

Griffin

Study Guide

Thomas

M A N A G E M E N T

Sixth Edition

Study Guide

Joe Thomas
Middle Tennessee State University

Management

Sixth Edition

Ricky W. Griffin
Texas A&M University

HOUGHTON MIFFLIN COMPANY

BOSTON

NEW YORK

Sponsoring Editor: Kathleen L. Hunter
Associate Sponsoring Editor: Joanne M. Dauksewicz
Editorial Assistant: Damaris R. Curran
Senior Manufacturing Coordinator: Priscilla Abreu
Marketing Manager: Juli Bliss
Editorial Assistant: Lauren M. Gagliardi

Copyright © 1999 by Houghton Mifflin Company. All rights reserved.

No part of this work may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system without the prior written permission of Houghton Mifflin Company unless such copying is expressly permitted by federal copyright law. Address inquiries to College Permissions, Houghton Mifflin Company, 222 Berkeley Street, Boston, MA 02116-3764.

Printed in the U.S.A.

ISBN: 0-395-93402-8

23456789-PO-02 01 00 99

Study Guide

Management

Preface

This study guide has been designed to be used with *Management*, Sixth Edition, by Ricky W. Griffin. It was developed to assist you in learning the definitions, concepts, and relationships presented in the textbook, and to help you evaluate your knowledge and understanding of these materials. After using this study guide, you should be able to face your instructor's objective or essay tests with confidence.

For each chapter in *Management*, this guide contains four sections:

1. Assisted Outline
2. Multiple Choice Questions
3. True or False Statements
4. Get It Together

The assisted outline is designed to help you carefully review the chapter content. After reading each chapter through for the first time, you should go back over it and fill in the information required to complete the outline. By filling in the specific information requested in the outline, you will reinforce your knowledge of key chapter content.

The multiple choice questions and true or false statements are designed to aid in testing your understanding of management terminology, concepts, and relationships. Some of these exercises deal with definitions and details, whereas others focus on the broader aspects of management decisions and activities. Answering these questions will help you prepare for the kinds of questions your instructor might include on a test. After you compare your answers to those at the back of the book, you will be able to identify areas that you have difficulty with, and you can then review those areas in the text.

The "Get It Together" section is designed to provide you with opportunities to tie together text material and material presented in class lectures and discussion by your instructor. The material in this section can be used as practice essay questions to help you prepare for written exams. The questions can also be used to help you organize your notes from class and determine useful ways to go back and insert class material into the outline at the beginning of each chapter in this study guide. Finally, you may want to use this material as a means of preparing to make a contribution to class discussion.

This study guide is a self-help tool. It can aid you in learning and evaluating your knowledge only to the extent that you use it correctly and regularly. Good luck. I hope you find the study of Griffin's *Management*, Sixth Edition, rewarding and enjoyable.

Study Guide

Management

Sixth Edition

Contents

Preface vii

Chapter 1	Managing and the Manager's Job	1
Chapter 2	Traditional and Contemporary Issues and Challenges	12
Chapter 3	The Environment of Organizations and Managers	22
Chapter 4	The Ethical and Social Environment	30
Chapter 5	The Global Environment	38
Chapter 6	The Cultural and Multicultural Environment	46
Chapter 7	Basic Elements of Planning and Decision Making	54
Chapter 8	Managing Strategy and Strategic Planning	64
Chapter 9	Managing Decision Making and Problem Solving	73
Chapter 10	Managing Entrepreneurship and New Venture Formation	82
Chapter 11	Basic Elements of Organizing	90
Chapter 12	Managing Organization Design	100
Chapter 13	Managing Organization Change and Innovation	109
Chapter 14	Managing Human Resources in Organizations	118
Chapter 15	Basic Elements of Individual Behavior in Organizations	129
Chapter 16	Managing Employee Motivation and Performance	139
Chapter 17	Managing Leadership and Influence Processes	151
Chapter 18	Managing Interpersonal Relations and Communication	163
Chapter 19	Managing Work Groups and Teams	173
Chapter 20	Basic Elements of Control	183
Chapter 21	Managing for Total Quality in Organizations	192
Chapter 22	Managing Information and Information Technology	201
Appendix	Tools for Planning and Decision Making	209
Answers		215

1

Managing and the Manager's Job

ASSISTED OUTLINE INSTRUCTIONS

Read the chapter through one time. Then go back over the chapter and find the information required to complete the following outline of the chapter. Write the requested information directly in the spaces provided on the following pages.

OUTLINE

I. Define *Management*

A. Management is a set of activities (list and define management activities).

1.

2.

3.

4.

B. Management is directed at a set of resources (list and define resources).

1.

2.

3.

2 Chapter 1

4.

C. Management requires efficiency and effectiveness (describe each).

1. Efficiency:

2. Effectiveness:

II. The Management Process

A. Planning and decision making are the starting point for management (describe each).

1. Planning:

2. Decision making:

B. Organizing involves the grouping of activities and resources (describe the organizing process).

C. Leading is the process of getting people to work together to advance the interests of the organization (what is the starting point of leadership)?

D. Controlling involves monitoring the organization's progress toward its goals (describe the controlling process).

III. Kinds of Managers

A. Managers' jobs vary according to the level in the organization (list and describe the different jobs).

1.

2.

3.

B. Managers' jobs vary according to the area in the organization (list and describe the different jobs).

1.

2.

3.

4.

5.

6.

IV. Managerial Roles

A . Interpersonal roles involve establishing effective working relationships with others on a personal level (list and describe the interpersonal roles).

1.

2.

4 Chapter 1

3.

B. Informational roles relate to obtaining and disseminating information (list and describe the informational roles).

1.

2.

3.

C. Decision making is an integral part of the manager's job (list and describe the decisional roles).

1.

2.

3.

4.

V. Managerial Skills

A. Technical skills are particularly important for first-line managers (explain and give examples of technical skills).

- B. Interpersonal skills are important to managers throughout their careers (explain and give examples of interpersonal skills).
- C. Conceptual skills are especially important to top-level managers (explain and give examples of conceptual skills).
- D. Diagnostic skills enable managers to analyze a problem and develop a solution (and give examples of diagnostic skills).
- E. Communication skills involve being able to effectively convey and receive ideas and are important to all levels of managers (explain and give examples of communication skills).
- F. Decision-making skills enable managers to correctly recognize problems/opportunities and to select an appropriate course of action (explain and give examples of decision-making skills).
- G. Time-management skills enable managers to work efficiently, prioritize work, and delegate appropriately (explain and give examples of time-management skills).

VI. The Nature of Managerial Work

- A. The job of a manager is not routine and orderly (list and describe the major characteristics of managerial work).
 - 1.
 - 2.

B. Managerial work blends art and science (list and describe each aspect).

1.

2.

C. Management requires a blend of education and experience (describe each).

1. The role of education:

2. The role of experience:

VII. The Scope of Management

A. Management is an essential component of all types of organizational settings (list and describe each).

1.

2.

3.

B. Not-for-profit organizations must still employ sound management practices (list and describe each type).

1.

2.

3.

4.

MULTIPLE CHOICE QUESTIONS

- _____ 1. The management activity associated with monitoring an organization's progress toward its goals is
 - a. planning.
 - b. controlling.
 - c. leading.
 - d. organizing.

- _____ 2. Using resources wisely and in a cost-effective way describes
 - a. leading.
 - b. effectiveness.
 - c. planning.
 - d. efficiency.

- _____ 3. Titles associated with first-line managers include all of the following *except*
 - a. supervisor.
 - b. chief executive.
 - c. office manager.
 - d. coordinator.

- _____ 4. Managers determine how activities and resources are to be grouped when they
 - a. organize.
 - b. motivate.
 - c. lead.
 - d. control.

- _____ 5. Communication, leadership, motivation, and team processes are all included in which managerial activity?
 - a. controlling
 - b. planning
 - c. organizing
 - d. leading

- _____ 6. The category of management jobs hardest hit in recent years by layoffs is
 - a. top managers.
 - b. financial managers.
 - c. operations managers.
 - d. middle managers.

- _____ 7. Which managers spend a large proportion of their time supervising the work of subordinates?
 - a. administrative managers
 - b. first-line managers
 - c. human resource managers
 - d. middle managers

- _____ 8. New product development and promotion are activities managed by
 - a. operations managers.
 - b. financial managers.
 - c. marketing managers.
 - d. administrative managers.

- _____ 9. When middle managers serve as a link between top managers and first-line managers or they are fulfilling a role known as
 - a. spokesperson.
 - b. liaison.
 - c. disturbance handler.
 - d. monitor.

- _____ 10. Managers who are involved in relations between their organization and its labor unions, consultants, and suppliers often are fulfilling the
 - a. negotiator role.
 - b. resource allocator role.
 - c. monitor role.
 - d. informational role.

- _____ 11. The decision of whether to buy another company requires that a manager be able to understand his/her organization from a broad point of view, which is a
 - a. diagnostic skill.
 - b. interpersonal skill.
 - c. conceptual skill.
 - d. technical skill.

- _____ 12. Interpersonal roles of managers include
 - a. monitor.
 - b. liaison.
 - c. disseminator.
 - d. resource allocator.

- _____ 13. Some management problems must be approached in a logical, rational, and objective way, which requires managers to use
- interpersonal skills.
 - financial and technical skills.
 - diagnostic and interpersonal skills.
 - technical and diagnostic skills.
- _____ 14. Most managers in today's large companies
- have executive M.B.A degrees.
 - have a college degree.
 - have M.B.A. degrees.
 - have M.S. degrees.
- _____ 15. Managers without formal training must rely heavily upon _____ to achieve success.
- specific experiences
 - technical experience
 - varied experiences
 - administrative experience
- _____ 16. Most of this nation's businesses that require skilled and trained managers are
- small.
 - large.
 - international.
 - privately held.
- _____ 17. Public administration is a specialized form of management used in
- gangs.
 - healthcare facilities.
 - corporations.
 - government organizations.

TRUE OR FALSE STATEMENTS

- | | | |
|---|---|---|
| T | F | 1. According to the research of Mintzberg, in a typical day the bulk of a CEO's day is spent in scheduled meetings. |
| T | F | 2. A manager may have good technical skills without having good conceptual skills. |
| T | F | 3. An advantage of learning managerial skills through formal education is the opportunity to devote full-time energy to learning. |
| T | F | 4. Planning is the part of the management process that focuses upon monitoring organizational progress toward goal attainment. |
| T | F | 5. Conceptual skills are a manager's ability to think in the abstract. |

10 Chapter 1

- | | | |
|---|---|---|
| T | F | 6. A manager can be effective without being efficient. |
| T | F | 7. Physical resources utilized by a manager include the financial capital employed in operations. |
| T | F | 8. A firm's ability to produce a product that inspires customer confidence is an example of effectiveness. |
| T | F | 9. Good managers are able to do their jobs in a systematic, step-by-step manner. |
| T | F | 10. Administrative managers tend to be generalists. |
| T | F | 11. When a manager acts as a spokesperson, the manager's presence as a symbol of the organization is most important. |
| T | F | 12. Being open to unsolicited suggestions from subordinates is part of the monitor role. |
| T | F | 13. Budgeting is a control activity and helps fulfill the role of resource allocator. |
| T | F | 14. Research clearly shows that effective managers are born, not taught. |
| T | F | 15. Technical skills are most important for first-line managers, while conceptual skills are most important for top managers. |
| T | F | 16. Diagnostic skills are required to determine the most probable cause of managerial problems. |
| T | F | 17. A manager is someone who plans and makes decisions, organizes, leads, and controls resources. |
| T | F | 18. The art of management requires managers to use intuition, insight, conceptual skills, and interpersonal skills. |
| T | F | 19. Management education is too general to provide optimal training for future managers. |
| T | F | 20. Most of what we know about management comes from research conducted in small and start-up businesses. |