## Applying the Concept Answers

**Applying the Concept 1-1: Management Skills**

Identify each activity as being one of the following types of management skills:

A. Technical

B. Interpersonal

C. Decision making

**1—3. The manager is working on fixing a broken machine.**

A. Technical. Fixing a machine takes technical skills.

**2—4. The manager is sending an email letting the employees know they exceeded the sales goal.**

B. Interpersonal. Although writing an e-mail does require some limited technical ability everyone seems to have in business today, the focus is on communication of information. And communication is an important part of interpersonal skills.

**3—5. The manager is scheduling which machines will produce each product next week**

C. Decision-making. Scheduling requires the manager to make decisions.

**4—1. The manager is trying to figure out a way to solve a problem.**

C. Decision-making. Part of the definition of decision-making is solving problems.

**5—2. The manager is giving an employee praise for a job well done.**

B. Interpersonal. Thanking someone with praise is a form of motivation.

**Applying the Concept 1-2: Management Functions**

Indicate which type of function the manager is performing in each situation:

A. Planning

B. Organizing

C. Leading

D. Controlling

E. Non-management

**6. The manager is encouraging an employee to get a college degree so she can become a manager.**

C. Leading. The manager is trying to influence the employee; influencing is in the definition of leadership.

**7. The manager is conducting a job interview to select a new employee for a new open position in sales.**

B. Organizing. As stated in the text, selecting is part of staffing-organizing function.

**8. The manager is emptying his trash.**

E. Non-management. The manager get the job done through others, and this is not really performing any of the management functions.

**9. The manager is scheduling employee work hours for next week.**

A. Planning. Scheduling future work hours is part of planning.

**10. The manager is giving the workers a pep talk to motivate them to work hard to meet the production quota today with an absent employee.**

C. Leading. The pep talk is given to motivate employees, which is intended to influence their performance

**11. The manager is conducting an employee’s annual performance evaluation.**

B. Organizing. As stated in the text, evaluating employees is part of the staffing-organizing function.

**12. The manager is checking how many new computers have been produced so far today.**

D. Controlling. The manager is monitoring and measuring progress, which is in the definition of controlling.

**Applying the Concept 1-3: Management Roles**

Identify each of the managerial activities as part of one of the three role categories:

A. Interpersonal role

B. Informational role

C. Decisional role

**13. The manager discusses next year’s budget.**

C. Decisional role. As stated in the text, Budgeting is part of the resource allocation role

**14. The mayor is cutting the ribbon at the groundbreaking for the new town hall.**

A. Interpersonal role. The manager is playing the figurehead role--ceremonial activity.

**15. The manager develops a new app that will be sold as an additional source of income.**

C. Decisional role. The manager is playing the entrepreneur role by developing a new app.

**16. The manager is reading the monthly budget report.**

B. Informational role. The manager is playing the monitor role by reading the report to receive information.

**17. The manager shows a new employee how to record her working hours.**

A. Interpersonal role. The manager is playing the leader role by showing the employee how to record working hours.

**Applying the Concept 1-4: Differences among Management Levels**

Identify the level of management in the following five instances:

A. Top

B. Middle

C. First-line

**18. Managers who report to executives.**

B. Middle. Middle managers report to an executive.

**19. Managers who need technical skills more than decision-making skills.**

C. First-line. First-line managers have a greater need for technical skills than do top or middle managers.

**20. Managers who tend to spend more time planning and organizing.**

A. Top. Top managers spend more time planning and organizing than do first-line or middle managers.

**21. Managers who have operative employees reporting to them.**

C. First-line. First-line managers supervise operative employees.

**22. Managers who take the long-term strategy and develop short-term operating plans.**

B. Middle. Middle managers have a more balanced need for the management skills and functions.

**Applying the Concept 1-5: Matching History of Management People and Theories**

**23. Focused on the use of math to make decisions in operations management.**

D. Management science. Essentially definition from book.

**24. Elton Mayo, human relations movement**

B. Behavioral theory. Mayo is listed in the text as a contributor to this theory.

**25. Eric Trist, focus on integrating people and technology**

E. Sociotechnical theory. Name and definition from book.

**26. Henry Fayol, Administrative Theory**

A. Classical theory. Fayol is listed as a contributor to this theory.

**27. Russell Ackoff, focus on viewing the organization as a whole and as the interrelationship of its parts**

D. Systems theory. Name and definition from book.

**28. Tom Burns and George Stalker, didn’t believe there is on best management approach for all situations.**

F. Contingency theory. Name and revised definition from book.