

Management, Cdn. Ed., 12e (Robbins et al.)

Chapter 1 Introduction to Management and Organizations

1.1 Explain why managers are important to an organization

1) Managers are important to an organization because _____.

- A) they are listed in the organization chart
- B) employees would not know what to do without managers
- C) they are critical to getting things done
- D) customers expect companies to have managers

Answer: C

Diff: 2 Type: MC Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

2) The most important variable in employee productivity and loyalty to an organization is _____.

- A) competitive pay and benefits
- B) the quality relationship between employees and supervisors
- C) the pride employees have about the reputation of the organization
- D) interesting work and opportunities for advancement

Answer: B

Diff: 2 Type: MC Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

3) Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are _____.

- A) first-line managers
- B) middle managers
- C) top managers
- D) division managers

Answer: C

Diff: 2 Type: MC Page Ref: 4

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

4) Division managers and plant managers are most likely at which level of management?

- A) middle
- B) first-line
- C) top
- D) supervisor

Answer: A

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

5) The lowest level of management is _____.

- A) a plant manager
- B) a project manager
- C) a first-line manager
- D) a general manager

Answer: C

Diff: 1 Type: MC Page Ref: 4

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

6) Supervisor is a common title for whom?

- A) project leaders
- B) middle managers
- C) first-line managers
- D) plant managers

Answer: C

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

7) Managers with titles such as project leader, plant manager, or regional manager are _____.

- A) first-line managers
- B) top managers
- C) managing directors
- D) middle managers

Answer: D

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

8) Division manager is associated with which of the following levels of management?

- A) team leaders
- B) middle managers
- C) first-line managers
- D) top managers

Answer: B

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

9) In today's uncertain world managers play an important role in _____.

- A) being visible to the public and the media
- B) liaising with customers in times of crisis
- C) identifying and responding to critical issues
- D) dealing with worker productivity

Answer: C

Diff: 2 Type: MC Page Ref: 2

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

10) Manager's job is primarily about _____.

- A) personal achievement
- B) helping employees do their work
- C) helping the organization be profitable
- D) planning media promotions to keep the company visible

Answer: B

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Refer to the scenario below to answer the following questions.

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product sold to distributors. Kelly reports to Sam, a production manager, who in turn reports to Pat, a general manager, who reports to Chris, a vice-president of operations. Recently, Chris asked Pat to have a meeting with Kelly and Sam 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.

11) What do Kelly, Sam, Pat, and Chris all have in common?

- 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.

Answer: C

Diff: 1 Type: MC Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

12) Kelly is at what level of management?

- A) top manager
- B) division manager
- C) middle manager
- D) first-line manager

Answer: D

Diff: 1 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

13) Sam and Pat are both at what level of management?

- A) top management
- B) middle management
- C) supervisory level
- D) first-line management

Answer: B

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

14) Chris is most likely at what level of management?

- A) top management
- B) middle management
- C) first-line management
- D) regional management

Answer: A

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Refer to the scenario below to answer the following questions.

Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce next week, as well as which products will be produced on which days in the department. He also decides which employees are going to be responsible for operating which machines, since all his subordinates are multi-skilled assemblers. On Monday, he hands out work assignment sheets to inform the employees about which machines each will operate for the week. Joe also announces that the schedule will be challenging because of an increase in the targeted number of output units. He encourages his subordinates by telling them that he is confident they will achieve the production targets because they are such hard-working and skilled employees. Then, during the week, he monitors the daily production output and records the number of units that successfully achieved the company's quality standards, as well as the number of units that were unsatisfactory and had to be scrapped.

15) Joe's position is at which managerial level?

- A) top manager
- B) middle manager
- C) general manager
- D) first-line manager

Answer: D

Diff: 2 Type: MC Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

16) In order to be considered a manager, an individual must coordinate the work of others.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 4

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

17) Management affects employee morale but not the company's financial performance.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

18) The most important variables in employee productivity and loyalty are pay and benefits.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

19) The most important factor in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

20) Managerial ability is important in creating organizational value.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

1.2 Tell who managers are and where they work

1) What is an organization?

A) a complex entity with a flexible structure

B) a deliberate arrangement of people to accomplish a specific purpose

C) a deliberate structure created through growth and profits

D) an accidental entity born of innovative ideas of an entrepreneur

Answer: B

Diff: 3 Type: MC Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

2) An organization is best defined as _____.

A) the physical location where people work

B) a collection of individuals working for the same company

C) a deliberate arrangement of people to accomplish some specific purpose

D) a group of individuals focused on profit-making activities

Answer: C

Diff: 1 Type: MC Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

3) Which common characteristic of all organizations is typically expressed in terms of a goal or a set of goals?

A) composed of people

B) business strategy

C) deliberate structure

D) distinct purpose

Answer: D

Diff: 2 Type: MC Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

4) Which common characteristic of all organizations defines members' work relationships?

- A) team composition
- B) business strategy
- C) deliberate structure
- D) distinct purpose

Answer: C

Diff: 2 Type: MC Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

5) Effectiveness refers to _____.

- A) resource control
- B) goal attainment
- C) task efficiency
- D) doing things right

Answer: B

Diff: 2 Type: MC Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

6) Efficiency refers to _____.

- A) the relationship between inputs and outputs
- B) the exponential nature of costs and outputs
- C) increasing outputs regardless of cost
- D) doing the right things

Answer: A

Diff: 2 Type: MC Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

7) If you achieve a higher level of output for a given input, you have _____.

- A) increased effectiveness
- B) decreased efficiency
- C) increased efficiency
- D) increased both effectiveness and efficiency

Answer: C

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

8) An automobile manufacturer that increases the total number of cars produced, at the same cost, but with many defects, would be _____.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective

Answer: B

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

9) If a college cuts the cost of an education by using mostly unskilled instructors and at the same time fails to adequately educate its students, it can be said to be doing the wrong things well. In other words, the college is _____.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective

Answer: B

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

10) The goal of Dempsey's Dumpsters is to provide trash services to the city of Apex, whose motto is "The peak of good living." The customers are satisfied with the level of service, but costs at Dempsey's Dumpsters are double that of their competition. Dempsey's is _____.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective

Answer: C

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

11) Pierre's Auto Repair Shop is mostly concerned with using the least amount of paint, labour, and other materials required to repair its customers' cars. Its primary goal is _____.

- A) effectiveness
- B) goal attainment
- C) efficiency
- D) customer satisfaction

Answer: C

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

12) Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.

- A) effectiveness; efficiency
- B) efficiency; effectiveness
- C) effectiveness; goal attainment
- D) goal attainment; resource usage

Answer: B

Diff: 3 Type: MC Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Refer to the scenario below to answer the following questions.

The Perfect Manager (Scenario)

Amy Kwon has proven herself to be an able manager. Her department 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. She performs all the required functions of a manager, but some say that the "secret" of her success is her ability to direct and motivate others.

13) Amy's ability to get activities completed efficiently and effectively with and through other people is known as _____.

- A) coordination
- B) supervision
- C) delegation
- D) management

Answer: D

Diff: 1 Type: MC Page Ref: 3

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

14) Amy's ability to get the same amount of product completed with fewer people is a reflection of her _____.

- A) efficiency
- B) leadership
- C) entrepreneurship
- D) effectiveness

Answer: A

Diff: 2 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

15) Getting her projects completed with a high quality rating is an indication of Amy's _____ as a manager.

- A) leadership
- B) efficiency
- C) effectiveness
- D) attention to detail

Answer: C

Diff: 2 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

16) If Amy 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) effective but not entrepreneurial
- B) entrepreneurial but not effective
- C) effective but not efficient
- D) efficient but not effective

Answer: C

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

17) The "secret" of Amy's success involves which management function?

- A) planning
- B) controlling
- C) organizing
- D) leading

Answer: D

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Refer to the scenario below to answer the following questions.

Management Skills (Scenario)

Gavin Clayton is vice-president of product development at Canadian Aircraft Manufacturing (CAM). The company specializes in smaller civilian aircraft for commuter airlines and corporate executives. Gavin is trying to decide if the company should proceed in its plans to produce a new larger scale aircraft. He knows that the new aircraft supports the corporate strategy and will enhance their competitive position in the industry. As a former engineer with years of experience in aircraft design and production, he also knows that his company has the skills and capability to produce the new aircraft. In fact, he believes that the new larger aircraft will result in scale economies for CAM—allowing it to produce more profitable aircraft with roughly the same labour resources. Unfortunately, this could be a sore point with the labour union that represents the aircraft assembly workers. While Gavin has always maintained a good relationship with these workers, he knows they are suspicious of management's motives. If the workers perceive the new larger aircraft as a management ploy to increase worker productivity, they will resist the change. Management will definitely have to get the support of the union before they implement the new production plans. Gavin gazes out his window and ponders how best to proceed with the situation.

18) When Gavin knew that the new aircraft would support the corporate strategy, he was utilizing which managerial skill?

- A) leadership
- B) technical
- C) conceptual
- D) planning

Answer: C

Diff: 2 Type: MC Page Ref: 11

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

19) Gavin's reliance on his previous engineering and design experience to assess their production capabilities best demonstrates which managerial skill?

- A) planning
- B) technical
- C) leadership
- D) conceptual

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

20) The fact that Gavin has always maintained a good relationship with the assembly workers is evidence of which managerial skill?

- A) planning
- B) conceptual
- C) monitoring
- D) human

Answer: D

Diff: 1 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

21) Assuming that the goal of CAM is to be profitable, producing the new larger aircraft should make the company _____.

- A) equally effective but more efficient
- B) equally efficient but more effective
- C) equally efficient and effective
- D) more efficient but less effective

Answer: B

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

22) If Gavin joins the management team in discussions with the union about producing the new aircraft, he will be performing the management role of _____.

- A) liaison
- B) disseminator
- C) spokesperson
- D) negotiator

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Refer to the scenario below to answer the following questions.

The Busy Day (Scenario)

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his cup of coffee and reviewed his hectic schedule for the day. He has to escort two company tours in the morning: the first to a newspaper reporter who is writing a story on the new plant expansion, and the second to a group of Control Systems managers from the East Coast. Then he has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he does not enjoy). 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 vice-president. Finally, in the late afternoon, he will be reviewing a recent equipment malfunction and deciding whether to bring in extra technicians to get the equipment operating again as soon as possible. Whew! It was just another busy day in the life of a manager.

23) When Don conducts the tour for the visiting East Coast managers, he will be performing which management role?

- A) leader
- B) figurehead
- C) monitor
- D) spokesperson

Answer: B

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

24) When Don meets with Phil to discuss his performance concerns, he will be performing which management role?

- A) negotiator
- B) figurehead
- C) leader
- D) liaison

Answer: C

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

25) What role will Don be performing when he reviews his trade journals?

- A) disseminator
- B) figurehead
- C) leader
- D) monitor

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

26) What role will Don perform when he gives the plant tour to the newspaper reporter?

- A) leader
- B) disseminator
- C) entrepreneur
- D) spokesperson

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

27) When Don reviews the new equipment malfunction, what management role will he perform when deciding whether to bring in extra people?

- A) monitor
- B) resource allocator
- C) negotiator
- D) disturbance handler

Answer: B

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Refer to the scenario below to answer the following questions.

Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce next week, as well as which products will be produced on which days in the department. He also decides which employees are going to be responsible for operating which machines, since all his subordinates are multi-skilled assemblers. On Monday, he hands out work assignment sheets to inform the employees about which machines each will operate for the week. Joe also announces that the schedule will be challenging because of an increase in the targeted number of output units. He encourages his subordinates by telling them that he is confident they will achieve the production targets because they are such hard-working and skilled employees. Then, during the week, he monitors the daily production output and records the number of units that successfully achieved the company's quality standards, as well as the number of units that were unsatisfactory and had to be scrapped.

28) When Joe decides which employees will be responsible for operating which machines, he is performing the management function of _____.

- A) controlling
- B) leading
- C) planning.
- D) organizing

Answer: D

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

29) When Joe decides how many units of output his employees should produce next week and on which days certain products will be run, he is performing which management function?

- A) controlling
- B) leading
- C) planning
- D) organizing

Answer: C

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

30) When Joe monitors amount of output that the employees have successfully completed, as well as number of units that have been scrapped, he is performing which management function?

- A) controlling
- B) leading
- C) planning
- D) organizing

Answer: A

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

31) When Joe tells the employees he is confident they can achieve the production targets because they are such hard-working and skilled employees, he is performing which management function?

- A) controlling
- B) leading
- C) planning
- D) organizing

Answer: B

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Refer to the scenario below to answer the following questions.

A Day in the Life of a CEO (Scenario)

Carly spent the day "shadowing" her uncle Dave, who is the CEO of a large consumer electronics company. Carly is a business management major at a local college, and one of her class assignments was to interview a business manager. When she approached her uncle about the assignment, he invited her to follow him around for a day to observe the typical business activities of a top manager. She noted that he spent the day dealing with a variety of issues. First he met with a division manager who was having difficulty achieving production targets due to his inability to motivate the employees. Then they visited the assembly line to inspect a new machine designed to increase production output. Uncle Dave had once been a production engineer, and the department supervisor and assembly workers were impressed by his knowledge of the new machine's operating specifications. At lunch they met with a group of local CEOs from other companies where everything from the new hiring laws to the latest economic reports was discussed. After lunch, Carly attended a meeting where the five-year strategic plan for the entire company was being evaluated. For her uncle it was a typical day in the life of a CEO, but for Carly it had been a day full of information that she could use for her class assignment.

32) The division manager's inability to motivate his employees may be a sign of weak _____ skills.

- A) technical
- B) human
- C) conceptual
- D) organizational

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

33) As a former production engineer, Uncle Dave was able to use his _____ skills to examine the operating specifications of the new machine.

- A) technical
- B) human
- C) conceptual
- D) organizational

Answer: A

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

34) In evaluating the strategic plan for the entire company, Uncle Dave would need to use his _____ skills.

- A) technical
- B) human
- C) conceptual
- D) organizational

Answer: C

Diff: 2 Type: MC Page Ref: 11

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

35) If the new machine increased production output at the same cost, but also caused many more product defects, it would be _____.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective

Answer: B

Diff: 3 Type: MC Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

36) At the lunch meeting with other CEOs, Uncle Dave was performing the management role of _____.

- A) negotiator
- B) disseminator
- C) entrepreneur
- D) liaison

Answer: D

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

37) Supervisors and shift managers may both be considered first-line managers.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 4

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

38) Middle managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 4

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

39) Middle managers coordinate the work of nonmanagerial employees who are directly involved with the production or creation of the organization's products.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 4

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

40) The three common characteristics of all organizations are distinct purpose, deliberate structure, and material resources.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

41) A distinct purpose is important in defining an organization.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

42) In a short essay, explain how the definition of a manager has changed over time. Include a discussion on why managers are important to an organization.

Answer: Managers used to be defined as the organizational members who told others what to do and how to do it. In the past, it was easy to differentiate managers from nonmanagerial employees. Nonmanagers were organizational members who worked directly on a job or task and had no one reporting to them. Managers were those who supervised other employees.

A great boss can change your life. The reasons for this are that organizations need managerial skills and abilities more than ever in uncertain, complex, and chaotic times because of today's challenges which include worldwide economic climate, changing technology and ever-increasing globalization. The second reason is that the single most important variable in employee productivity and loyalty is the quality of the relationship with their direct supervisors. And finally, managerial ability is important in creating organizational value.

Today, the changing nature of organizations and work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities. Most employees are multi-skilled and are being cross trained. Within a single shift, an employee can be a team leader, equipment operator, maintenance technician, quality inspector, or improvement planner.

Diff: 2 Type: ES Page Ref: 3-4

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

43) In a short essay, discuss the difference between efficiency and effectiveness. Include specific examples to support each concept.

Answer: Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they are concerned with the efficient use of resources. For instance, at the Siemens AG factory in Germany, where employees make X-ray equipment, efficient manufacturing techniques were implemented by doing things such as cutting inventory levels, decreasing the amount of time needed to manufacture products, and lowering product reject rates. From this perspective, efficiency is often referred to as "doing things right"—that is, not wasting resources.

Effectiveness is often described as "doing the right things"—that is, those work activities that will help the organization reach its goals. For instance, at the Siemens factory, goals included reducing installation times for customers and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

Specific examples can come from the textbook, class discussions or outside references such as Internet, newspapers etc.

Diff: 2 Type: ES Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

1.3 Describe the functions, roles, and skills of managers

1) Management is about coordinating work activities so that the activities are completed

_____.

- A) efficiently and effectively
- B) on time
- C) on budget
- D) with attention to organizational profits

Answer: A

Diff: 1 Type: MC Page Ref: 6

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

2) _____ first proposed that all managers perform five functions: planning, organizing, commanding, coordinating, and controlling.

- A) Guy Laliberté
- B) Peter Drucker
- C) Henri Fayol
- D) Henry Mintzberg

Answer: C

Diff: 2 Type: MC Page Ref: 7

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

3) Writing an organizational strategic plan is an example of which management function?

- A) leading
- B) coordinating
- C) planning
- D) organizing

Answer: C

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

4) Organizing includes _____.

- A) defining organizational goals
- B) monitoring organizational performance
- C) motivating organizational members
- D) determining who performs which tasks

Answer: D

Diff: 2 Type: MC Page Ref: 8

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

5) A manager resolving conflict among organizational members is performing what function?

- A) controlling
- B) planning
- C) organizing
- D) leading

Answer: D

Diff: 2 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

6) The process of monitoring, comparing, and correcting is called _____.

- A) controlling
- B) coordinating
- C) leading
- D) organizing

Answer: A

Diff: 2 Type: MC Page Ref: 8

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

7) Amy is a supervisor at a large manufacturing plant. She has spent her day trying to ensure that the light bulbs coming off the assembly line light up 99.5 per cent of the time. She has spent her day performing the management activity of _____.

- A) planning
- B) leading
- C) coordinating
- D) controlling

Answer: D

Diff: 3 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

8) Richard is a manager at a large hospital. He has spent his day arranging the work schedules of employees for the next month. He had to ensure that there was a registered nurse on every shift, and that each was assigned to the area that best suited their qualifications. He has spent his day performing the management activity of _____.

- A) planning
- B) organizing
- C) controlling
- D) delegating

Answer: B

Diff: 3 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

9) Sylvia has spent the day in a meeting that focused on her company's future. Managers were trying to predict how the role of their company might change over the next 10 years. Goals were then developed based upon their vision of the company's mission. Sylvia is performing which management function?

- A) planning
- B) organizing
- C) leading
- D) controlling

Answer: A

Diff: 3 Type: MC Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

10) Mintzberg's management roles are grouped into _____.

- A) interpersonal relationships, information transfer, and decision making
- B) organizing, leadership, and decision making
- C) leadership, decision making, and planning
- D) information transfer, decision making, and resource allocation

Answer: A

Diff: 2 Type: MC Page Ref: 9

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

11) _____ studied actual managers at work and concluded that they perform 10 different but highly interrelated management roles.

- A) Henri Fayol
- B) Henry Ford
- C) Henry Drucker
- D) Henry Mintzberg

Answer: D

Diff: 1 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

12) According to Mintzberg's management roles, the _____ roles are those that involve people and other duties that are ceremonial and symbolic in nature.

- A) informational
- B) interpersonal
- C) decisional
- D) conceptual

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

13) The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the _____ levels of the organization.

- A) lower
- B) middle
- C) higher
- D) operational

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

14) Which of the following is a decisional role according to Mintzberg?

- A) spokesperson
- B) entrepreneur
- C) monitor
- D) liaison

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

15) A human resources manager attending a meeting of the local chapter of the Human Resources Management Association of Canada would be functioning in which role?

- A) informational
- B) leader
- C) liaison
- D) disseminator

Answer: C

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

16) A finance manager who reads the *Journal of Applied Corporate Finance* on a regular basis would be performing which role?

- A) figurehead
- B) monitor
- C) disseminator
- D) entrepreneur

Answer: B

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

17) Ed is a mid-level human resources manager and is involved in discussions between management and the employees' union. They are discussing wage issues. Management wants to keep wages at the legal minimum wage. The union wants minimum wage plus an increase of \$2.00 per hour. Ed is acting as a _____ on behalf of management.

- A) spokesperson
- B) monitor
- C) disseminator
- D) negotiator

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

18) Rachel is a marketing manager of a product division at New Tech Corporation. She is presenting a new product idea to the director of research and development, which could lead to a profitable new opportunity for the company. Rachel is performing the role of _____.

- A) monitor
- B) disseminator
- C) entrepreneur
- D) negotiator

Answer: C

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

19) Richard spends a half-hour every morning reading the current periodicals concerned with his business. He is performing which managerial role?

- A) liaison
- B) figurehead
- C) monitor
- D) disseminator

Answer: C

Diff: 3 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

20) Many of Mintzberg's roles align with the basic functions of management. For example, the role of _____ is part of the planning function.

- A) figurehead
- B) monitor
- C) liaison
- D) resource allocator

Answer: D

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

21) The emphasis that managers give to the various management roles seems to change based on their _____.

- A) organizational level
- B) tenure with the organization
- C) experience in their field
- D) leadership style

Answer: A

Diff: 2 Type: MC Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

22) Which of the following is an interpersonal role according to Mintzberg?

- A) figurehead
- B) disturbance handler
- C) spokesperson
- D) disseminator

Answer: A

Diff: 1 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

23) Which of the following is an informational role according to Mintzberg?

- A) liaison
- B) monitor
- C) spokesperson
- D) negotiator

Answer: C

Diff: 1 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

24) Many of Mintzberg's roles align with the basic functions of management. For example, all three interpersonal roles are part of the _____ function.

- A) organizing
- B) planning
- C) leading
- D) controlling

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

25) Motivating subordinates is primarily associated with the management function of _____.

- A) organizing
- B) leading
- C) controlling
- D) delegating

Answer: B

Diff: 1 Type: MC Page Ref: 8

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

26) Understanding building codes would be considered a _____ skill for a building contractor.

- A) conceptual
- B) technical
- C) practical
- D) functional

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

27) As managers move to higher organizational levels, the need for _____ skills decreases, but the need for _____ skills continues to be equally important.

- A) human; technical
- B) technical; human
- C) human; conceptual
- D) technical; conceptual

Answer: B

Diff: 3 Type: MC Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

28) Which of the following phrases best describes technical skills?

- A) motivating subordinates
- B) applying expertise in a specialized field
- C) communicating with managers
- D) thinking about complex problems

Answer: B

Diff: 2 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

29) Which of the following phrases best describes conceptual skills?

- A) motivating subordinates
- B) applying expertise in a specialized field
- C) communicating with managers
- D) thinking about complex problems

Answer: D

Diff: 2 Type: MC Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

30) Which of the following skills is most likely to be defined using terms such as abstract situations and visualization?

- A) interpersonal
- B) human
- C) conceptual
- D) functional

Answer: C

Diff: 2 Type: MC Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

31) Which of the following skills are more important at lower levels of management since these managers are dealing directly with the employees working on the organization's output?

- A) human
- B) technical
- C) conceptual
- D) behavioural

Answer: B

Diff: 1 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

32) Which of the following is TRUE concerning managerial and technical skills?

- A) Need for human skills and technical skills remains equally important as managers move to higher levels.
- B) Need for technical skills increases and human skills decreases as managers move to higher levels.
- C) Need for human skills remains necessary and technical skills decreases as managers move to higher levels.
- D) Both human skills and technical skills needs decrease as managers move to higher levels.

Answer: C

Diff: 3 Type: MC Page Ref: 11

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

33) Managers with good _____ are able to communicate, motivate, and lead to get the best out of their people.

- A) human skills
- B) conceptual skills
- C) personality skills
- D) functional skills

Answer: A

Diff: 1 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

34) Technical skills include _____.

- A) experience gained by performing managerial tasks
- B) job specific knowledge needed to proficiently perform work tasks
- C) the ability to work well with individuals and groups
- D) skills managers use to think about abstract and complex situations

Answer: B

Diff: 3 Type: MC Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

35) Michael's strength as a manager lies in his ability to work with people. He is very good at motivating and leading his subordinates. Michael is demonstrating which managerial skill?

- A) conceptual
- B) political
- C) human
- D) functional

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

36) Angelo is well known for his skills in using the advanced programming software in engineering. In fact, it was his specialized knowledge that led to his promotion to supervising manager. Which managerial skill is Angelo demonstrating?

- A) conceptual
- B) political
- C) technical
- D) human

Answer: C

Diff: 2 Type: MC Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

37) Effectiveness refers to getting the most amount of output from the least amount of inputs.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 7

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

38) Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or the attainment of organizational goals.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 7

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

39) Managers who are effective at meeting organizational goals always act efficiently.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 7

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

40) An organization that achieves its goals but at a very high cost would be considered effective but not very efficient.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 7

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

41) Determining who reports to who is part of the planning function of management.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

42) Directing and motivating are part of the organizing function.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 8

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

43) The associate dean of business management is responsible for preparing the schedule of classes at a large Canadian university. As she schedules each instructor's classes at specific times, she is performing Mintzberg's role of resource allocator.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

44) Disturbance handler is one of Mintzberg's interpersonal roles.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

45) All three of Mintzberg's interpersonal roles are part of the leading function.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 8, 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

46) Resource allocation and negotiating are both considered decisional roles.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

47) Interpersonal role is heavily involved in disseminating information throughout the organization.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

48) Human skills are equally important at all levels of management.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 10

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

49) Technical skills are critical in dealing with abstract and complex situations.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

50) Technical skills become less important as managers move into higher levels of management.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 11

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

51) Human skills become less important as managers move into top management.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 11

Skill: Applied

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

52) Conceptual skills are less important to top managers.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

53) The three common characteristics of all organizations are distinct purpose, deliberate structure, and material resources.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

54) A distinct purpose is important in defining an organization.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

55) Today's new organizations tend to be more stable and job-focused than traditional organizations.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

56) Today's new organizations tend to be more skills-focused and customer-oriented than traditional organizations.

Answer: TRUE

Diff: 3 Type: TF Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

57) In a short essay, describe 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to the three categories of roles.

Answer: Interpersonal Roles

The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature.

a. Figurehead—symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.

b. Leader—responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.

c. Liaison—maintains self-developed network of outside contacts and informers who provide favours and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

Informational Roles

The informational roles involve receiving, collecting, and disseminating information.

a. Monitor—seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment. Examples include reading periodicals and reports, and maintaining personal contacts.

b. Disseminator—transmits information received from outsiders or from subordinates to members of the organization. Examples include holding informational meetings and making phone calls to relay information.

c. Spokesperson—transmits information to outsiders on organization's plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media.

Decisional Roles

The decisional roles involve making choices.

a. Entrepreneur—searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes. Examples include organizing strategy and review sessions to develop new programs.

b. Disturbance handler—responsible for corrective action when organization faces important, unexpected disturbances. Examples include organizing strategy and review sessions that involve disturbances and crises.

c. Resource allocator—responsible for the allocation of organizational resources of all kinds; making or approving all significant organizational decisions. Examples include scheduling, requesting authorization, performing any activity that involves budgeting, and the programming of subordinates' work.

d. Negotiator—responsible for representing the organization at major negotiations. Examples include participating in union contract negotiations.

Diff: 3 Type: ES Page Ref: 9-10

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

58) In a short essay, describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why? Give specific examples to support your discussion.

Answer: Robert L. Katz proposed that managers need three critical skills in managing: technical, human, and conceptual.

a. *Technical skills* are the job specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically manage employees who use tools and techniques to produce the organization's products or service the organization's customers. Often, employees with excellent technical skills get promoted to first-line manager.

b. *Human skills* involve the ability to work well with other people both individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust.

c. *Conceptual skills* are the skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.

Specific examples can come from the textbook, class discussions or outside references such as Internet, newspapers etc.

Diff: 1 Type: ES Page Ref: 10-11

Skill: Recall

Learning Outcome: 1-3 Describe the functions, roles, and skills of managers.

1.4 Describe the factors that are reshaping and redefining the manager's job

1) A new approach being explored by organizations looking to engage employees and add value to the workplace is called _____.

- A) innovation
- B) strategization
- C) gamification
- D) functionalization

Answer: C

Diff: 2 Type: MC Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

2) Risk management falls into the _____ category of changes facing managers.

- A) changing security threats
- B) increased competitiveness
- C) changing technology
- D) importance of organizational ethics

Answer: A

Diff: 1 Type: MC Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

3) Redefining organizational values and sustainability are included in the _____ category of changes facing managers.

- A) increased security threats
- B) emphasis on organizational ethics
- C) digitization of technology
- D) increased competitiveness

Answer: B

Diff: 2 Type: MC Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

4) Empowered employees and virtual workplaces fall into the _____ category of challenges facing managers.

- A) changing security threats
- B) increased competitiveness
- C) changing technology
- D) emphasis on managerial ethics

Answer: C

Diff: 2 Type: MC Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

5) Which of the following is TRUE regarding a manager's job with respect to customers?

- A) Today, the majority of employees in developed countries work in product sectors.
- B) Managers have not yet recognized the importance of delivering consistent high-quality customer services.
- C) Managers must create a customer-responsive organization in order to survive successfully in today's environment.
- D) Employees play an insignificant role in delivering quality customer services.

Answer: C

Diff: 2 Type: MC Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

6) Today's competitive business environment means that organizations _____.

- A) should pay more attention to hiring good employees than any other operational aspect
- B) must be willing to do whatever is necessary to please the customer
- C) are continuously replacing top managers in order to bring in innovative ideas
- D) expect managers to focus on profits, not on pleasing employees

Answer: B

Diff: 3 Type: MC Page Ref: 13

Skill: Applied

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

7) Social media is a communications tool which should not be used by managers to _____.

- A) publish one-way messages to employees
- B) manage human resources
- C) tap into innovation and talent
- D) share ideas with anyone outside the company

Answer: A

Diff: 2 Type: MC Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

8) Managers who actively make use of social media _____.

- A) show poor sales results due to waste of time online
- B) perform more disciplinary acts due to discovering employee posted infractions
- C) have better sales revenues than those who don't
- D) find that it is a poor tool for managing human resources

Answer: C

Diff: 2 Type: MC Page Ref: 14

Skill: Applied

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

9) Success in business today demands _____.

- A) focus on profits
- B) risk taking
- C) internal focus
- D) strict controls

Answer: B

Diff: 2 Type: MC Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

10) An adaptable organization should be _____.

- A) proactive
- B) reactive
- C) profit-focused
- D) strategy-bound

Answer: A

Diff: 2 Type: MC Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

11) From a business perspective, a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies is known as _____.

- A) accountability
- B) equitability
- C) sustainability
- D) profitability

Answer: C

Diff: 1 Type: MC Page Ref: 15

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

12) Which of the following is TRUE regarding the changes that a manager's job is undergoing?

- A) Managers practicing sustainability integrate economic, environmental, and social opportunities into the business strategy.
- B) Digitization hardly affects a manager's responsibilities.
- C) Innovative efforts are exclusively important for managers serving in high-tech organizations.
- D) Managers do best when adhering to principles set when the company was first founded.

Answer: A

Diff: 2 Type: MC Page Ref: 15

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Refer to the scenario below to answer the following questions.

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product sold to distributors. Kelly reports to Sam, a production manager, who in turn reports to Pat, a general manager, who reports to Chris, a vice-president of operations. Recently, Chris asked Pat to have a meeting with Kelly and Sam 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.

13) The meeting that Chris has asked Pat to have with Sam 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) employee attitudes and behaviours do not significantly impact customer responsiveness
- D) customer responsiveness must be effectively delegated in order to succeed in today's competitive marketplace

Answer: B

Diff: 3 Type: MC Page Ref: 13

Skill: Applied

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

14) Gamification is a new approach being explored by organizations to engage employees.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

15) Impact of concerns over globalization is directly related to digitization changes facing managers.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

16) In order for organizations to survive successfully, managers must create a customer-responsive organization.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

17) Social media platforms for electronic communication have become popular among employees to share ideas in their personal lives, but have not yet become tools used extensively in the workplace.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

18) Innovation is confined to high-tech and other technologically sophisticated organizations.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

19) In a short essay, describe the importance of customers and social media to the manager's job. Give specific examples where possible to support your discussion.

Answer: Organizations need customers. Without them, most organizations would cease to exist. Yet, focusing on the customer has long been thought to be the responsibility of marketing types. However, employee attitudes and behaviors play a big role in customer satisfaction. Managers are recognizing that delivering consistent high-quality customer service is essential for survival and success in today's competitive environment and that employees are an important part of that equation. Managers must create a customer-responsive organization where employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

The newest frontier in management is the use of social media to communicate and share ideas with customers as well as employees. The potential power of social media can help an organization. The potential peril is how it is used and it needs to be managed carefully. Specific examples can come from the textbook, class discussions or outside references such as Internet, newspapers etc.

Diff: 2 Type: ES Page Ref: 13-14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

20) In a short essay, describe the importance of innovation and sustainability to the manager's job.

Answer: Innovation means doing things differently, exploring new territory, and taking risks. It is not just for high-tech or other technologically sophisticated organizations. Innovative efforts can be found in all types of organizations. If a firm does not innovate, it undertakes great risks. Innovation is critical to today's organizations.

The concept of managing in a sustainable way has had the effect of widening corporate responsibility not only to managing in an efficient and effective way, but also to responding strategically to a wide range of environmental and societal challenges. From a business perspective, sustainability is defined as a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies. Sustainability issues are now moving up the agenda of business leaders and the boards of thousands of companies. Running an organization in a more sustainable way means that managers have to make informed business decisions based on thorough communication with various stakeholders, understanding their requirements, and starting to factor economic, environmental, and social aspects into how they pursue their business goals.

Diff: 2 Type: ES Page Ref: 14-15

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

1.5 Explain the value of studying management

1) Universality of management means that _____.

- A) organizations can hire any manager to perform any management job
- B) all managers in all organizations perform the four management functions
- C) any manager can work in any organization and perform any management job
- D) managers in all organizations have the same basic skills

Answer: B

Diff: 3 Type: MC Page Ref: 16

Skill: Applied

Learning Outcome: 1-5 Explain the value of studying management.

2) Which of the following best describes the concept that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in organizations in all countries around the globe?

- A) diversity of management
- B) universality of management
- C) segmentation of management
- D) evolution of management

Answer: B

Diff: 1 Type: MC Page Ref: 16

Skill: Recall

Learning Outcome: 1-5 Explain the value of studying management.