**Case One**

The Perfect Manager (Scenario)

Brenda Kelly has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic “management functions.”

1. Brenda’s ability to get activities completed efficiently and effectively with and through other people is known as \_\_\_\_\_\_\_\_\_\_\_\_\_.

a. management

b. supervision

c. coercion

d. delegation

2. Brenda’s ability to get the same amount of product completed with fewer people is a reflection of her \_\_\_\_\_\_\_\_\_\_\_.

a. effectiveness

b. process skills

c. leadership

d. efficiency

3. Getting her projects completed is an indication of Brenda’s \_\_\_\_\_\_\_\_\_\_\_\_\_ as a manager.

a. leadership

b. effectiveness

c. efficiency

d. attention to detail

4. If Brenda accomplished her project on time with high-quality results, but she took more time than other managers to complete this, you could say that as a manager she was \_\_\_\_\_\_\_\_\_\_\_\_.

a. efficient, but not effective.

b. a leader, but not a top manager.

c. project oriented, but not effective.

d. effective, but not efficient.

5. The “management functions” exemplified by Brenda include all but which of the following?

a. planning

b. controlling

c. organizing

d. delegating

**Case 2**

The Busy Day (Scenario)

Don Eskew, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 a.m. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil’s recent drop in performance (a task he always hates). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

1. Together, all of the functions that Don performs during his busy day correspond to the management roles discovered in the late 1960s by which one of the following management scientists?

a. Herzberg

b. Skinner

c. Mintzberg

d. Fayol

2. When Don was conducting the tour for the east coast managers, he was operating in which of the management roles?

a. leader

b. liaison

c. monitor

d. figurehead

3. When Don was meeting with Phil to discuss his performance concerns, he was operating in which management role?

a. leader

b. figurehead

c. monitor

d. disturbance handler

4. What role was Don performing when he gave the plant tour to the newspaper reporter?

a. monitor

b. figurehead

c. disseminator

d. spokesperson

5. When Don was reviewing the new equipment malfunction, what management role was he playing when deciding whether to bring in extra people?

a. monitor

b. disseminator

c. resource allocator

d. disturbance handler

**Case 3**

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to Ben, a production manager, who in turn reports to Dan, a general manager, who reports to McKenna, a vice president of operations. Recently, McKenna asked Dan to have a meeting with Kelly and Ben regarding some recent customer concerns in the production area. The focus of the meeting was to judge the validity of the customer concerns, and to develop a specific plan to address these concerns.

1. What is the commonality between Kelly, Ben, Dan, and McKenna?

a. they all produce the same product.

b. they all have the same job content.

c. they all are managers.

d. they all have the same vision.

2. Kelly is considered to be what level of management?

a. top manager

b. superintendent of assembly

c. middle manager

d. first-line manager

3. Ben and Dan are considered to be what level of management?

a. top manager

b. middle manager

c. superintendent of assembly

d. first-line manager

4. McKenna is considered to be what level of management?

a. top manager

b. superintendent of assembly

c. middle manager

d. first-line manager

5. The meeting the McKenna asked Dan to have with Ben and Kelly reflects the growing recognition that \_\_\_\_\_\_\_\_\_\_\_\_.

a. customer concerns are important only to first-line managers

b. customer responsiveness is important throughout the organization, not only in the marketing department

c. focusing on the customer is the sole responsibility of the marketing department

d. employee attitudes and behaviors do not significantly impact customer responsiveness

**Case 4**

Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees will be able to produce and on which days certain products will be run in his department. He also decides which of his employees are going to be responsible for operating which machines within the department next week, as his employees are multi-skilled assemblers. On Monday, he informs his employees whom he has assigned to which machines by handing out assignment sheets and informs the employees that the schedule is going to be difficult due to the increased number of units. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week he checks the amount of output that the employees have completed and the number of units that have been scraped.

1. When Joe decides which of his employees are going to be responsible for operating which machines, he is performing which of the management functions?

a. controlling

b. leading

c. planning

d. organizing

2. When Joe decides how many units of output his employees will be able to produce and on which days certain products will be run, he is performing which of the management functions?

a. controlling

b. leading

c. planning

d. organizing

3. When Joe checks the amount of output that the employees have completed and the number of units that have been scraped, he is performing which of the management functions?

a. controlling

b. leading

c. planning

d. organizing

4. When Joe tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, he is performing which of the management functions?

a. controlling

b. leading

c. planning

d. organizing

5. When Joe performs all of his management functions in a continuous manner, he is performing which of the following?

a. scheduling process

b. quality control process

c. management process

d. manufacturing process