

CHAPTER 1—MANAGEMENT: AN OVERVIEW

TRUE/FALSE

1. The manager's job is a science where they work systematically and analytically and relying on intuition or judgment is not appropriate.

ANS: F PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles

2. Organizations provide the means for societies to meet their needs.

ANS: T PTS: 1 REF: 6
NAT: AACSB Analytic: Environmental Influence

3. Managers must be able to sense the need for change in themselves, the need for change in their areas of influence and organization to be successful.

ANS: T PTS: 1 REF: 6
NAT: AACSB Analytic: Leadership Principles

4. Both managers and organizations must strive to exceed customer needs.

ANS: T PTS: 1 REF: 6 NAT: AACSB Analytic: Strategy

5. A customer includes any person or group, both inside and outside an organization, which uses or consumes outputs from an organization or its members.

ANS: T PTS: 1 REF: 7 NAT: AACSB Analytic: Strategy

6. Leadership involves gaining commitments from organizational members to achieve management's goals and properly equipping them to do so.

ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles

7. Through leadership, managers help their organizations and their employees achieve their goals.

ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles

8. Managers no longer manage a homogeneous workforce.

ANS: T PTS: 1 REF: 12
NAT: AACSB Analytic: Leadership Principles

9. America's equal employment opportunity laws do not help to guarantee access to organizations for all its citizens.

ANS: F PTS: 1 REF: 12
NAT: AACSB Analytic: Legal Responsibilities

10. Each employee need not have and act on a personal ethical and moral code.

ANS: F PTS: 1 REF: 12

NAT: AACSB Analytic: Ethical Responsibilities

11. Top management includes supervisors, team leaders, and team facilitators who oversee the work of nonmanagement people.

ANS: F PTS: 1 REF: 15

NAT: AACSB Analytic: Leadership Principles

12. The five basic roles of management are planning, organizing, staffing, leading, and controlling.

ANS: T PTS: 1 REF: 19

NAT: AACSB Analytic: Leadership Principles

13. The five managerial functions are each separate, independent, and isolated activities of daily work.

ANS: F PTS: 1 REF: 19

NAT: AACSB Analytic: Leadership Principles

14. Planning, organizing, monitoring, negotiating, and controlling are the five management functions.

ANS: F PTS: 1 REF: 19

NAT: AACSB Analytic: Leadership Principles

15. Managers at all levels do not have to continually monitor external influences to identify trends and changes and adjust their plans as necessary.

ANS: F PTS: 1 REF: 20

NAT: AACSB Analytic: Environmental Influence

16. Controlling attempts to prevent, identify, and correct deviations from guidelines and to evaluate both people and processes.

ANS: T PTS: 1 REF: 21 NAT: AACSB Analytic: Strategy

17. Regardless of title, position, or management level, all managers perform all management functions.

ANS: T PTS: 1 REF: 21

NAT: AACSB Analytic: Leadership Principles

18. Leading is a more time-consuming function for top-level management, as compared to lower-level management.

ANS: F PTS: 1 REF: 22

NAT: AACSB Analytic: Leadership Principles

19. The time focus of planning for first-line managers is very immediate and short-term.

ANS: T PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

20. The three categories of a manager's roles are interpersonal, informational, and decisional.

ANS: T PTS: 1 REF: 23
NAT: AACSB Analytic: Leadership Principles

21. It is reasonable to expect that a lower-level manager spend proportionately more time on planning than an upper-level manager.

ANS: F PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

22. Top managers develop objectives to implement middle management goals.

ANS: F PTS: 1 REF: 22 NAT: AACSB Analytic: Strategy

23. An example of a decisional role held by managers is a resource allocator.

ANS: T PTS: 1 REF: 24
NAT: AACSB Analytic: Leadership Principles

24. Technical skills are the abilities to use the processes, practices, techniques, and tools of the specialty area a manager supervise.

ANS: T PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles

25. The manager's ability to work effectively as a group member and to build cooperative effort within the group depends on conceptual skills.

ANS: F PTS: 1 REF: 26
NAT: AACSB Analytic: Group Dynamics

26. Human skills of managers are not required to be used at all three levels of management.

ANS: F PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles

27. The ability to interact and communicate with others is a technical skill.

ANS: F PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles

28. Most managers have and take the time to reflect upon a systematic plan of daily work.

ANS: F PTS: 1 REF: 28
NAT: AACSB Analytic: Leadership Principles

29. Regular, reoccurring, and routine tasks are often everyday expectations of managers' workloads.

ANS: T PTS: 1 REF: 28
NAT: AACSB Analytic: Leadership Principles

30. First-line managers use conceptual skills more often than technical skills.

ANS: F PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles

31. Managers are evaluated in how well they demonstrate through everyday actions the essential ideas they generate.

ANS: T PTS: 1 REF: 29
NAT: AACSB Analytic: Leadership Principles

MULTIPLE CHOICE

1. Individually and collectively setting and achieving goals by exercising related functions and coordinating various resources describes _____.
a. leadership
b. supervision
c. management
d. administration

ANS: C PTS: 1 DIF: **Difficult REF: 4
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

2. Which of the following does not describe an objective?
a. long term
b. specific
c. results-oriented
d. measurable

ANS: A PTS: 1 DIF: **Difficult REF: 5
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

3. An entity managed by one or more persons to achieve stated goals is known as a(n) _____.
a. business
b. corporation
c. organization
d. group

ANS: C PTS: 1 DIF: *Average REF: 5
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

4. _____ is often said to be the only constant in business.
a. Survival
b. Profit
c. Change
d. Quality

ANS: C PTS: 1 DIF: **Difficult REF: 6
NAT: AACSB Analytic: Strategy TOP: TEXT

5. Quality of organizational achievements can be identified by measuring _____.
a. amounts of immediate profits
b. expanding overseas markets
c. number of skilled employees
d. customer needs being met

ANS: D PTS: 1 DIF: **Difficult REF: 6
NAT: AACSB Analytic: Operations Management TOP: TEXT

6. Quality is defined by whom?

- a. internal customers
- b. external customers
- c. both
- d. neither

ANS: C PTS: 1 DIF: *Average REF: 6
NAT: AACSB Analytic: Operations Management TOP: TEXT

7. Gaining commitments from organizational members to achieve management's goal is _____:
- a. organizing.
 - b. cooperating.
 - c. coordinating.
 - d. leading.

ANS: D PTS: 1 DIF: *Average REF: 9
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

8. Differing cultural and national origins, varying ethnic and racial backgrounds, different age groups and mental capabilities represents:
- a. a management myth.
 - b. globalization
 - c. skills of management
 - d. diversity

ANS: D PTS: 1 DIF: *Average REF: 12
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

9. The branch of philosophy concerned with what constitutes right and wrong human conduct, including values and actions, in a given set of circumstances is defined as:
- a. leadership.
 - b. character study
 - c. ethics.
 - d. behavioral studies.

ANS: C PTS: 1 DIF: *Average REF: 11
NAT: AACSB Analytic: Ethical Responsibilities TOP: TEXT

10. Many small businesses that call their customers neighbors cannot escape influences from abroad which would include the following **except**:
- a. raw materials.
 - b. supplies.
 - c. retail inventories
 - d. manufacturers overhead.

ANS: D PTS: 1 DIF: *Average REF: 13
NAT: AACSB Analytic: Operations Management TOP: TEXT

11. The chief executive officer (CEO) and his, her or their immediate subordinates, usually called vice presidents, are usually referred to as:
- a. middle management.
 - b. top management.
 - c. board of directors.
 - d. stockholders.

ANS: B PTS: 1 DIF: *Average REF: 15
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

12. Managers that establish long-term companywide goals are _____.
a. first-line managers
b. supervisors
c. middle managers
d. top management

ANS: D PTS: 1 DIF: *Average REF: 16
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

13. Managers whose expertise lies primarily in one or another of the speciality areas such as marketing, operations, or finance are known as:
a. middle managers.
b. supervisors.
c. top managers.
d. functional managers.

ANS: D PTS: 1 DIF: *Average REF: 18
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

14. Which of the following is *not* one of the business functions that are universal and apply to every type of business?
a. power team training
b. marketing
c. operations
d. finance

ANS: A PTS: 1 DIF: **Difficult REF: 18
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

15. Management _____ are the daily work activities, while management _____ are their abilities, talents, or capabilities to perform the work.
a. roles; functions
b. roles; titles
c. functions; roles
d. functions; skills

ANS: D PTS: 1 DIF: **Difficult REF: 26
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

16. External forces that may influence planning include _____ forces:
a. social
b. political
c. technological
d. all of the above

ANS: D PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Strategy TOP: TEXT

17. Making decisions regarding next year's budget is an example of which of the following management functions?
a. organizing
b. staffing
c. planning
d. controlling

ANS: C PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Strategy TOP: TEXT

18. The management function that lays the groundwork for all other functions and is the first step taken when performing them is called:
- organizing.
 - controlling.
 - staffing.
 - planning.

ANS: D PTS: 1 DIF: *Average REF: 20
NAT: AACSB Analytic: Operations Management TOP: TEXT

19. An acceptable order or priority of the five primary management functions is _____.
- planning, organizing, staffing, controlling, leading
 - planning, organizing, leading, staffing, controlling
 - planning, organizing, controlling, staffing, leading
 - planning, organizing, staffing, leading, controlling

ANS: D PTS: 1 DIF: **Difficult REF: 19-21
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

20. Which management function focuses on creating a structure to facilitate the accomplishment of goals?
- organizing
 - planning
 - leading
 - staffing

ANS: A PTS: 1 DIF: **Difficult REF: 20
NAT: AACSB Analytic: Operations Management TOP: TEXT

21. Which of the following is *not* an activity involved in the staffing function?
- reviewing the credentials of employment candidates
 - training the employee
 - orienting the employee
 - assigning work duties and delegating authority

ANS: D PTS: 1 DIF: *Average REF: 21
NAT: AACSB Analytic: HRM TOP: TEXT

22. _____ is sometimes executed as the final stage of the organizing function.
- Staffing
 - Controlling
 - Leading
 - d.** None of the above

ANS: A PTS: 1 DIF: *Average REF: 21
NAT: AACSB Analytic: HRM TOP: TEXT

23. Which of the following is a part of controlling?
- recruiting employees
 - developing job descriptions
 - creating objectives and goals
 - measuring performance against standards

ANS: D PTS: 1 DIF: **Difficult REF: 21

24. Which of the following management functions do top managers typically spend most of their time doing?
- a. planning
 - b. controlling
 - c. leading
 - d. staffing

ANS: C

PTS: 1

DIF: *Average

REF: 22

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

25. Middle managers:
- a. plan primarily for the short term.
 - b. determine long-term human resource needs.
 - c. plan for the entire organization.
 - d. develop objectives to implement top-management goals.

ANS: D

PTS: 1

DIF: *Average

REF: 22

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

26. Which of the following is *not* a decisional management role?
- a. entrepreneur
 - b. disturbance handler
 - c. investigator
 - d. resource allocator

ANS: C

PTS: 1

DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

27. Three interpersonal management roles are figurehead, leader, and _____.
- a. negotiator
 - b. monitor
 - c. disseminator
 - d. liaison

ANS: D

PTS: 1

DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

28. The information role that constantly scans the environment is:
- a. monitor
 - b. disseminator
 - c. externalist
 - d. spokesperson

ANS: A

PTS: 1

DIF: *Average

REF: 23

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

29. Which of the following describes the role in which the manager is building contacts through which to gather information?
- a. leadership role
 - b. spokesperson or representative role
 - c. negotiator role
 - d. liaison role

ANS: D

PTS: 1

DIF: *Average

REF: 23

30. Which of the following describes the role in which the manager is responsible for determining who in the work unit gets the resources, and how much each person gets?
- a. cashier
 - b. controller
 - c. resource allocator
 - d. budget specialist

ANS: C

PTS: 1

DIF: *Average

REF: 24

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

31. Which of the following is *not* one of the skills required of managers?
- a. human
 - b. conceptual
 - c. technical
 - d. all of these skills are required

ANS: C

PTS: 1

DIF: *Average

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

32. Technological skills are most essential at the _____ level of management.
- a. first-line
 - b. middle
 - c. top
 - d. both first-line and middle

ANS: A

PTS: 1

DIF: *Average

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

33. Which of the following management skills requires the most mental effort and thought?
- a. human
 - b. conceptual
 - c. technical
 - d. mechanical

ANS: B

PTS: 1

DIF: *Average

REF: 27

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

34. If you are both good with the task and good with people, you might have a high level of what kind of management skills?
- a. professional and personal
 - b. conceptual and human
 - c. technical and human
 - d. technical and conceptual

ANS: C

PTS: 1

DIF: **Difficult

REF: 26

NAT: AACSB Analytic: Leadership Principles

TOP: TEXT

35. The premise that all managers reflect and systematically plan all work through each day is a(n) _____.
- a. reality
 - b. common myth
 - c. acceptable social standard
 - d. practiced technique

ANS: B PTS: 1 DIF: *Average REF: 28
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

36. Interruptions, crises, meetings, and unexpected commitments for managers are considered a(n) _____.
- common myth
 - reality
 - chance occurrence
 - once in a while inconvenience

ANS: B PTS: 1 DIF: *Average REF: 28
NAT: AACSB Analytic: Leadership Principles TOP: TEXT

MATCHING

Match the options below with the correct phrases:

- processes, practices, techniques and tools of a specialty area
 - the expectations of a manager's behavior
 - foremen and supervisors
 - the mental capacity to conceive and manipulate ideas
 - individually and collectively setting and achieving goals by exercising related functions and coordinating various resources
 - Ben and Jerry's* nationally recognized ice cream business
 - regional and district managers
 - an outcome to accomplish
 - the abilities to relate, interact, & communicate with others
 - both internal and external
 - long-term approach to customer relations
 - the various "rungs" of the organization's structural ladder
 - persons who allocate and oversee the use of resources
 - a special kind of goal
 - corporate presidents and vice presidents
 - concerned with what constitutes right and wrong human conduct
 - features of a product or service that satisfy consumers
 - managers of specialty areas
 - includes people from differing age groups, genders, ethnic and racial background
 - getting people to follow
 - second wave of the world wide web
 - practical application of knowledge
- conceptual skills
 - customers
 - goal
 - CRM
 - first-line management
 - human skills
 - management
 - management hierarchy
 - technical skills
 - middle management
 - organization
 - role
 - objective

14. managers
15. quality
16. ethics
17. top management
18. diversity
19. functional managers
20. leadership
21. technology
22. Web 2.0

1. ANS: D PTS: 1 REF: 27
NAT: AACSB Analytic: Leadership Principles
2. ANS: J PTS: 1 REF: 7
3. ANS: H PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
4. ANS: K PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles
5. ANS: C PTS: 1 REF: 18
NAT: AACSB Analytic: Leadership Principles
6. ANS: I PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles
7. ANS: E PTS: 1 REF: 4
NAT: AACSB Analytic: Leadership Principles
8. ANS: L PTS: 1 REF: 15
NAT: AACSB Analytic: Leadership Principles
9. ANS: A PTS: 1 REF: 26
NAT: AACSB Analytic: Leadership Principles
10. ANS: G PTS: 1 REF: 17
NAT: AACSB Analytic: Leadership Principles
11. ANS: F PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
12. ANS: B PTS: 1 REF: 23
NAT: AACSB Analytic: Leadership Principles
13. ANS: N PTS: 1 REF: 5
NAT: AACSB Analytic: Leadership Principles
14. ANS: M PTS: 1 REF: 4
NAT: AACSB Analytic: Leadership Principles
15. ANS: Q PTS: 1 REF: 6
NAT: AACSB Analytic: Operations Management
16. ANS: P PTS: 1 REF: 11
NAT: AACSB Analytic: Ethical Responsibilities
17. ANS: O PTS: 1 REF: 15
NAT: AACSB Analytic: Leadership Principles
18. ANS: S PTS: 1 REF: 12
NAT: AACSB Analytic: Leadership Principles
19. ANS: R PTS: 1 REF: 18
NAT: AACSB Analytic: Leadership Principles
20. ANS: T PTS: 1 REF: 9
NAT: AACSB Analytic: Leadership Principles
21. ANS: V PTS: 1 NAT: AACSB Analytic: Leadership Principles
22. ANS: U PTS: 1 NAT: AACSB Analytic: Leadership Principles

NAT: AACSB Analytic: Strategy