

Chapter 1 - Guided Notes Answer Key

Three Most Important Concepts

Sample Answers (student answers will vary):

Concept 1: Management consists of four functions (planning, organizing, leading, controlling) that were formalized by Henri Fayol and still apply to all managers today.

Concept 2: Managers perform ten different roles identified by Henry Mintzberg, including interpersonal, informational, and decisional roles that shift throughout the workday.

Concept 3: Businesses organize managers into three levels (first-line, middle, top) that create a career path with different responsibilities at each level.

Main Concept Overview

- 1. Management is the process of working with and through people to accomplish goals using available **resources** effectively.
- 2. The four management functions were first formalized by early management theorist **Henri Fayol** in the early 1900s.
- 3. **Efficiency** means doing things right by completing tasks with minimum wasted time, money, or effort.
- 4. Management researcher Henry Mintzberg identified ten **managerial roles** that managers perform beyond the four core functions.
- 5. **First-line** managers supervise employees who actually produce the product or deliver the service.

Matching Section

- B 1. Planning
- C 2. Organizing
- E 3. Leading
- A 4. Controlling
- D 5. Effectiveness

True/False Questions

- 1. **F** Management is an inborn talent that only certain personality types can develop.
- 2. **T** Middle managers translate top management’s strategic goals into actionable plans for their units.
- 3. **F** Efficiency means doing the right things, while effectiveness means doing things right.
- 4. **T** The informational roles identified by Mintzberg include monitor, disseminator, and spokesperson.
- 5. **T** Strong leadership reduces employee turnover, which saves businesses thousands of dollars in recruiting and training.

Fill in the Table

Management Function	Example of How It’s Used in the Workplace
Planning	A coffee shop manager schedules extra staff and pre-brews popular drinks for morning rush
Organizing	A manager assigns specific people to specific tasks and ensures supplies are available
Leading	A manager explains the “why” behind tasks and recognizes good work to build engagement
Controlling	A retail manager notices returns spike with a certain employee and provides additional training

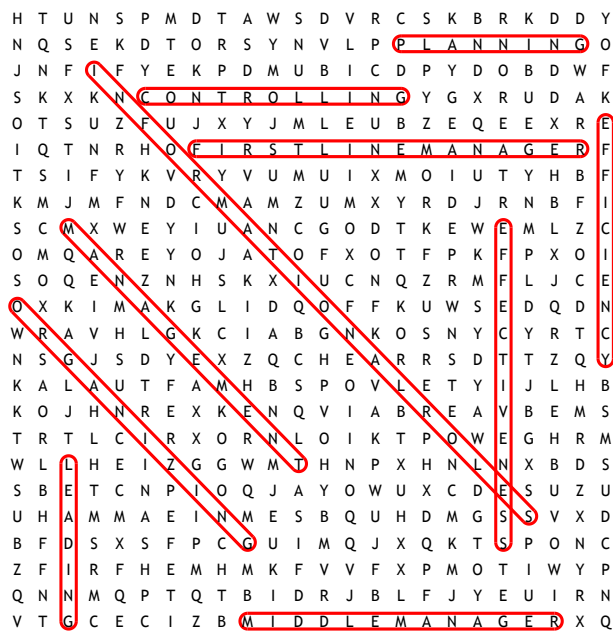
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Application Question

Sample Answers:

The four functions work together in every management situation. The article's gym example shows this: the new manager learned to plan weekly schedules, organize staff assignments by expertise, lead team meetings to address challenges, and control quality through periodic check-ins. All four functions connected to turn around the gym's performance. Each function supports the others—planning sets direction, organizing arranges resources, leading motivates people, and controlling measures results to improve future planning.

The Nature of Management



Middle Manager	Informational Roles	First-line Manager
Planning	Organizing	Management
Leading	Efficiency	Effectiveness
Controlling		

The Nature of Management

Across

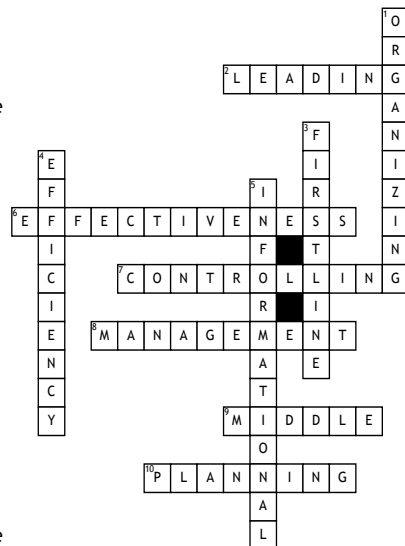
2. Motivating people and creating an environment where team members want to contribute toward shared goals.

6. Doing the right things by choosing goals and strategies that actually move the business forward.

7. Monitoring progress and making adjustments when performance doesn't match plans to ensure quality and accountability.

8. Working with and through people to accomplish goals using available resources effectively and efficiently.

9. Leader who oversees departments or multiple teams, translating strategic goals into actionable plans.
____ Manager



10. Deciding what you want to achieve and mapping out how to get there before taking action.

Down
1. Arranging resources and assigning people to specific tasks so work flows smoothly toward goals.

3. Supervisor who works directly with employees who produce products or deliver services to customers. ____ Manager

4. Doing things right by completing tasks with minimum wasted time, money, or effort.

5. Managerial roles focused on collecting, processing, and sharing information throughout the organization. ____ Roles

Chapter 1 - Hypothetical & Case Study Answer Keys

Hypotheticals Answer Key

Hypothetical 1: Managing Your First Social Media Team

- a) Organizing should come first—create clear assignments for who posts what content and when, establishing consistent workflow and accountability that reduces confusion.
- b) Use controlling to track engagement metrics for different content types, identify patterns in what performs well, and provide data-driven feedback to improve future content decisions.
- c) The informational monitor role helps gather information by observing workflow and asking team members about obstacles, while the disseminator role shares findings with the team.

Hypothetical 2: Internship at a Robotics Company

- a) Organizing is failing—there's no system for information flow between teams, no clear process for design reviews before production, creating inefficiency and delays.
- b) A middle manager could use the disseminator role to share information both directions (engineering constraints to production, manufacturing limitations to designers) or the liaison role to connect the two teams directly.
- c) Better planning would involve engineers and production staff in early design discussions, while better organizing would create formal hand-off procedures and review checkpoints that catch problems before they cause delays.

Extension Article - Answer Key

Sample Answer:

Students might argue for any function depending on their organization's needs. Strong answers should:

1. Identify a specific weakness in an organization they're part of (school club, sports team, part-time job)
2. Explain how one function's improvement would create immediate impact
3. Connect that improvement to other functions (e.g., better planning leads to easier organizing, better controlling provides data for planning)
4. Show understanding that the four functions work as an interconnected system

Example: "I'd improve planning in my debate club because we never prepare topics in advance, which makes organizing research and practices chaotic. Better planning would naturally improve organizing (we'd know who researches what) and controlling (we could track whether our preparation actually improves performance)."

Chapter 1 - Data Snapshot & Action Plan Answer Keys

Data Analysis Activity - Answer Key

Question 1: Data Interpretation

East Ridge showed the largest increase at \$55,000 (\$250,000 - \$195,000).

Question 2: Pattern Recognition

Employee turnover decreased substantially across all five stores, typically dropping by 40-50% of the original rate. This suggests that better management skills—particularly the leading function—directly improve employee satisfaction and retention, which saves companies thousands in replacement and training costs.

Question 3: Business Application

Yes, the company should invest in middle manager training. Evidence shows first-line supervisor training created consistent improvements in both sales (11-28% growth) and retention (40-50% turnover reduction). Since middle managers oversee multiple locations and translate strategy into action, training them could multiply these benefits across more teams. Better middle management would also support the first-line managers more effectively, potentially improving results even further.

Key Insights Students Should Recognize:

- All stores improved, suggesting training had consistent positive impact
- Sales increases ranged from \$20,000-\$55,000 monthly, representing 11-28% growth
- Turnover reductions save significant money in hiring and training costs
- Better management functions (especially leading and organizing) likely contributed to both metrics
- The investment in management training shows measurable ROI through improved business outcomes

Extension Article - Answer Key

Reflective Question: “If you could improve just one of these four functions in an organization you’re part of now, which would create the most immediate positive change, and would strengthening that one function naturally improve the others over time?”

Sample Answer:

Students might argue for any function depending on their organization’s needs. Strong answers should:

- Identify a specific weakness in an organization they’re part of (school club, sports team, part-time job)
- Explain how one function’s improvement would create immediate impact
- Connect that improvement to other functions (e.g., better planning leads to easier organizing, better controlling provides data for planning)
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Example: “I’d improve planning in my debate club because we never prepare topics in advance, which makes organizing research and practices chaotic. Better planning would naturally improve organizing (we’d know who researches what) and controlling (we could track whether our preparation actually improves performance).”

Chapter 1 - Lecture Notes

The Nature of Management Teaching and Lecture Notes

Introduction

- Management is a learnable skill set, not an inborn talent
- Henri Fayol formalized four management functions in the early 1900s that still apply across all industries
- Understanding management helps students recognize effective leadership and prepare for career advancement

Key Component 1: The Four Management Functions

- Planning involves setting goals, anticipating problems, and creating strategies before action
- Organizing means arranging resources, assigning tasks based on skills, and establishing communication systems
- Leading addresses the human element through motivation, clear communication, and conflict resolution
- Controlling monitors progress, measures results, and provides information for planning improvements

Key Component 2: Efficiency Versus Effectiveness

- Efficiency means doing things right by minimizing wasted time, money, and effort
- Effectiveness means doing the right things by choosing goals that move the business forward
- Strong managers balance both—selecting correct objectives and executing without burning resources
- This balance directly impacts profit margins, customer satisfaction, and competitive positioning

Key Component 3: Mintzberg's Managerial Roles

- Henry Mintzberg identified ten roles managers perform beyond the four functions
- Interpersonal roles include figurehead, leader, and liaison for relationship-building
- Informational roles include monitor, disseminator, and spokesperson for collecting and sharing data
- Decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator

Key Component 4: Management Levels

- First-line managers supervise frontline employees who produce products or deliver services
- Middle managers oversee departments, translating strategic goals into actionable plans
- Top managers set company direction and make major investment decisions
- Understanding these levels helps students recognize career progression paths

Real-World Applications

- Restaurant managers apply all four functions during busy service to handle unexpected challenges
- Retail managers use controlling to identify training needs when employee performance patterns emerge
- New managers often struggle when promoted from technical roles because managing requires different skills
- Poor management shows in measurable ways including higher turnover costs and lower profit margins

Conclusion

- Management frameworks from Fayol and Mintzberg remain relevant because they address fundamental coordination principles
- Students can learn and develop management capabilities through study, observation, and practice

Chapter 1 - Lecture Notes Continued

Class Discussion Prompts

1. Think about a manager you've worked with. Which management function did they perform well, and which was their weakness? How did this affect team performance?
2. When would effectiveness matter more than efficiency in a business decision? Can you identify a situation where being highly efficient at the wrong task would hurt a company?
3. Looking at Mintzberg's ten roles, which would be easiest to learn from a textbook versus which require real experience? Why do some management skills transfer more naturally?
4. If you could ask successful managers one question about balancing planning, organizing, leading, and controlling, what would you want to know?
5. How might understanding management principles help you in non-management roles? Where do these functions show up in your life outside formal business settings?

Supplementary Activities

Activity 1: Management Function Identification

Required Materials: Video clips from workplace reality shows, observation worksheet, writing materials

Instructions:

Show 3-5 minute clips of managers in action. Students identify which management function appears in each scene and provide evidence. Discuss how multiple functions often overlap. Students write one paragraph explaining which function seemed most critical.

Expected Outcomes: Students recognize management functions in authentic contexts and understand that managers shift between functions rapidly.

Assessment Criteria: Accurate identification with supporting evidence, clear explanation of alignment with functions.

Activity 2: Role Category Rotation

Required Materials: Role cards describing workplace scenarios, chart paper, markers, timer

Instructions:

Divide class into three groups representing interpersonal, informational, and decisional roles. Present workplace scenarios requiring management response. Each group discusses how a manager would address the scenario using their assigned role category. Groups rotate categories and receive new scenarios. After three rotations, discuss which role categories were easiest or hardest to apply.

Expected Outcomes: Students apply Mintzberg's framework to realistic situations and identify personal strengths related to management capabilities.

Assessment Criteria: Appropriate application of role category to scenarios, clear explanation of how the role addresses specific challenges.