 - d. using its employees to create a competitive advantage
 - e. relying more on conceptual skills than human skills

ANSWER: d

RATIONALE: The use of self-managed teams is one management practice suggested as a way to create a competitive advantage through employees.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.08 - 1.8

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

93. Wainscott Finch, a *Fortune 500* management consulting firm, conducts Project Management Preparatory Academies for its clients in which participants spend 70 hours learning how to create a differential competitive advantage through their employees. Why?
- a. The maintenance of employee relations is the latest trend in business.
 - b. Satisfied employees yield satisfied customers.
 - c. The participants' companies do not have a competitive advantage.
 - d. Employees need only job security to be satisfied in their work.
 - e. Environmental monitoring has detected a general trend toward organizational dissatisfaction.

ANSWER: b

RATIONALE: Research indicates that managers have an important effect on customer satisfaction because they are responsible for how satisfied their employees are at their jobs. Satisfied employees provide much better customer service.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.08 - 1.8

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

Krispy Kreme

Krispy Kreme is a relatively small doughnut seller. It has only 292 stores in the United States, while Dunkin Donuts has 3,600 outlets. The company originated in Winston-Salem, North Carolina, where it still operates a plant that fills a 50-pound bag with doughnut mix every seven seconds. It recently opened a new plant in Effingham, Illinois, that fills a bag every three seconds. This second plant allows the company to reduce costs while increasing its output. The company began in the mid-1930s when Vernon Rudolph bought a secret recipe for yeast doughnuts from a French pastry cook. Rudolph ran the company until his death in 1973.

94. Refer to Krispy Kreme. The building of the Effingham plant increased the ____ of the Krispy Kreme operation.
- a. effectiveness
 - b. synergy
 - c. advocacy
 - d. efficiency
 - e. empathy

ANSWER: d

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

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Operations Management | Strategy

95. Refer to Krispy Kreme. Which management function had Rudolph not performed at the time of his death?
- a. planning
 - b. marketing
 - c. controlling
 - d. leading
 - e. organizing

ANSWER: a

RATIONALE: Rudolph had not planned for a smooth succession of top management.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02 - 1.2

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

96. Refer to Krispy Kreme. As the CEO of Krispy Kreme, Rudolph would have been responsible for:
- a. developing employees' commitment to the company
 - b. creating a positive organizational culture
 - c. monitoring the business' environment
 - d. creating a context for change
 - e. doing all of these things

ANSWER: e

RATIONALE: All of these are basic responsibilities of top managers.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

97. Refer to Krispy Kreme. To be successful, managers need four skills. The fact that Rudolph was a skilled baker when he purchased the secret doughnut recipe indicates he had ____ skills.
- a. technical
 - b. interpersonal
 - c. conceptual
 - d. human
 - e. motivational

ANSWER: a

RATIONALE: Technical skills are defined as the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. In this case, Rudolph possessed the technical skills of a baker.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

Volkswagen

Bernd Pischetsrieder, chief executive of Volkswagen, announced restructuring plans for the company. VW is Europe's largest carmaker and needed to make itself profitable once again. To do so, VW cut thousands of jobs in the ensuing years through natural attrition, early retirement, and buying workers out of their contracts. The carmaker also considered whether its component parts factories in Brunswick, Kassel, and Wolfsburg were helping VW accomplish its organizational goal. Pischetsrieder blamed much of the company's problems on restructuring that was done in 1993. He insisted that the company is missing a whole generation of managers because its former CEO eliminated a whole layer of management. Now, 45 percent of managers were expected to go into retirement in the following three or four years.

98. Refer to Volkswagen. VW is examining the ____ of its component parts factories.

- a. efficiency
- b. synergy
- c. effectiveness
- d. autonomy
- e. reliability

ANSWER:

c

RATIONALE:

Effectiveness is accomplishing tasks that help fulfill organizational goals.

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS:

AACSB Analytic

KEYWORDS:

Operations Management | Strategy

99. Refer to Volkswagen. The restructuring efforts mainly involved which of the management functions?

- a. leading
- b. commanding
- c. resource allocation
- d. organizing
- e. controlling

ANSWER:

d

RATIONALE:

Organizing is deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom. The restructuring of VW involved mainly personnel issues.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02 - 1.2

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

100. Refer to Volkswagen. Bernd Pischetsrieder exercised the organizing function when he made decisions about how to replace retiring managers. His decisions will, in turn, *affect* which management function as new managers come on board?
- a. leading
 - b. commanding
 - c. resource allocation
 - d. organizing
 - e. controlling

ANSWER: a

RATIONALE: These decisions will determine the quality and character of VW's leadership going forward.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04a - 1.4a

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

101. Refer to Volkswagen. Bernd Pischetsrieder is an example of a:
- a. supervisor
 - b. middle manager
 - c. first-line manager
 - d. team leader
 - e. top manager

ANSWER: e

RATIONALE: The top manager is the executive responsible for overall company direction.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

102. Refer to Volkswagen. In making his announcement about restructuring, Pischetsrieder assumed the ____ role.
- a. figurehead
 - b. spokesperson
 - c. liaison
 - d. disseminator
 - e. monitor

ANSWER: b

RATIONALE: The spokesperson role involves sharing information outside a manager's department or company.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

103. Refer to Volkswagen. In late September, Pischetsrieder flew to Brussels to meet with employees at a VW plant and explain his plans for improving the company's profitability. In this example, the CEO assumed the role of:
- a. figurehead
 - b. spokesperson
 - c. liaison
 - d. disseminator
 - e. monitor

ANSWER:

d

RATIONALE:

Pischetsrieder is sharing information with others inside the company. He is thus acting in the disseminator role.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.04b - 1.4b

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

Amazon.com

From the start, Amazon.com has been in a hurry to be a success. According to company founder and chief executive officer (CEO) Jeff Bezos, “Our initial strategy was very focused and very unidimensional. It was GBF: Get big fast. We put that on our shirts at the company picnic.”

With billions to spend from its initial stock offering (Amazon’s stock quickly rose to over \$100 per share), Amazon spent \$400 million to build eight high-tech warehouses across the country. Why spend that much for warehouses? In theory, each was capable of shipping 60 million items per year, and Amazon needed to control the entire buying transaction, beginning with online ordering, proceeding to quick warehouse handling and boxing, and ending with timely shipping and delivery. And, believing that their growth would parallel its own, Amazon then spent \$350 million to buy large shares of two Internet retailers, Kozmo.com and Pets.com. Kozmo.com promised the ability to deliver thousands of items from gourmet foods to CDs and movies to customers’ homes in 11 major cities within one hour after an order was placed. Pets.com was supposed to grow because Americans spend over \$30 billion a year on their pets, but the pet industry was still comprised largely of small family-owned stores and was not yet dominated by a “big box” retailer like Home Depot.

Unfortunately, Amazon grew so fast that it soon lost control of the basics. Despite the billions it had raised, Amazon burned money so quickly that it had to issue bonds to raise another \$2.2 billion to keep the company running. Still, it had only enough business and cash to run six of those new warehouses. Consequently, the company took a \$400 million loss to close two of the warehouses and lay off 1,500 people. Furthermore, the six remaining warehouses were poorly run. Defective products which should have been returned to manufacturers sat on the shelves wasting space. Mystery orders, like a truckload of unordered kitchen knives, kept showing up. Instead of declining the deliveries, workers put whole truckloads of unordered items on the shelves. Amazon’s frustrated chief of operations said, “We kept it all—we just kept it. We put it on the shelf and said, ‘I don’t know.’ ” In fact, Amazon had so much unsold inventory in its warehouses that CEO Bezos sent out an email with a point-blank message, “Get the crap out.” Finally, Amazon’s \$350 million investment in Kozmo.com and Pets.com evaporated when both filed for bankruptcy.

Amazon’s problem was not its sales, which were growing exponentially, but poor management. As a result, its stock, once valued at over \$100 per share, dropped to a low of \$6. As for profits, founder Bezos cautioned patience, saying, “Look at *USA Today*; it took 11 years to become profitable.” However, Amazon has lost over \$3 billion since its inception. Although the company has finally earned its first profits, that profit amounted to only \$5 million on \$1.12 billion in sales in its fourth quarter (October to December), and Amazon still lost \$45 million for the year. Furthermore, it still has long-term debt of \$2.2 billion to pay off at the rate of \$120 million per year. Results like these would have cost any other CEO his or her job. If Amazon is ultimately to survive and be profitable, what does it need to do to become a more efficiently run company?

104. Refer to Amazon.com. CEO Jeff Bezos must wrestle with basic management issues such as how to get more done at Amazon with a minimum of effort, expense, or waste. In other words, Bezos must make Amazon more:
- effective
 - synergistic
 - environmentally-oriented
 - efficient
 - customer-oriented

ANSWER:

d

RATIONALE:

Getting things done with a minimum of effort, expense, or waste is the definition of efficiency.

POINTS:

1

DIFFICULTY:

Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles | Operations Management | Strategy

105. Refer to Amazon.com. Which traditional management function will be key to make sure Amazon is never again burdened with thousands of dollars worth of unsold inventory?
- a. organizing
 - b. leading
 - c. planning
 - d. motivating
 - e. controlling

ANSWER: e

RATIONALE: Controlling is monitoring progress toward goal achievement and taking corrective actions when needed. Amazon mismanaged its inventory in the past and will more closely monitor and correct inventory levels in the future.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.02d - 1.2d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Operations Management | Strategy

106. Refer to Amazon.com. As CEO of Amazon, Jeff Bezos:
- a. is responsible for developing employees' commitment to the company's performance
 - b. monitors and manages the performance of subunits and individual managers who report to him
 - c. is responsible for setting objectives consistent with top management's goals
 - d. teaches employees how to do their job more efficiently
 - e. coordinates and links groups, departments, and divisions within a company

ANSWER: a

RATIONALE: Developing employee commitment to the company's performance is a fundamental responsibility of top management.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03a - 1.3a

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

107. Define efficiency and effectiveness and explain their relationship to the process of management.

ANSWER: Managers need to be concerned with both efficiency and effectiveness in the work process. Efficiency is getting work done with a minimum of effort, expense, or waste. By itself, efficiency is not enough to ensure managerial success. Managers must also strive for effectiveness, which is accomplishing tasks that help fulfill organizational objectives.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.01 - 1.1

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles | Operations Management | Strategy

108. List and briefly define the four functions of management.

ANSWER: The four functions of management are planning (determining organizational goals and the means for achieving them), organizing (deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom), leading (inspiring and motivating workers to work hard to achieve organizational goals), and controlling (monitoring progress toward goal achievement and taking corrective action when needed).

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.02 - 1.2

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

109. Identify the four different kinds of managers and list one of the basic responsibilities for each of these different types of manager.

ANSWER: There are four different kinds of managers. TOP MANAGERS are responsible for creating a context for change, developing attitudes of commitment and ownership, creating a positive organizational culture through words and actions, and monitoring their company's business environments. MIDDLE MANAGERS are responsible for planning and allocating resources, coordinating and linking groups and departments, monitoring and managing the performance of subunits and managers, and implementing the changes or strategies generated by top managers. FIRST-LINE MANAGERS are responsible for managing the performance of nonmanagerial employees, teaching direct reports how to do their jobs, and making detailed schedules and operating plans based on middle management's intermediate-range plans. TEAM LEADERS are responsible for facilitating team performance, managing external relationships, and facilitating internal team relationships.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGMT.WILL.15.1.03 - 1.3

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

110. What are the four major responsibilities for the typical middle manager?

ANSWER: The four major responsibilities of middle managers are (1) setting objectives consistent with top management's goals and planning and implementing subunit strategies for achieving these objectives; (2) coordinating and linking groups, departments, and divisions within a company; (3) monitoring and managing the performance of subunits and individual managers who report to them; and (4) implementing the changes or strategies generated by top managers.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03b - 1.3b

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

111. Specify the differences in the timeframes involved in planning done by top, middle, and first-line managers.

ANSWER: Top managers typically create long-term plans, designed to produce results three to five years out. Middle managers are responsible for intermediate plans (six to eighteen months out). First-line supervisors engage in plans and actions that typically produce results within two weeks.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGMT.WILL.15.1.03 - 1.3

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

112. Among the four kinds of management jobs, list the one that is the most recent addition to organizations and describe the basic responsibilities of that management job.

ANSWER: The fourth kind of manager is a team leader. This is a relatively new kind of management job that developed as companies shifted to self-managing teams, which, by definition, have no formal supervisor. Team leaders are responsible for facilitating team performance (but the team itself is responsible for actual performance), managing external relationships, and facilitating internal team relationships.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.03d - 1.3d

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

113. List and briefly describe the three basic managerial roles identified by Mintzberg. Include a list of the basic sub-roles that characterize each of these roles in your definition.

ANSWER: Managers fulfill three major roles while performing their jobs: (1) interpersonal roles (i.e., talking to people), which include the subroles of figurehead, leader, and liaison; (2) informational roles (i.e., gathering and giving information), which include the subroles of monitor, disseminator, and spokesperson; and (3) decisional roles (i.e., making decisions), including the subroles of entrepreneur, disturbance handler, resource allocator, and negotiator.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04 - 1.4

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

114. List and briefly describe the four kinds of skills that companies look for in managers.

ANSWER: When companies look for employees who would be good managers, they look for individuals who have technical skills, human skills, and conceptual skills, and are motivated to manage. *Technical skills* refer to the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. *Human skills* are the ability to work well with others. *Conceptual skills* are the ability to see the organization as a whole, how the different parts of the company affect each other, and how the company fits into or is affected by its external environment. *Motivation to manage* is an assessment of how enthusiastic employees are about managing the work of others.

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

115. Within the four sets of skills that companies look for in managers, specify those that tend to be more important or more prevalent in higher-level than lower-level managers.

ANSWER: When companies look for employees who would be good managers, they look for individuals who have TECHNICAL SKILLS (the ability to apply the specialized procedures, techniques, and knowledge required to get the job done), HUMAN SKILLS (the ability to work well with others), and CONCEPTUAL SKILLS (the ability to see the organization as whole, how the different parts of the company affect each other, and how the company fits into or is affected by its external environment), and are MOTIVATED TO MANAGE (an assessment of how enthusiastic employees are about managing the work of others). It is the latter two characteristics that tend to be stronger in higher-level managers. Conceptual skills increase in importance as managers rise through the management hierarchy. In addition, managers at higher levels usually have stronger motivation to manage than managers at lower levels.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

116. Identify three of the five most significant mistakes made by managers.

ANSWER: Five of the most important mistakes made by managers are (1) being abrasive and intimidating; (2) being cold, aloof, or arrogant; (3) betraying trust; (4) being overly ambitious; and (5) failing to build a team and then delegate to that team.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.06 - 1.6

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles

117. Briefly explain how and why companies can create competitive advantage through people.

ANSWER: Well-managed companies are competitive because their work forces are smarter, better trained, more motivated, and more committed. Furthermore, companies that practice good management consistently have greater revenues and profits than companies that don't. Finally, good management matters because good management leads to satisfied employees who, in turn, provide better service to customers. Because employees tend to treat customers the same way that their managers treat them, good management can improve customer satisfaction.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.08 - 1.8

TOPICS: AACSB Analytic

KEYWORDS: HRM | Leadership Principles | Strategy

118. Top managers are responsible for (1) creating a context for change, (2) developing attitudes of commitment and ownership, (3) creating a positive organizational culture through words and actions, and (4) monitoring their company's business environment. Of these four dimensions, which ones do you think can also be significantly impacted by the day-to-day actions of middle managers, first-line managers, and team leaders? Explain the rationale for your answer.

ANSWER: Lower-level managers in their day-to-day activities probably could not impact two of the four dimensions significantly. These are (1) creating a context for change and (4) monitoring their company's business environment. Regarding both of these dimensions, lower-level managers have neither the time available to collect the necessary information for analysis, synthesis, and decision-making nor the authority to develop and put in place overall strategies, visions, or mission statements. On the other hand, the day-to-day treatment of peers, subordinates and other employees will often have an impact on the attitudes and commitment of those employees and their personal acceptance of responsibility for their share of the company's performance (i.e., dimension 2, developing attitudes of commitment and ownership). Similarly, by their actions, lower-level managers can demonstrate the importance of, and their commitment to, company values and strategies (i.e., dimension 3, creating a positive organizational culture through words and actions). Thus, they can support and enhance a positive organizational culture through their words and action by demonstrating those values and commitments to all employees through their personal behavior. Employees will be more likely to accept and support the organization's culture if they see managers at all levels "living the culture" in their day-to-day work.

POINTS: 1

DIFFICULTY: Difficult

LEARNING OBJECTIVES: MGMT.WILL.15.1.03 - 1.3

TOPICS: AACSB Analytic

KEYWORDS: Leadership Principles

119. Compare and contrast the managerial roles of liaison, spokesperson, and negotiator. Explain both the similarities that link these roles behaviorally and the differences Mintzberg draws between them.

ANSWER:

The roles of liaison, spokesperson, and negotiator are all subroles within Mintzberg's larger framework of three major roles fulfilled by managers while performing their jobs. The liaison is an *interpersonal* subrole, the spokesperson is an *informational* subrole, and the negotiator is a *decisional* subrole. From the behavioral point of view, *each of these subroles is characterized by direct communication between the manager and other people*. Specifically, in the liaison role, managers deal with people outside their units. For example, a production manager might meet with an engineering manager to develop solutions to problems. In the spokesperson role, managers share information with people outside their departments and companies. For example, a CEO might explain company performance to the board of directors. In the negotiator role, managers negotiate schedules, projects, goals, outcomes, resources, and employee raises, as, for example, in negotiating a union contract. Thus, *there is considerable similarity and overlap in these roles from the perspective of the behavior of the manager*. Mintzberg differentiates them in terms of their primary focus. In the case of behavior associated with the liaison role, the primary focus is on dealing with people outside of the managers' unit (as opposed to their own subordinates or bosses), thus the role is interpersonal in nature. In the case of the spokesperson, the primary focus is on the sharing of information with people outside their units or companies, thus the role is informational in nature. Finally, in the case of the negotiator, the primary focus is on making or influencing decisions in a manner that will benefit the company, thus the role is decisional in nature.

POINTS:

1

DIFFICULTY:

Difficult

LEARNING OBJECTIVES: WILL.MGMT.15.1.04 - 1.4

TOPICS:

AACSB Analytic

KEYWORDS:

Leadership Principles

120. Compare and contrast the relative importance of the four characteristics that companies look for in managers as they rise through the management hierarchy. That is, describe the similarities and differences in these characteristics among lower, middle, and upper-level managers and explain the reasons for the differences.

ANSWER:

Companies look for four sets of characteristics in individuals to be promoted into the managerial ranks at any level. These characteristics are *technical skills*, *human skills*, *conceptual skills*, and *motivation to manage*. In terms of similarities, all four of these skills are required in anyone who wants to be a manager. Companies do not want one-dimensional managers. They want managers with a balance of skills. They want managers who know their stuff (technical skills), are equally comfortable working with blue-collar and white-collar employees (human skills), are able to assess the complexities of today's competitive marketplace and position their companies for success (conceptual skills), and want to assume positions of leadership and power (motivation to manage). However, there are differences in the relative importance of each of these characteristics to managerial success at different levels of the management hierarchy. *Technical skills are most important for lower-level managers*, because these managers supervise the line workers who produce products or serve customers. Team leaders and first-line managers need technical knowledge and skills to train new employees and help them solve problems as well as to solve the problems that their employees cannot handle. Although technical skills become less important as managers rise through the managerial ranks, they do retain importance at all levels. *Human skill (the ability to work well with others) is equally important at all levels of management*. However, since lower-level managers spend much of their time solving technical problems, upper-level managers may actually spend more time dealing directly with people. *Both conceptual skills and motivation to manage increase in importance as managers rise through the managerial ranks*. Conceptual skill is the ability to see the organization as a whole, how the different parts of the company affect each other, and how the company fits into or is affected by elements of its external environment such as the local community, social and economic forces, customers, and competition. Good managers have to be able to recognize, understand, and reconcile multiple complex problems and perspectives. Motivation to manage is an assessment of how motivated employees are to interact with superiors, participate in competitive situations, behave assertively toward others, tell others what to do, reward good behavior and punish poor behavior, perform actions that are highly visible to others, and handle and organize administrative tasks. Managers typically have a stronger motivation to manage than their subordinates, and managers at higher levels usually have stronger motivation to manage than managers at lower levels. Furthermore, managers with stronger motivation to manage are promoted faster, are rated by their employees as better managers, and earn more money than managers with a weak motivation to manage. Thus, both conceptual skills and motivation to manage are particularly important to upper-level managers.

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.05 - 1.5

TOPICS:

AACSB Analytic

KEYWORDS:

HRM | Leadership Principles

121. Describe the transition to management during the first year. Explain how this illustrates the chapter's emphasis on human skills as being more important than technical skills for success or failure in management.

ANSWER:

Managers often begin their jobs by using more formal authority and emphasizing their role as boss in the management of tasks. New managers typically do not believe that their job is to manage people, other than handling the tasks of hiring and firing. However, most managers find that being a manager has little to do with "bossing" their subordinates. After six months on the job, many managers are surprised at the fast pace, the heavy workload, and that "helping" their subordinates was viewed as interference. In short, they come to realize that their initial expectations about managerial work were wrong. After a year on the job, most managers no longer think of themselves as doers, but as managers who get things done through others. In making the transition, they finally realize that people management is the most important part of their job. By the end of one year, most managers abandon their authoritarian approach for one based on communication, listening, and positive reinforcement. In completing this classic transition from "doer" to "manager," they stop trying to do everything themselves and emphasize getting work done through others. In this way, their previous satisfaction (as individual contributors) with the direct production of goods or services is replaced with the "thrill" of coaching and developing the people who work for them. As the basic activities occupying their time change, their need for technical skills lessens, while their need for human skills remains crucial to their success. In fact, five of the most important mistakes that managers make revolve around people skills rather than technical skills. These are: being abrasive and intimidating; being cold, aloof, or arrogant; betraying trust; being overly ambitious; and failing to build a team and then delegate to that team. Thus, human skills clearly are more important than technical skills for success or failure in management.

POINTS:

1

DIFFICULTY:

Moderate

LEARNING OBJECTIVES: WILL.MGMT.15.1.07 - 1.7

TOPICS:

AACSB Analytic

KEYWORDS:

HRM | Leadership Principles