

Chapter_1_Test

1 ■ ■ While good management is basic to starting and growing a business, once some measures of success have been achieved, good management becomes less important.

- True
 False

2 ■ ■ Management is getting work done through others.

- True
 False

3 ■ ■ Companies that plan have larger profits and faster growth than companies that don't.

- True
 False

4 ■ ■ The typical titles used for top managers are general manager, plant manager, regional manager, and divisional manager.

- True
 False

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

- True
 False

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

- True
 False

7 ■ ■ Middle managers are typically responsible for coordinating and linking groups, departments, and divisions within a company.

- True
- False

8 ■ ■ First-line managers are responsible for setting objectives consistent with organizational goals and planning and implementing strategies for achieving these objectives.

- True
- False

9 ■ ■ First-line managers are the only managers who do not supervise other managers.

- True
- False

10 ■ ■ Middle managers engage in plans and actions that typically produce results within a short time period.

- True
- False

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

- True
- False

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

- True
- False

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

- True
- False

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

- True
- False

15 ■ ■ There are four decisional sub-roles: entrepreneur, disturbance handler, resource allocator, and negotiator.

- True
- False

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

- True
- False

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 the motivation to manage.

- True
- False

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.

- True
- False

19 ■ ■ Conceptual skills are most important for lower-level managers to possess.

- True
- False

20 ■ ■ Upper-level managers may actually spend more time dealing directly with people than lower-level managers.

- True
- False

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.
 - True
 - False

- 22 ■ ■ The top 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.
- True
 - False

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

- 24 ■ — — is defined as getting work done through others.
- Management
 - Divestment
 - Deskilling
 - Strategizing
 - Consulting

- 25 ■ — — When Ruth was hired to be the second-in-command at Graham Mailing Services, she was told that her role involved dealing with employees to make sure that they got mailing done to customers' specifications. She was supposed supervise the work of her employees and make sure that they did their job well. Ruth's job was in:
- marketing.
 - relationship control.
 - management.
 - customer service.
 - finance.

- 26 ■ — — Fruitlicious is a fruit juice manufacturing company. The company ensures that all the raw materials are used well and minimal waste is produced. The juice extraction and packaging units are designed in such way that quality is maintained with minimal costs. It can be said that Fruitlicious demonstrates _____.
- opportunism
 - process loss
 - efficiency
 - centralization
 - reciprocity

- 27 ■ — Trent Automobiles was expecting a large shipment of metal the previous week. But three weeks later, the shipment still hadn't arrived. A lot of time was lost and the expenses shot up. This will result in a lack of:
- apathy.
 - efficiency.
 - instrumentality.
 - effectiveness.
 - entropy.

- 28 ■ — Managers must strive for _____, which is accomplishing tasks that help fulfill organizational objectives such as customer service and satisfaction.
- efficiency
 - effectiveness
 - functionality
 - process loss
 - productivity

- 29 ■ — Providing a great shopping experience for customers is one of the most important organizational objectives of Purple Fashions Inc., a clothing store. The company has a committed customer service professionals who ensures that the customers get exactly what they want. Purple Fashions has become a popular name because of this. The clothing store demonstrates _____.
- suboptimization
 - deskilling
 - satisficing
 - inefficiency
 - effectiveness

- 30 ■ — Venus Stores has installed more billing counters in its stores to reduce waiting time for customers. This will help the store improve its _____.
- reciprocity
 - process loss
 - satisficing
 - effectiveness
 - entropy

- 31 ■ — Which of the following statements is true about planning?
- It helps improve performance.
 - Companies that don't plan are more profitable than companies than plan.
 - It happens in the last stage of management.
 - It focuses on monitoring work and motivating people.
 - It involves on hiring and leading people.

- 32 ■ — _____ involves determining organizational goals and the means for achieving them.
- Planning

- Organizing
- Leading
- Staffing
- Controlling

33 ■— After Hayworth Publishers realized that it was incurring losses, it set new objectives. These 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?

- Planning
- Organizing
- Controlling
- Motivating
- Leading

34 ■— A business school administrator is determining how the classes will be scheduled, which rooms to allocate, and who will teach each specific class. Which management function does this exemplify?

- Planning
- Organizing
- Controlling
- Motivating
- Leading

35 ■— Jane is in charge of her Rotary Club's annual fund-raising auction. She will decide who will ask local businesses for prizes, determine the site of the event, and decide who will sell tickets to customers, and who will work the night of the auction. She is engaged in the management function of _____ .

- planning
- controlling
- leading
- resource allocation
- organizing

36 ■— The function of _____ typically involves deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom in the company.

- planning
- motivating
- controlling
- organizing
- leading

37 ■— MCRS Inc. realized that there were some technical defects in the new manufacturing plants it was building. Technical specialists were sent to the site to correct the issues. This scenario illustrates the _____ function of management.

- planning
- organizing
- controlling
- motivating
- leading

38 ■ — *Stay Live!*, a celebrity magazine, realized that there was a factual error in one of its issue. The magazines were swiftly retracted before it becoming a big problem. Which management function was used here?

- Controlling
- Leading
- Motivating
- Planning
- Organizing

39 ■ — ____ refers to monitoring progress toward goal achievement and taking corrective action when needed.

- Planning
- Organizing
- Leading
- Controlling
- Motivating

40 ■ — A marine drill instructor is motivating new recruits to challenge themselves. Which management function is he engaged in?

- Planning
- Organizing
- Controlling
- Deskillling
- Leading

41 ■ — As the human resources manager at Hayden Engineering and Manufacturing Corp, Kim had to find effective ways to reward high performing employees and boost their morale during an economic downturn. Which management function did Kim have to engage in?

- Planning
- Organizing
- Leading
- Controlling
- Evaluating

42 ■ — Bake 'N Bite Cookies showed its gratitude to its employees at its retail store by hosting its first employee appreciation week. It used the management function of ____ to boost morale.

- leading
- commanding
- organizing
- controlling
- resource allocation

43 ■ — ____ are executives responsible for the overall direction of the organization.

- Middle managers
- First-line managers

- Team leaders
- Product supervisors
- Top managers

44 ■ — It is typically the responsibility of _____ to develop employees' commitment to and ownership of the company's performance.

- top managers
- shift supervisors
- first-line managers
- team leaders
- middle managers

45 ■ — FREX Enterprises is a company that manufactures dental surgery equipment. The company has experienced excessive financial losses during the last three years. The _____ for the company would be expected to develop the long-term plans needed to make the company profitable.

- supervising management
- top management
- first-line management
- middle-level management
- department management

46 ■ — Which of the following typically is NOT performed by top managers?


- Teaching and training employees to do their jobs
- Developing in employees the attitudes of commitment to and ownership of the company's performance
- Creating a positive organizational culture through language and action
- Monitoring the business environment
- Creating a context for change

47 ■ — Which of these functions is exclusive to a top manager?


- Establishing a positive organizational culture that encourages employees to be passionate about their clients
- Making sure employees are attired according to the company dress code
- Evaluating the performance of individual consultants
- Monitoring expense statements turned in by consultants
- Coordinating activities within and between consultants working in the field and support staff in the office

48 ■ — _____ monitors and manages the performance of the subunits and individual managers who report to them.

- Supervising management
- Top management
- First-line management
- Middle management
- Business line management


49  _____ hold positions like plant manager and regional manager.

- Supervising managers
- Top managers
- Middle managers
- First-line managers
- Assembly-line managers


50  Middle managers typically:

- hold positions like office manager, shift supervisor, or department manager.
- plan and allocate resources to meet objectives.
- take responsibility for creating a context for change.

- take responsibility for monitoring their business environments.
- closely monitor assembly workers.


51  Which of the following is a designation of a middle manager?

- Divisional manager
- Chief Finance Officer
- Office manager
- Shift supervisor
- Department manager

52  Middle managers will most likely have to:

- create a context for change in the organization.
- teach entry-level employees how to perform their jobs.
- implement the changes generated by top managers.

- develop employees' commitment to and ownership of the company's performance.
- monitor long-term environmental trends.

53  _____ hold positions like office manager, shift supervisor, or department manager.

- First-line managers

- Middle managers
- Shareholders
- Top managers
- Members of board of directors

54 ■ — It is the responsibility of ____ to develop intermediate plans, or plans
 ■ — designed to produce results within six to eighteen months.

- top managers
- middle managers
- first-line managers
- group facilitators
- team leaders

55 ■ — First-line managers will most likely have to:
 ■ —

- monitor the performance of corporate investments.
- encourage, monitor, and reward the performances of their employees.
- determine how to deal with long-term environmental changes.
- periodically monitor the company's organizational culture.
- create a context for change.

56 ■ — Which of the following statements is true about first-line managers?
 ■ —

- They are primarily a part of board of directors of a company.
- They are responsible for setting objectives consistent with top management's goals.
- They hold positions like plant manager, regional manager, or divisional manager.
- They are responsible for teaching entry-level employees how to do their jobs.
- They are responsible for creating a context for change.

57 ■ — 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:

- general managers.
- middle managers.
- board of directors.
- first-line managers.
- top managers.

58 ■ — Mike supervises operations on an assembly line for a large vehicle
 ■ — manufacturer. Most of his time is spent in quality control maintenance,
 ■ — scheduling workers, and training new employees. Mike would be
 categorized as a _____.

- first-line manager
- middle manager
- top manager
- chief executive officer
- group facilitator

59 ■ — Typical responsibilities of _____ include coordinating and linking groups, departments, and divisions within a company.

- top managers
- middle managers
- vice presidents
- team leaders
- first-line managers

60 ■ — A first-line manager for a large electric generator manufacturer would:

- monitor how its customers feel about electric-powered engines.
- determine if the company needed to increase its production by adding another shift.
- monitor and manage the performance of the company's international subsidiaries
- manage the performance of employees who actually build the generators.
- create a long-term mission for the organization.

61 ■ — A _____ for a fast-food restaurant would be responsible for giving instructions to the staff and for setting up weekly work schedules.

- corporate vice president
- middle manager
- first-line manager
- division supervisor
- top manager

62 ■ — Which of these managerial positions was developed as companies shifted to self-managing bodies?

- Top manager
- Team leader
- Supervisor
- First-line manager
- Middle manager

63 ■ — A team leader is responsible for:

- developing organizational codes of ethics.
- managing external and internal team relationships.
- developing growth strategies.
- the performances of all teams.

- creating long-term goals for the entire organization.

64 ■— Team leaders typically:

- write an organization's code of ethics.
- facilitate team activities towards goals.
- teach entry-level employees how to do their jobs.
- monitor and manage the performance of the subunits and individual managers who report to them.
- develop employees' commitment to and ownership of the company's performance.

65 ■— According to Mintzberg, which of the following is one of the three major roles managers fulfill while performing their jobs?

- Interpersonal roles
- Peacemaker roles
- Shareholder roles
- Investor roles
- Opportunist roles

66 ■— Which of the following is an example of an interpersonal role?

- figurehead
- monitor
- disseminator
- resource allocator
- spokesperson

67 ■— When Jeff Rosenthal ended his service as president at a large multinational corporation, his role was limited to that of a figurehead. After this change, what functions did he most likely do until he retired?

- He distributed critical information to employees.
- He monitored the environment.
- He helped the organization adapt to incremental changes.
- He negotiated salaries, raises, and promotions.
- He performed ceremonial duties like greeting company visitors.

68 ■— According to Mintzberg, managers in the _____ role perform ceremonial duties like greeting company visitors, speaking at the opening of a new facility, or representing the company at a community luncheon to support local charities.

- liason
- monitor
- disseminator
- spokesperson
- figurehead

- 69 ■ ■ ■ In the context of Mintzberg's interpersonal roles, managers who take the _____ role motivate and encourage workers to accomplish organizational objectives.
- figurehead
 - disseminator
 - entrepreneur
 - leader
 - monitor

- 70 ■ ■ ■ The CEO of Midwestern Sweets is often sits on the boards of other companies to share perspectives. The CEO performs the interpersonal role of a _____.
- liaison
 - disseminator
 - disturbance handler
 - figurehead
 - resource allocator

- 71 ■ ■ ■ Which of the following statements best describe managers in the monitor role?
- They motivate and encourage workers to accomplish organizational objectives.
 - They need to respond to pressures and problems so severe that they demand immediate attention and action.
 - They adapt themselves, their subordinates, and their units to change.
 - They share information with people outside their departments or companies.
 - They receive a great deal of unsolicited information because of their personal contacts.

- 72 ■ ■ ■ Lara is a middle-level manager for the publishers of Free Spirit, a women's magazine. 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 Lara perform?
- Entrepreneur
 - Monitor
 - Resource allocator
 - Spokesperson
 - Liaison

- 73 ■ ■ ■ The informational role managers' play when they share information they have collected with their subordinates and others in the company is called the _____ role.
- monitor
 - figurehead
 - resource allocator
 - entrepreneur
 - disseminator

- 74 ■ — Jane, the CEO of Noble Inc. regularly interacts with her employees to give
■ — them all the necessary details about the company goals and objectives. She
■ — also shares information about how the company is performing in the
■ — industry. In the scenario, Jane is performing the managerial role of a ____.
- diplomat
 - resource allocator
 - disseminator
 - monitor
 - supervisor

- 75 ■ — In the context of Mintzberg's information roles, managers in the ____ role
■ — share information with people outside their departments or companies.
- entrepreneur
 - resource allocator
 - figurehead
 - communicator
 - spokesperson

- 76 ■ — In the ____ managerial role, managers discuss and handle
■ — schedules, projects, goals, outcomes, resources, and employee raises.
- resource allocator
 - entrepreneur
 - disturbance handler
 - liaison
 - negotiator

- 77 ■ — Tim, the CEO of Gamma LLC. informed his employees that the company
■ — will develop new products that would lead to organizational growth in a
■ — changing environment. The decisional role taken on by Tim was that of a(n)
■ — ____.
- leader
 - disseminator
 - resource allocator
 - spokesperson
 - entrepreneur

- 78 ■ — In the ____ role, managers adapt themselves, their subordinates, and their
■ — units to change.
- resource allocator
 - entrepreneur
 - disturbance handler
 - liaison
 - disseminator

- 79 ■ — In the ____ role, managers decide who will get what kind of capital and
■ — how much capital they will get.
- resource allocator
 - entrepreneur
 - disturbance handler

- liaison
- negotiator

80 ■— In the context of decisional roles, managers who assume the _____ role
■— respond to pressures and problems so severe that they demand immediate attention and action.

- resource allocator
- spokesperson
- disturbance handler
- disseminator
- monitor

81 ■— Luvine Bodyspray recently released a controversial television
■— advertisement that sparked a furor from several customers across the country. In order to control the situation, managers needed to spend a great deal of time in the role of:

- resource allocators.
- entrepreneurs.
- disturbance handlers.
- liaisons.
- disseminators.

82 ■— _____ skills can be summarized as the ability to work well with others.
■—

- Human
- Entrepreneur
- Disturbance handler
- Liaison
- Negotiator

83 ■— 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?

- Resource allocator
- Entrepreneur
- Disturbance handler
- Liaison
- Negotiator

84 ■— Philip works at a graphics designing firm. He has good knowledge about
■— designing and can create graphics as per the clients' requirements. Philip has _____ skills.

- intrapersonal
- spatial
- conceptual
- abstract
- technical

85 ■— An accountant with _____ has the ability to create a budget, compare the
■— budget to the actual income statement, and determine unnecessary expenses.

- technical skill
- human skill
- conceptual skill
- motivational skill
- interpersonal skill

86 ■ — Which type of skills are the most important to the success of lower-level managers?

- Decisional skills
- Abstract skills
- Spatial skills
- Intrapersonal skills
- Technical skills

87 ■ — What type of skills are equally important at all levels of management?

- Technical skills
- Human skills
- Decisional skills
- Abstract skills
- Conceptual skills

88 ■ — _____ skills are the ability to see the organization as a whole, to understand how the different parts of the company affect each other, and to recognize how the company fits into or is affected by its external environment such as the local community, social and economic forces, customers, and the competition.

- Interpersonal
- Human
- Conceptual
- Informational
- Technical

89 ■ — Which skill is needed to get employees to participate in competitive situations?

- Motivation to manage
- Conceptual skills
- Technical capability
- Intrapersonal knowledge
- Decisional skill

90 ■ — Which skills increase in their importance to success as managers' rise through the managerial ranks?

- Decisional skills
- Informational skills
- Conceptual skills
- Technical skills
- Intrapersonal skills

- 91 ■ — Robert is a manager at Beta Corp. Many of his colleagues mention that they
■ — find it very easy to work and communicate with Robert. They say that
■ — Robert is a very good listener and also communicates his thoughts effectively. He is sensitive to others' feelings and encourages them to express their opinions. It can be said from the scenario that Robert has good _____ skills.
- technical
 - spatial
 - conceptual
 - abstract
 - human


- 92 ■ — As the shift supervisor at a car wash center, Jacob is bossy, arrogant, and
■ — insensitive to the needs of his subordinates. He is unable to delegate any
■ — tasks to the other employees. He has the characteristics of a(n):
- empathetic leader.
 - derailer.
 - permissive leader.
 - hands-on doer.
 - arriver.

- 93 ■ — Which of the following is a characteristic of derailers?
■ —
■ —
- They are usually talentless.
 - They inform others when things will not be done on time.
 - They admit their mistakes.
 - They are warm and friendly to others.
 - They are abrasive and intimidating.


- 94 ■ — 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?
- Arrivers differ significantly from derailers.
 - Arrivers have no weaknesses.
 - Arrivers and derailers both possess two or more fatal flaws regarding how they managed people.
 - The number one mistake of derailers was that they were unable to think strategically.
 - The top mistake made by derailers was that they were insensitive to others.

- 95 ■ — According to Linda Hill's study, which of the following is typically an
■ — expectation that managers have during the initial stages of management?
■ —
- They know how to communicate positively with their subordinates.
 - They tend to expect heavy workload.
 - They know that their job is to be problem solver and troubleshooter for subordinates.
 - They believe that they need to "be the boss".


- They expect their work to be very fast-paced.

96  After six months as a manager, new managers typically believe their job is:

- to provide negative reinforcement.
- to exercise formal authority.
- to maintain control and avoid delegation.
- operational development.
- to solve problems for subordinates.

97  According to Linda Hill's study, after their first year of managerial experience, managers tend to:


- exercise more formal authority.
- do less listening and more telling.
- view themselves as the boss.
- use more positive reinforcement.
- experience unexpected workload.

98  Jason is a member of a self-managed team at TREX Electronics. His team's top priorities are understanding customer requirements and expectations. It would appear that TREX is:

- using employee benchmarking.
- allowing its employees to assume various decisional roles.
- letting its teams handle all planning functions.
- using its employees to create a competitive advantage.
- relying more on conceptual skills than human skills.

99  _____ is the ultimate form of commitment companies can make to their workers.

- Paying high wages
- Information sharing
- Skill development
- Decentralization
- Employment security

100  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.

List and briefly define the four functions of management.

101



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).

102



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 to meet objectives, coordinating and linking groups, departments, and divisions within a company, 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 entry-level employees 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.

103



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. In the context of 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.

104  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.

105  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 that produce results six to eighteen months out. First-line supervisors engage in plans and actions that typically produce results within two weeks.

106  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.

107  List and briefly describe the three basic managerial roles identified by Mintzberg. Include a list of the basic subroles 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.

- 108  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 the 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. For example, a team leader might negotiate 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 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.

- 109  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.

- 110  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 managerial ranks at any level. These characteristics are *technical skills*, *human skills*, *conceptual skills*, and *the 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 the 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, understand how the different parts of the company affect each other, and recognize 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 a 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 the motivation to manage are particularly important to upper-level managers.

111



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.

112  Identify 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.

113  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.

114  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. As employees tend to treat customers the same way that their managers treat them, good management can improve customer satisfaction.