

Management, 10ce (Robbins)

Chapter 1 Introduction to Management and Organizations

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

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 4

Topic: Understand what makes someone a manager. Skill: Recall

2) Management affects employee morale but not a company's financial performance.

A) True

B) False

Answer: False

Diff: 1 Type: TF Page Ref: 4

Topic: Understand what makes someone a manager. Skill: Recall

3) Managers may have other work duties not related to coordinating the work of others.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 4

Topic: Understand what makes someone a manager. Skill: Applied

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

A) True

B) False

Answer: True

Diff: 1 Type: TF Page Ref: 4

Topic: Understand what makes someone a manager. Skill: Applied

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

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 5

Topic: Understand what makes someone a manager. Skill: Recall

6) Top managers typically have titles such as regional manager, plant manager, or division manager.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 5

Topic: Understand what makes someone a manager. Skill: Recall

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

A) True

B) False

Answer: False

Diff: 2

Type: TF

Page Ref: 5

Topic: Define management and describe what managers do.

Skill: Recall

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

A) True

B) False

Answer: True

Diff: 3

Type: TF

Page Ref: 5

Topic: Define management and describe what managers do.

Skill: Recall

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

A) True

B) False

Answer: False

Diff: 3

Type: TF

Page Ref: 6

Topic: Define management and describe what managers do.

Skill: Recall

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

A) True

B) False

Answer: True

Diff: 2

Type: TF

Page Ref: 6

Topic: Define management and describe what managers do.

Skill: Applied

11) The four contemporary functions of management are planning, organizing, leading, and delegating.

A) True

B) False

Answer: False

Diff: 2

Type: TF

Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Recall

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

A) True

B) False

Answer: False

Diff: 2

Type: TF

Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Applied

- 13) Directing and motivating are part of the organizing function.
A) True
B) False
Answer: False
Diff: 2 Type: TF Page Ref: 8
Topic: Define management and describe what managers do. Skill: Applied
- 14) According to Mintzberg, the roles of figurehead, leader, and liaison are all interpersonal roles.
A) True
B) False
Answer: True
Diff: 2 Type: TF Page Ref: 8
Topic: Define management and describe what managers do. Skill: Recall
- 15) Typical activities for the role of spokesperson include greeting visitors and signing legal documents.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 8
Topic: Define management and describe what managers do. Skill: Applied
- 16) 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.
A) True
B) False
Answer: True
Diff: 3 Type: TF Page Ref: 8
Topic: Define management and describe what managers do. Skill: Applied
- 17) A finance manager who reviews reports and reads *Canadian Business* on a regular basis is performing the role of liaison.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Applied
- 18) Disturbance handler is one of Mintzberg's interpersonal roles.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Recall

- 19) According to Mintzberg's management roles, the informational role involves receiving, collecting, and disseminating information.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Recall

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

A) True

B) False

Answer: True

Diff: 3 Type: TF Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Applied

- 21) Resource allocation and negotiating are both considered decisional roles.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Recall

- 22) Fayol's management functions and Mintzberg's management roles are basically the same.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 9

Topic: Define management and describe what managers do.

Skill: Applied

- 23) According to Mintzberg, the roles of disseminator and figurehead are more important at lower levels of the organization, while the role of leader is most important for top managers.

A) True

B) False

Answer: False

Diff: 3 Type: TF Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Applied

- 24) Katz found that managers needed three essential skills: technical, human, and conceptual.

A) True

B) False

Answer: True

Diff: 1 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Recall

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

A) True

B) False

Answer: True

Diff: 1 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Applied

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

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Recall

27) Technical skills become less important as a manager moves into higher levels of management.

A) True

B) False

Answer: True

Diff: 2 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Applied

28) Human skills become less important as a manager moves into top management.

A) True

B) False

Answer: False

Diff: 3 Type: TF Page Ref: 9
Topic: Define management and describe what managers do. Skill: Applied

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

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 10
Topic: Describe the characteristics of an organization. Skill: Recall

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

A) True

B) False

Answer: True

Diff: 1 Type: TF Page Ref: 10
Topic: Describe the characteristics of an organization. Skill: Recall

- 31) Today's new organizations tend to be more stable and job-focused than traditional organizations.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 11
Topic: Describe the characteristics of an organization. Skill: Recall
- 32) Today's new organizations tend to be more skills-focused and customer-oriented than traditional organizations.
A) True
B) False
Answer: True
Diff: 2 Type: TF Page Ref: 11
Topic: Describe the characteristics of an organization. Skill: Recall
- 33) Managers who work in not-for-profit organizations are called civil servants.
A) True
B) False
Answer: False
Diff: 2 Type: TF Page Ref: 12
Topic: Describe the characteristics of an organization. Skill: Recall
- 34) Managers of government-owned Crown corporations are not considered civil servants.
A) True
B) False
Answer: True
Diff: 3 Type: TF Page Ref: 12
Topic: Describe the characteristics of an organization. Skill: Applied
- 35) Few companies today require codes of ethics to help maintain high ethical standards.
A) True
B) False
Answer: False
Diff: 1 Type: TF Page Ref: 13
Topic: Understand the challenges to managing. Skill: Recall
- 36) If a manager's decision is legal, it therefore must be ethical.
A) True
B) False
Answer: False
Diff: 3 Type: TF Page Ref: 13
Topic: Understand the challenges to managing. Skill: Applied

37) Workforce diversity refers to a workforce that is more homogeneous in terms of gender, race, ethnicity, and age.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 14

Topic: Understand the challenges to managing. Skill: Recall

38) Innovation is only important in high-tech firms.

A) True

B) False

Answer: False

Diff: 2 Type: TF Page Ref: 17

Topic: Understand the challenges to managing. Skill: Recall

39) Innovation is everyone's responsibility in a learning organization.

A) True

B) False

Answer: True

Diff: 3 Type: TF Page Ref: 17

Topic: Understand the challenges to managing. Skill: Recall

40) According to a Gallup study, the single most important variable in employee productivity and loyalty is _____.

A) pay

B) workplace environment

C) benefits

D) relationship with their coworkers

E) relationship with their direct supervisors

Answer: E

Diff: 2 Type: MC Page Ref: 3

Topic: Understand what makes a manager Skill: Recall

41) A recent KPMG/Ipsos-Reid study of Canadian companies found that those that made the top-10 list for great human resources practices also scored high on _____.

A) management productivity

B) long-term financial performance

C) employee pay and benefits

D) management salaries

E) workplace health and safety

Answer: B

Diff: 3 Type: MC Page Ref: 3

Topic: Introductio Skill: Recall

42) Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is _____.

- A) a coordinator
- B) an agent
- C) a manager
- D) an operative
- E) a subordinate

Answer: C

Diff: 1 Type: MC Page Ref: 4

Topic: Understand what makes someone a manager Skill: Recall

43) A key distinction between managerial and nonmanagerial positions is that managers _____.

- A) prepare the work of others
- B) combine the work of others
- C) prevent the work of others
- D) perform the work of others
- E) coordinate the work of others

Answer: E

Diff: 1 Type: MC Page Ref: 4

Topic: Understand what makes someone a manager Skill: Recall

44) 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
- E) regional managers

Answer: C

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Recall

45) All levels of management between the first-line level and the top level of the organization are termed _____.

- A) middle managers
- B) general managers
- C) associate managers
- D) foremen
- E) supervisors

Answer: A

Diff: 1 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Recall

46) Executive vice-president, president, managing director, chief operating officer, chief executive officer, or chairman of the board are positions associated with which level of management?

- A) associate managers

- B) middle managers
- C) first-line managers
- D) top managers
- E) general managers

Answer: D

Diff: 1 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Applied

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

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

Answer: B

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Applied

48) The lowest level of management is _____.

- A) a nonmanagerial employee
- B) a plant manager
- C) a vice-president
- D) a first-line manager
- E) a general manager

Answer: D

Diff: 1 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Recall

49) Supervisor is a common title for whom?

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

Answer: C

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Applied

50) 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
- E) chief operating officers

Answer: D

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager

Skill: Applied

51) 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
- E) associate managers

Answer: B

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager

Skill: Applied

52) _____ is the process of coordinating work activities so that they are completed efficiently and effectively with and through other people.

- A) Leading
- B) Management
- C) Supervision
- D) Controlling
- E) Production

Answer: B

Diff: 1 Type: MC Page Ref: 5

Topic: Define management and describe what managers do

Skill: Recall

53) Effectiveness refers to _____.

- A) cost minimization
- B) resource control
- C) goal attainment
- D) efficiency
- E) doing things right

Answer: C

Diff: 3 Type: MC Page Ref: 6

Topic: Define management and describe what managers do

Skill: Recall

54) Efficiency refers to _____.

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

Answer: A

Diff: 2 Type: MC Page Ref: 6

Topic: Define management and describe what managers do

Skill: Recall

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

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

Answer: D

Diff: 2

Type: MC

Page Ref: 6

Topic: Define management and describe what managers do

Skill: Applied

- 56) An automobile manufacturer that increased 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
- E) doing the right things

Answer: B

Diff: 3

Type: MC

Page Ref: 6

Topic: Define management and describe what managers do

Skill: Applied

- 57) 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
- E) doing the right things

Answer: B

Diff: 3

Type: MC

Page Ref: 6

Topic: Define management and describe what managers do

Skill: Applied

- 58) 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
- E) not achieving its goals

Answer: C

Diff: 3

Type: MC

Page Ref: 6

Topic: Define management and describe what managers do

Skill: Applied

59) 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) doing the right things
- E) customer satisfaction

Answer: C

Diff: 2 Type: MC Page Ref: 6

Topic: Define management and describe what managers do

Skill: Applied

60) 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
- E) resource usage; efficiency

Answer: B

Diff: 3 Type: MC Page Ref: 6

Topic: Define management and describe what managers do

Skill: Recall

61) The four functions of management are _____.

- A) planning, organizing, staffing, and directing
- B) planning, organizing, leading, and directing
- C) planning, organizing, leading, and staffing
- D) planning, organizing, leading, and controlling
- E) planning, organizing, leading, and delegating

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Recall

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

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

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Recall

63) _____ was a French industrialist who first identified the basic management functions.

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

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Recall

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

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

Answer: C

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Applied

65) Organizing includes _____.

- A) defining organizational goals
- B) monitoring organizational performance
- C) motivating organizational members
- D) determining who performs which tasks
- E) comparing actual performance to previously set goals

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Recall

66) Today, the basic management functions are considered to be _____.

- A) planning, coordinating, staffing, and directing
- B) planning, organizing, leading, and directing
- C) commanding, organizing, leading, and staffing
- D) planning, organizing, leading, and controlling

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Applied

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

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

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Applied

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

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

Answer: A

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Recall

69) 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) organizing
- C) leading
- D) coordinating
- E) controlling

Answer: E

Diff: 3 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Applied

70) 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) leading
- C) organizing
- D) controlling
- E) delegating

Answer: C

Diff: 3 Type: MC Page Ref: 7

Topic: Define management and describe what managers do

Skill: Applied

71) 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.

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

- D) controlling
- E) coordinating

Answer: A

Diff: 3 Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

- 72) Mintzberg's 10 management roles are grouped into _____.
- A) interpersonal relationships, information transfer, and decision making
 - B) interpersonal relationships, leadership, and decision making
 - C) leadership, decision making, and planning
 - D) information transfer, decision making, and resource allocation
 - E) interpersonal relationships, decision making, and resource allocation

Answer: A

Diff: 2 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Recall

- 73) _____ 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 Fonda
 - D) Henry Morris
 - E) Henry Mintzberg

Answer: E

Diff: 1 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Recall

- 74) 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) technical
 - D) decisional
 - E) conceptual

Answer: B

Diff: 1 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Recall

- 75) 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) supervisory
 - E) operational

Answer: C

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

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

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

Answer: B

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Recall

77) 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
- E) entrepreneur

Answer: C

Diff: 3 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Applied

78) 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
- E) negotiator

Answer: B

Diff: 3 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Applied

79) 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(n)_____ on behalf of management.

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

Answer: E

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

- 80) 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) figurehead
- B) monitor
- C) disseminator
- D) entrepreneur
- E) negotiator

Answer: D

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

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

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

Answer: D

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

- 82) 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) leader
- C) liaison
- D) resource allocator
- E) monitor

Answer: D

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

- 83) 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) personality
- E) leadership style

Answer: A

Diff: 2 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Recall

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

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

Answer: A

Diff: 2 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Recall

85) Which of Mintzberg's management roles involves receiving, collecting, and disseminating information?

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

Answer: B

Diff: 1 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Recall

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

- A) liaison
- B) monitor
- C) resource allocator
- D) spokesperson
- E) negotiator

Answer: D

Diff: 2 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Recall

87) 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
- E) coordinating

Answer: C

Diff: 3 Type: MC Page Ref: 8
Topic: Define management and describe what managers do Skill: Applied

88) According to the textbook, which of the following managerial roles is more important at the higher levels of an organization?

- A) leader
- B) monitor
- C) disturbance handler
- D) disseminator
- E) resource allocator

Answer: D

Diff: 3 Type: MC Page Ref: 8

Topic: Define management and describe what managers do

Skill: Recall

89) According to research by Robert Katz, what three essential skills do managers need?

- A) technical, human, and empirical
- B) human, empirical, and conceptual
- C) technical, interpersonal, and controlling
- D) technical, human, and functional
- E) technical, human, and conceptual

Answer: E

Diff: 2 Type: MC Page Ref: 9

Topic: Define management and describe what managers do

Skill: Recall

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

- A) human
- B) technical
- C) conceptual
- D) empirical
- E) functional

Answer: B

Diff: 2 Type: MC Page Ref: 9

Topic: Define management and describe what managers do

Skill: Applied

91) 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) conceptual; technical
- C) technical; human
- D) human; conceptual
- E) technical; conceptual

Answer: C

Diff: 3 Type: MC Page Ref: 9

Topic: Define management and describe what managers do

Skill: Recall

92) Managers with good _____ are able to get the best out of their people.

- A) human skills
- B) conceptual skills

- C) technical skills
- D) empirical
- E) functional

Answer: A

Diff: 1 Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Recall

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

- A) motivating subordinates
- B) applying expertise in a certain specialized field
- C) communicating with managers
- D) thinking about abstract and complex problems
- E) understanding the relationships among organizational subunits

Answer: B

Diff: 2 Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Recall

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

- A) motivating subordinates
- B) applying expertise in a certain specialized field
- C) communicating with managers
- D) inspiring enthusiasm and trust
- E) thinking about abstract and complex problems

Answer: E

Diff: 2 Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Recall

95) The ability to work well with other people, both individually and in a group, requires _____ skills.

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

Answer: D

Diff: 1 Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Recall

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

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

Answer: D

Diff: 2 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Recall

- 97) Which of the following skills are more important at lower levels of management since these managers are dealing directly with the employees doing the organization's output?
- A) human
 - B) technical
 - C) conceptual
 - D) empirical
 - E) functional

Answer: B

Diff: 1 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Applied

- 98) Which of the following is true concerning technical and managerial skills?
- A) Human skills and technical skills remain equally important as managers move to higher levels.
 - B) Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
 - C) Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
 - D) Both human-skill and technical-skill needs decrease as managers move to higher levels.

Answer: C

Diff: 3 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Applied

- 99) 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) technical skills
 - D) visual skills
 - E) artistic skills

Answer: A

Diff: 1 Type: MC Page Ref: 9
Topic: Define management and describe what managers do Skill: Recall

- 100) 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) technical
 - D) human

E) functional

Answer: D

Diff: 2

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do

Skill: Applied

101) Angelo is well known for his skills in using the advanced programming software of the engineering field. 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

E) functional

Answer: C

Diff: 2

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do

Skill: Applied

102) Maureen has left the automotive industry to become CEO at a troubled software company. In her first few meetings with management, she provides a new vision for the company and presents several ideas about restructuring departments to build on the firm's track record and human resources.

A) good technical but weak conceptual skills

B) good human but weak conceptual skills

C) good political but weak conceptual skills

D) good political but weak human skills

E) good conceptual but weak technical skills

Answer: E

Diff: 3

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do

Skill: Applied

103) 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

E) a group of individuals who work in the nonprofit sector

Answer: C

Diff: 1

Type: MC

Page Ref: 10

Topic: Describe the characteristics of an organization

Skill: Recall

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

A) people

B) business strategy

C) deliberate structure

- D) distinct purpose
- E) competitive advantage

Answer: D

Diff: 2 Type: MC Page Ref: 10

Topic: Describe the characteristics of an organization Skill: Recall

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

- A) people
- B) business strategy
- C) deliberate structure
- D) distinct purpose
- E) competitive advantage

Answer: C

Diff: 2 Type: MC Page Ref: 10

Topic: Describe the characteristics of an organization Skill: Recall

106) A deliberate arrangement of people to accomplish some specific purpose is called a(n) _____.

- A) structure
- B) process
- C) organization
- D) operation
- E) business

Answer: C

Diff: 1 Type: MC Page Ref: 10

Topic: Describe the characteristics of an organization Skill: Recall

107) New organizations tend to be more _____ than traditional organizations.

- A) individual-oriented
- B) command-oriented
- C) rule-oriented
- D) customer-oriented
- E) job-focused

Answer: D

Diff: 2 Type: MC Page Ref: 11

Topic: Describe the characteristics of an organization Skill: Recall

108) Traditional organizations tend to be more _____ than new organizations.

- A) dynamic
- B) flexible
- C) individual-oriented
- D) customer-oriented
- E) skills-focused

Answer: C

Diff: 2 Type: MC Page Ref: 11

Topic: Describe the characteristics of an organization

Skill: Recall

- 109) New organizations tend to be _____.
A) dynamic, team-oriented, and job-focused
B) dynamic, team-oriented, and rule-oriented
C) dynamic, individual-oriented, and skills-focused
D) dynamic, customer-oriented, and skills-focused
E) dynamic, skills-focused, and rule-oriented

Answer: D

Diff: 3 Type: MC Page Ref: 11

Topic: Describe the characteristics of an organization

Skill: Recall

- 110) New organizations tend to be dynamic, flexible, and _____.
A) team-oriented
B) rule-oriented
C) individual-oriented
D) job-focused
E) stable

Answer: A

Diff: 2 Type: MC Page Ref: 11

Topic: Describe the characteristics of an organization

Skill: Recall

- 111) _____ are businesses that are structured like private sector companies but are owned by governments rather than shareholders.
A) Subsidiaries
B) Publicly held corporations
C) Public sector organizations
D) Government agencies
E) Crown corporations

Answer: E

Diff: 2 Type: MC Page Ref: 11

Topic: Describe the characteristics of an organization

Skill: Recall

- 112) The sales and marketing component of e-business is called _____.
A) e-marketing
B) e-business enabled
C) e-distribution
D) e-commerce
E) e-merchandising

Answer: D

Diff: 1 Type: MC Page Ref: 15

Topic: Understand the challenges to managing

Skill: Recall

- 113) _____ involves cultivating a learning culture in which organization members systematically gather knowledge and share it with others in the organization to achieve better performance.

- A) Knowledge management
- B) Learning organization
- C) E-business enhanced organization
- D) Learning management
- E) Information management

Answer: A

Diff: 1 Type: MC Page Ref: 18

Topic: Understand the challenges to managing Skill: Recall

114) Which of the following best describes the attitude toward change in a learning organization?

- A) If it's working, don't change it.
- B) If it's not working, don't change it.
- C) If you are changing, it won't be working for long.
- D) If it's working, it should work for a long time.
- E) If you are not changing, it won't be working for long.

Answer: E

Diff: 3 Type: MC Page Ref: 18

Topic: Understand the challenges to managing Skill: Applied

115) Which of the following best describes the attitude toward new ideas in a learning organization?

- A) If it wasn't invented here, reject it.
- B) If it wasn't invented here, change it.
- C) If it wasn't invented here, reinvent it.
- D) If it was invented or reinvented here, accept it.
- E) If it was invented or reinvented here, reject it.

Answer: E

Diff: 3 Type: MC Page Ref: 18

Topic: Understand the challenges to managing Skill: Applied

116) In a learning organization, the main fear is _____.

- A) not adapting
- B) making mistakes
- C) changing too quickly
- D) inefficiency
- E) losing profit

Answer: A

Diff: 2 Type: MC Page Ref: 18

Topic: Understand the challenges to managing Skill: Recall

117) In a learning organization, the manager's job is to _____ others.

- A) monitor
- B) enable
- C) control
- D) teach

E) direct

Answer: B

Diff: 1

Type: MC

Page Ref: 18

Topic: Understand the challenges to managing

Skill: Recall

118) Universality of management means that _____.

A) all managers in all organizations perform the four management functions

B) all managers in all organizations can perform their job the same way

C) all organizations can hire any manager to perform the management jobs

D) any manager can work in any organization and perform any management job

E) all managers in all organizations have the same basic skills

Answer: A

Diff: 3

Type: MC

Page Ref: 19

Topic: Explain the value of studying management

Skill: Applied

119) 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) the universality of management

B) the segmentation of management

C) the diversity of management

D) the management revolution

E) the evolution of management

Answer: A

Diff: 1

Type: MC

Page Ref: 19

Topic: Explain the value of studying management

Skill: Recall

120) ***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.

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.

E) They all report to top management.

Answer: C

Diff: 1 Type: MC Page Ref: 4
Topic: Understand what makes someone a manager Skill: Applied

121) ***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.

Kelly is at what level of management?

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

Answer: D

Diff: 1 Type: MC Page Ref: 5
Topic: Understand what makes someone a manager Skill: Applied

122) ***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.

Sam and Pat are both at what level of management?

- A) top manager
- B) middle manager
- C) supervisor
- D) first-line manager
- E) managing director

Answer: B

Diff: 2 Type: MC Page Ref: 5
Topic: Understand what makes someone a manager Skill: Applied

123) *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.

Chris is most likely at what level of management?

- A) top manager
- B) supervisor
- C) middle manager
- D) first-line manager
- E) regional manager

Answer: A

Diff: 2 Type: MC Page Ref: 5

Topic: Understand what makes someone a manager Skill: Applied

124) *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.

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) focusing on the customer is the sole responsibility of the marketing department
- D) employee attitudes and behaviours do not significantly impact customer responsiveness
- E) customer responsiveness must be effectively delegated in order to succeed in today's competitive marketplace

Answer: B

Diff: 3 Type: MC Page Ref: 12
Topic: Understand the challenges to managing

Skill: Applied

125) ***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.

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

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

Answer: E

Diff: 1 Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Recall

126) ***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.

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

- A) efficiency
- B) process skills
- C) leadership
- D) entrepreneurship
- E) effectiveness

Answer: A

Diff: 2 Type: MC Page Ref: 6

Topic: Define management and describe what managers do Skill: Applied

127) *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.

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
- E) entrepreneurship

Answer: C

Diff: 2 Type: MC Page Ref: 6

Topic: Define management and describe what managers do Skill: Applied

128) *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.

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 efficient
- C) entrepreneurial but not effective
- D) effective but not efficient
- E) efficient but not effective

Answer: D

Diff: 3 Type: MC Page Ref: 6

Topic: Define management and describe what managers do Skill: Applied

129) *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.

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

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

Answer: E

Diff: 2

Type: MC

Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

130) *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.

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
- E) human

Answer: C

Diff: 2

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

131) *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.

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) human
- D) leadership
- E) conceptual

Answer: B

Diff: 2

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

132) *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.

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) monitor
- D) technical
- E) human

Answer: E

Diff: 1 Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

133) ***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.

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
- E) more effective but less efficient

Answer: B

Diff: 3 Type: MC Page Ref: 6

Topic: Define management and describe what managers do Skill: Applied

134) ***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.

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) figurehead
- E) negotiator

Answer: E

Diff: 2 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

135) *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.

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
- E) liaison

Answer: B

Diff: 3

Type: MC

Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

136) *Refer to the scenario below to answer the questions that follow.*

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.

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
- E) spokesperson

Answer: C

Diff: 3 Type: MC Page Ref: 8

Topic: Define management and describe what managers do. Skill: Applied

137) *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.

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

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

Answer: E

Diff: 2 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

138) *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.

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

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

Answer: E

Diff: 2 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

139) ***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.

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) figurehead
- D) negotiator
- E) disseminator

Answer: B

Diff: 3 Type: MC Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

140) ***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.

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
- E) directing

Answer: D

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

141) ***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.

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
- E) delegating

Answer: C

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

142) *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.

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
- E) delegating

Answer: A

Diff: 2 Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

143) *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.

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
- E) delegating

Answer: B

Diff: 2

Type: MC Page Ref: 7

Topic: Define management and describe what managers do Skill: Applied

144) *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.

Joe's position is at which managerial level?

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

Answer: E

Diff: 2

Type: MC

Page Ref: 5

Topic: Understand what makes someone a manager Skill: Applied

145) ***Refer to the scenario below to answer the questions that follow.***

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.

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

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

Answer: B

Diff: 2

Type: MC

Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

146) *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.

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) political
- D) conceptual
- E) organizational

Answer: A

Diff: 2

Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

147) *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.

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

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

Answer: D

Diff: 2

Type: MC Page Ref: 9

Topic: Define management and describe what managers do Skill: Applied

148) ***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.

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
- E) entrepreneurial but not efficient

Answer: B

Diff: 3

Type: MC

Page Ref: 6

Topic: Define management and describe what managers do Skill: Applied

149) 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.

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

- A) negotiator
- B) disseminator
- C) resource allocator
- D) entrepreneur
- E) liaison

Answer: E

Diff: 3

Type: MC

Page Ref: 8

Topic: Define management and describe what managers do Skill: Applied

150) In a short essay, describe and provide examples of first-line, middle, and top managers.

Answer:

- a. First-line managers are the lowest level of management and manage the work of nonmanagerial individuals who are directly involved with the production or

creation of the organization's products. They are often called supervisors but may also be called shift managers, office managers, or even foremen.

b. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as regional manager, project leader, plant manager, or division manager.

c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice-president, president, managing director, chief operating officer, chief executive officer, or chairman of the board.

Diff: 1 Type: ES Page Ref: 5

Topic: Understand what makes someone a manager

Skill: Recall

- 151) In a short essay, discuss the difference between efficiency and effectiveness and include a specific example to support each concept.

Answer:

a. 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.

b. 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.

Diff: 2 Type: ES Page Ref: 6

Topic: Define management and describe what managers do.

Skill: Applied

- 152) In a short essay, list and explain the four basic functions of management.

Answer:

a. Planning—defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.

b. Organizing—determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

- c. Leading—motivating subordinates, influencing individuals or teams as they work, selecting the most effective communication channels, or dealing in any way with employee behaviour issues.
- d. Controlling—monitoring actual performance, comparing it to a standard, and taking corrective action if necessary.

Diff: 2

Type: ES

Page Ref: 6-7

Topic: Define management and describe what managers do.

Skill: Recall

- 153) In a short essay, list and discuss 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to interpersonal, informational, and decisional roles.

Answer:

Interpersonal Roles

- 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

- 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

- 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.

The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson. Finally, the decisional roles involve making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

Diff: 3

Type: ES

Page Ref: 8

Topic: Define management and describe what managers do.

Skill: Recall

- 154) In a short essay, explain what a learning organization is and provide four examples of how it differs from a traditional organization.

Answer:

A learning organization is one that has developed the capacity to continuously learn, adapt, and change. Learning organizations differ from traditional ones in several areas:

Attitude Toward Change

Traditional Organization: If it's working, don't change it.

Learning Organization: If you aren't changing, it won't be working for long.

Attitude Toward New Ideas

Traditional Organization: If it wasn't invented here, reject it.

Learning Organization: If it was invented or reinvented here, reject it.

Who's Responsible for Innovation?

Traditional Organization: Traditional areas such as R&D.

Learning Organization: Everyone in the organization.

Main Fear

Traditional Organization: Making mistakes.

Learning Organization: Not learning and adapting.

Competitive Advantage

Traditional Organization: Products and service.

Learning Organization: Ability to learn; knowledge and expertise.

Manager's Job

Traditional Organization: Control others.

Learning Organization: Enable others.

Diff: 3 Type: ES Page Ref: 18

Topic: Describe the characteristics of an organization. Skill: Recall