1.1

Choose the correct description of line managers.

D. Managers who lead teams that contribute directly to the products or services the organization creates

EXPLANATION

Line managers, often called product or service managers, lead teams that contribute directly to the products or services the organization creates. For example, a line manager at Procter & Gamble (P&G) is responsible for the production, marketing, and profitability of the Tide detergent product line.

Question 4

What is true of general managers?

C. They take direction from their top executives and must first understand the executives' overall plan for the company.

EXPLANATION

General managers take direction from their top executives and must first understand the executives' overall plan for the company. Then they set specific goals for their own departments to fit in with the plan. General managers are responsible for managing clearly identifiable revenue-producing units, such as a store, business unit, or product line.

Question 5

Explain the liaison role of a manager.

B. The manager interacts with peers and people outside the organization.

EXPLANATION

In the liaison role, the manager interacts with peers and people outside the organization. The liaison management role is essential to the top-level manager, who communicates regularly with the liaison to gain favors and information, while the supervisor uses that intelligence to maintain the routine flow of work.

**What is the definition of leadership?**

CORRECT ANSWER

**A.** It is the social and informal sources of influence that one uses to inspire action taken by others.

EXPLANATION

Leadership is defined as the social and informal sources of influence that you use to inspire action taken by others. Leadership involves actions taken to mobilize others to want to work toward a common goal.

**What are organizational citizenship behaviors?**

CORRECT ANSWER

**B.** Activities that add value to a job, but are not part of a formal job description

EXPLANATION

Individual-level performance draws upon those things you have to do in your job, or in-role performance, and those things that add value but are not part of a formal job description. These "extras" are called extra-role performance, or organizational citizenship behaviors (OCBs). OCBs can be understood as individual behaviors that are beneficial to the organization and are discretionary, but not directly or explicitly recognized by the formal reward system.

Question 4

**What is the difference between in-role performance and organizational citizenship behavior (OCB)?**

CORRECT ANSWER

**B.** In-role performance is associated with certain standards that must be met to do a job, whereas OCB is beneficial to the organization but not directly recognized by the formal reward system.

EXPLANATION

Individual-level performance draws upon those things one has to do in his or her job, or in-role performance, and those things that add value but are not part of a formal job description. These "extras" are called extra-role performance, or organizational citizenship behaviors (OCBs). Generally, in-role performance relates to productivity and quality dimensions associated with certain standards that you must meet to do your job. In contrast, OCBs can be understood as individual behaviors that are beneficial to the organization and are discretionary, but not directly or explicitly recognized by the formal reward system.

Question 6

**Select the correct statement regarding compatibility of individual and group performance.**

CORRECT ANSWER

**D.** Incentives need to be aligned between individuals and groups.

EXPLANATION

As a manager, one will need to understand the compatibility of individual and group performance, typically with respect to goals and incentives. Incentives need to be aligned between individuals and groups. Firms need to be careful to match their goals with their reward structures. For example, if the organization's goal is to increase group performance but the firm's performance appraisal process rewards individual employee productivity, then the firm is unlikely to create a strong team culture.

Question 7

**To understand the different learning styles, Mark uses the gauge-discover-reflect process and chooses his topic as environmental hazards. In this case, what will Mark do during the gauge step?**

CORRECT ANSWER

**A.** Assess his information and proficiencies related to the topic

EXPLANATION

Individuals can maximize the value of learning about learning styles by embracing the gauge-discover-reflect process. The three essential components are (1) gauge-take stock of your knowledge and capabilities about a topic; (2) discover-learn enough about a topic so that you can set specific development goals that you can apply and practice, and later gauge again your progress toward your set goals; and (3) reflect-step back and look at the ways you have achieved your goals. Mark would have taken stock of his information and proficiencies related to the topic of environmental hazards during the gauge step.

**What is the definition of leadership?**

CORRECT ANSWER

**A.** It is the social and informal sources of influence that one uses to inspire action taken by others.

EXPLANATION

Leadership is defined as the social and informal sources of influence that you use to inspire action taken by others. Leadership involves actions taken to mobilize others to want to work toward a common goal.

1.2

**Choose the point that best describes early views of management.**

CORRECT ANSWER

**C.** They were heavily oriented toward efficiency at the expense of attention to the manager-as-leader.

EXPLANATION

Early views of management were heavily oriented toward efficiency at the expense of attention to the manager-as-leader. That is, a manager basically acts as a foreman that directs resources to complete predetermined goals or projects. A manager is considered a failure if he or she is not able to complete the project or goals with efficiency or when the cost becomes too high.

Question 3

**Pick a limitation of the early views of management.**

CORRECT ANSWER

**D.** The early views presumed that managers were overseeing manual labor tasks.

EXPLANATION

Fayol, Taylor, and the Gilbreths all addressed productivity improvement and how to run an organization smoothly. But those views presumed that managers were overseeing manual labor tasks. As work began to require less manual labor and more knowledge work, the principles they had developed became less effective.

Question 4

**Pick the statement that implies as to why new management theories were developed.**

CORRECT ANSWER

**B.** Employees have to be able to improvise, and they have to be motivated and happy if they are to serve the customer in a friendly way.

EXPLANATION

A services-based economy requires interactions between employees and customers. Employees have to be able to improvise, and they have to be motivated and happy if they are to serve the customer in a friendly way. Therefore, new management theories were developed to address the new world of management and overcome the shortcomings of the early views.

Question 5

**Of the nine principles of management given by Tom Peters and Robert Waterman, what does the principle "a bias for action" imply?**

CORRECT ANSWER

**A.** A culture of impatience with lethargy and inertia that otherwise leaves organizations unresponsive

EXPLANATION

In 1982, Tom Peters and Robert Waterman wrote In Search of Excellence, which became an international best seller and ushered a business revolution by changing the way managers viewed their relationships with employees and customers. The book introduced nine principles of management that are embodied in excellent organizations. One of them is a bias for action. It is explained as a culture of impatience with lethargy and inertia that otherwise leaves organizations unresponsive.