

***Management, 12e (Robbins/Coulter)***

**Chapter 1 Management and Organizations**

1) A great manager makes a job more enjoyable and productive.

Answer: TRUE

Page Ref: 4

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

2) Managers play an important role in dealing with various challenges being faced by organizations today.

Answer: TRUE

Page Ref: 4

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

3) Today's managers are just as likely to be women as they are men.

Answer: TRUE

Page Ref: 5

Learning Outcome: Describe the components of the management environment

AACSB: Multicultural and Diversity Understanding

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

4) A manager must coordinate and oversee the work of other people so that organizational goals can be accomplished.

Answer: TRUE

Page Ref: 5

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

5) A manager's job is all about personal achievement.

Answer: FALSE

Page Ref: 5

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

6) In traditionally structured organizations managers can be classified as first-line managers, middle managers, or top managers.

Answer: TRUE

Page Ref: 6

Learning Outcome: Describe the components of the management environment; Discuss factors influencing organizational structure decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

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

Answer: FALSE

Page Ref: 6

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

8) Effectiveness refers to getting the most output from the least amount of input.

Answer: FALSE

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

9) Efficiency is described as "doing things right."

Answer: TRUE

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

10) The four contemporary functions of management are planning, organizing, leading, and controlling.

Answer: TRUE

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

11) Determining who reports to whom is part of the controlling function of management.

Answer: FALSE

Page Ref: 9

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

12) Directing and motivating are part of the controlling function of management.

Answer: FALSE

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

13) When a manager performs the controlling function of management, he must monitor and evaluate performance.

Answer: TRUE

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

14) Figurehead, leader, and liaison are all interpersonal managerial roles according to Mintzberg.

Answer: TRUE

Page Ref: 10

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

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

Answer: FALSE

Page Ref: 10

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

16) According to Robert L. Katz, managers need to have technical, human, and conceptual skills.

Answer: TRUE

Page Ref: 11

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

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

Answer: TRUE

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

18) Conceptual skills are less important to top managers.

Answer: FALSE

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

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

Answer: TRUE

Page Ref: 15

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Easy

Classification: Conceptual

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

Answer: FALSE

Page Ref: 15

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Easy

Classification: Conceptual

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

Answer: FALSE

Page Ref: 16

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Easy

Classification: Conceptual

22) Management is universally needed in all organizations.

Answer: TRUE

Page Ref: 17

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Easy

Classification: Conceptual

23) A portion of a manager's job, especially at lower organizational levels may entail duties that are often more clerical than managerial.

Answer: TRUE

Page Ref: 18

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Easy

Classification: Conceptual

24) Which of the following statements regarding managers in today's world is accurate?

A) Their age range is limited to between 30 and 65 years.

B) They are found only in large corporations.

C) They can be found exclusively in for-profit organizations.

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

Answer: D

Page Ref: 5

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

25) An individual who works with and through other people by coordinating their work activities in order to accomplish organizational goals is \_\_\_\_\_.

- A) an assembly line worker
- B) a laborer
- C) a manager
- D) a salesperson

Answer: C

Page Ref: 5

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

26) Supervisor is another name for which of the following?

- A) team leader
- B) middle manager
- C) first-line manager
- D) top manager

Answer: C

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

27) A \_\_\_\_\_ is an example of a first-line manager.

- A) division manager
- B) store manager
- C) regional manager
- D) shift manager

Answer: D

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

28) Managers with titles such as regional manager, project leader, or division manager are \_\_\_\_\_.

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

Answer: D

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

29) \_\_\_\_\_ are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

- A) First-line managers
- B) Top managers
- C) Production managers
- D) Research managers

Answer: B

Page Ref: 6

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

30) \_\_\_\_\_ have titles such as executive vice president, chief operating officer, and chief executive officer.

- A) Team leaders
- B) Middle managers
- C) First-line managers
- D) Top managers

Answer: D

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual



31) \_\_\_\_\_ involves ensuring that work activities are completed efficiently and effectively by the people responsible for doing them.

- A) Commanding
- B) Managing
- C) Planning
- D) Organizing

Answer: B

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

32) Which of the following is an example of an efficient manufacturing technique?

- A) cutting inventory levels
- B) increasing the amount of time to manufacture products
- C) increasing product reject rates
- D) meeting customers' rigorous demand

Answer: A

Page Ref: 8

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

33) Wasting resources is considered to be an example of \_\_\_\_\_.

- A) inefficacy
- B) ineffableness
- C) inefficiency
- D) ineffectiveness

Answer: C

Page Ref: 8

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

34) An automobile manufacturer increased the total number of cars produced keeping the production cost the same. The manufacturer \_\_\_\_\_.

- A) increased its equity
- B) increased its efficiency
- C) increased its effectiveness
- D) increased its effability

Answer: B

Page Ref: 8

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Application

35) Effectiveness is associated with \_\_\_\_\_.

- A) reducing inventory
- B) decreasing production time
- C) doing the right things
- D) doing things right

Answer: C

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

36) 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; effability
- D) efficiency; experience

Answer: B

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

37) In successful organizations, \_\_\_\_\_.

- A) high efficiency and high equanimity go hand in hand
- B) high efficiency and high effervescence go hand in hand
- C) high efficiency and high effectiveness go hand in hand
- D) high efficiency and high accessibility go hand in hand

Answer: C

Page Ref: 9

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

38) Henri Fayol, in the early part of the twentieth century proposed that all managers perform \_\_\_\_\_ functions.

- A) three
- B) four
- C) five
- D) nine

Answer: C

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Conceptual

39) Today, the basic management functions include \_\_\_\_\_.

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

Answer: D

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

40) Establishing strategies for achieving organizational goals is a part of the \_\_\_\_\_ function.

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

Answer: C

Page Ref: 9

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

41) Organizing includes \_\_\_\_\_.

- A) setting organizational goals
- B) hiring organizational members
- C) motivating organizational members
- D) determining who does what tasks

Answer: D

Page Ref: 9

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions; Discuss factors influencing organizational structure decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

42) A manager resolving conflict among organizational members is performing which of the following functions?

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

Answer: D

Page Ref: 9

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

43) Motivating subordinates is primarily associated with the management function of \_\_\_\_\_.

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

Answer: C

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

44) The process of monitoring, comparing, and correcting is called \_\_\_\_\_.

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

Answer: A

Page Ref: 9

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

45) \_\_\_\_\_ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.

- A) Henri Fayol
- B) Abraham Maslow
- C) Henry Mintzberg
- D) Peter Drucker

Answer: C

Page Ref: 10

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

46) According to Mintzberg's managerial roles, the \_\_\_\_\_ roles are ones that involve people and other duties that are ceremonial and symbolic in nature.

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

Answer: B

Page Ref: 10

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

47) The \_\_\_\_\_ roles involve collecting, receiving, and disseminating information, according to Mintzberg's managerial roles.

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

Answer: B

Page Ref: 10

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

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

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

Answer: B

Page Ref: 10

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

49) Which of the following is not an example of an interpersonal role according to Mintzberg?

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

Answer: D

Page Ref: 10-11

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

50) Which of the following is an example of a decisional role according to Mintzberg?

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

Answer: B

Page Ref: 11

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

51) The \_\_\_\_\_ role (as Mintzberg defined it) is more important for lower-level managers than it is for either middle-or top-level managers.

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

Answer: A

Page Ref: 11

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

52) Robert L. Katz proposed \_\_\_\_\_.

- A) three critical managing skills
- B) ten critical managing roles
- C) five traditional management functions
- D) six traditional management styles

Answer: A

Page Ref: 11

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

53) Katz proposed that managers need \_\_\_\_\_ skills.

- A) technical, human, and financial
- B) human, empirical, and mechanical
- C) technical, interpersonal, and legal
- D) technical, human, and conceptual

Answer: D

Page Ref: 11

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

54) Technical skills include \_\_\_\_\_.

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

Answer: B

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual



55) Which of the following skills tend to be more important for first-line managers since they manage employees who produce the organization's product?

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

Answer: B

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

56) Understanding building codes would be considered a \_\_\_\_\_ skill for a building contractor.

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

Answer: B

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

57) Which of the following skills involves the ability to work well with other people, both individually and in a group?

- A) technical skills
- B) assessment skills
- C) planning skills
- D) human skills

Answer: D

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

58) Which of the following is true concerning the three managerial skills?  
A) Technical skills tend to be most important for middle-level managers.  
B) Conceptual skills are most important for lower-level managers.  
C) Human skills remain equally important to all levels of management.  
D) Technical skills increase and conceptual skills decrease in importance as a manager climbs the organizational chart.

Answer: C

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Conceptual

59) Managers with good \_\_\_\_\_ know how to communicate, motivate and lead to get the best out of their people.

- A) human skills
- B) conceptual skills
- C) technical skills
- D) empirical skills

Answer: A

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

60) Conceptual skills involve \_\_\_\_\_.

- A) managing employees who use tools to produce the organization's products
- B) communicating with customers
- C) thinking about abstract and complex situations
- D) inspiring enthusiasm and trust among employees

Answer: C

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Conceptual

61) Which of the following changes has resulted in the shifting of organizational boundaries?

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

Answer: A

Page Ref: 14

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

62) Increased accountability of employees is typically caused by \_\_\_\_\_.

- A) increased digitization
- B) increased emphasis on organizational ethics
- C) security threats to the organization
- D) discrimination concerns

Answer: B

Page Ref: 14

Learning Outcome: Discuss the role of ethics and social responsibility in management

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

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

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

Answer: C

Page Ref: 15

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Easy

Classification: Conceptual

64) Social media is a communications tool which should not be used to \_\_\_\_\_.

- A) publish one-way messages from managers to employees
- B) connect with customers
- C) manage human resources
- D) tap into innovation and talent

Answer: A

Page Ref: 15

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

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

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

Answer: D

Page Ref: 16

Learning Outcome: Discuss the role of ethics and social responsibility in management

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Easy

Classification: Conceptual

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

- A) Managers practicing sustainability integrate economic, environmental, and social opportunities into the business strategy.
- B) Digitization hardly affects a manager's responsibilities.
- C) According to managers, employees contribute the least to the success of a customer service organization.
- D) Innovative efforts are exclusively important for managers serving in high-tech organizations.

Answer: A

Page Ref: 16

Learning Outcome: Discuss the role of ethics and social responsibility in management

AACSB: Reflective Thinking Skills

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

67) Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the \_\_\_\_\_.

- A) impartiality of management
- B) neutrality of management
- C) universality of management
- D) reality of management

Answer: C

Page Ref: 17

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Easy

Classification: Conceptual

68) The universality of management means that \_\_\_\_\_.

- A) all managers in all organizations perform the four management functions
- B) all managers in all organizations perform the same quantity of managerial functions
- C) all managers in all organizations perform managerial functions in similar ways
- D) any manager can work in any organization and perform any management function

Answer: A

Page Ref: 17

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Moderate

Classification: Conceptual

69) Which of the following types of managerial positions is most likely to involve clerical duties?

- A) supervisor
- B) regional manager
- C) project leader
- D) president

Answer: A

Page Ref: 18

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Moderate

Classification: Conceptual

70) Which of the following represents one of the challenges of management?

- A) enjoy relatively easy work
- B) support, coach, and nurture others
- C) have little influence on organizational outcomes
- D) have to deal with a variety of personalities

Answer: D

Page Ref: 18

Learning Outcome: Discuss different ways managers work with and promote diversity in organizations

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Easy

Classification: Conceptual

71) Which of the following represents one of the rewards of being a manager?

- A) operating with limited resources
- B) receiving recognition in the organization
- C) motivating workers in chaotic situations
- D) doing duties that are more clerical than managerial

Answer: B

Page Ref: 18

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Easy

Classification: Conceptual

## Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new company. To ensure you are covering the important issues, your boss has asked to see an overview of materials that you will be providing the engineers.

72) The engineers have to be informed that, \_\_\_\_\_ are the people who direct the activities of others in an organization.

- A) directors
- B) managers
- C) subordinates
- D) line workers

Answer: B

Page Ref: 5

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

73) Many of the engineers in the group are unclear about what managers actually do. Your training materials should explain that a manager's job focuses on \_\_\_\_\_.

- A) performing clerical duties
- B) personal achievement
- C) helping others accomplish their work goals
- D) supervising groups rather than individual employees

Answer: C

Page Ref: 5

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills

Ch. Objective: 1

Difficulty: Easy

Classification: Conceptual

74) The engineers need to be informed that supervisors may frequently be referred to as \_\_\_\_\_.

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

Answer: D

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

75) After the merger, the management then makes a deliberate arrangement of people to accomplish specific purposes. Such an arrangement makes up a(n) \_\_\_\_\_.

- A) trust
- B) coalition
- C) organization
- D) affinity group

Answer: C

Page Ref: 6

Learning Outcome: Describe the components of the management environment; Discuss factors influencing organizational structure decisions

AACSB: Reflective Thinking Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual



## The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to Ben, a production manager, who in turn reports to Dan, a general manager, who reports to McKenna, a vice president of operations. Recently, McKenna asked Dan to have a meeting with Kelly and Ben regarding some 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.

76) Kelly is a \_\_\_\_\_.

- A) top manager
- B) nonmanagerial employee
- C) middle manager
- D) first-line manager

Answer: D

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Analytic Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Application

77) Ben and Dan are \_\_\_\_\_.

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

Answer: B

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Analytic Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Application

78) McKenna is a \_\_\_\_\_.

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

Answer: A

Page Ref: 6

Learning Outcome: Describe the components of the management environment

AACSB: Analytic Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Application

79) Kelly, Ben, Dan, and McKenna are part of an organization that has a \_\_\_\_\_.

- A) traditional committee structure
- B) traditional pyramid structure
- C) modern matrix structure
- D) modern jury structure

Answer: B

Page Ref: 6

Learning Outcome: Describe the components of the management environment; Discuss factors influencing organizational structure decisions

AACSB: Analytic Skills

Ch. Objective: 2

Difficulty: Easy

Classification: Application

#### The Perfect Manager (Scenario)

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

80) Brenda's ability to complete activities efficiently and effectively with and through other people is known as \_\_\_\_\_.

- A) management
- B) leadership
- C) entrepreneurship
- D) delegation

Answer: A

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Application

81) Brenda's ability to produce the same amount of product with fewer personnel is a reflection of her \_\_\_\_\_.

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

Answer: D

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Application

82) The fact that Brenda completes her projects is an indication of her \_\_\_\_\_ as a manager.

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

Answer: B

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Easy

Classification: Application

83) If Brenda accomplishes her projects with high-quality results, but takes more time than other managers in the process, as a manager she is \_\_\_\_\_.

- A) efficient, but ineffective
- B) a leader, but not a top manager
- C) project oriented, but not effective
- D) effective, but inefficient

Answer: D

Page Ref: 8

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

## Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce. He also decides which employee will operate which machine. On Monday, he informs his employees of their assignments to specific machines by handing out assignment sheets. He tells the employees that the schedule is going to be difficult this week due to the increased number of units that have to be produced. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week, Joe checks the amount of output that the employees have completed and the number of units that have been rejected.

84) When Joe decides as to how many units of output his employees should produce, he is performing which of the following management functions?

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

Answer: C

Page Ref: 9

Learning Outcome: Identify the different types of decisions managers make and discuss how they make decisions

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

85) When Joe checks the amount of output that the employees have completed and the number of units that have been rejected, he is performing which of the following management functions?

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

Answer: A

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

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

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

Answer: B

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

### The General Manager (Scenario)

Michael is the manager of a production facility. On a routine day, Michael meets with the employees who produce the organization's product. At another time, Michael meets with the production manager, Betty, and the human resource manager, Joyce, to discuss complaints filed by one of the employees in the production department. Michael also spends time on the Internet looking for new technologies that can be used in the production processes of his plant.

87) When Michael meets with Betty and Joyce to discuss a complaint filed by one of the employees in the production department, he requires which of the following managerial skills?

- A) technical skills
- B) human skills
- C) conceptual skills
- D) empirical skills

Answer: B

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

88) When Michael manages the employees who produce the product, he is utilizing his \_\_\_\_\_.

- A) conceptual skills
- B) empirical skills
- C) technical skills
- D) human skills

Answer: C

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

89) Michael's search for new technologies that can be used in the production processes of his plant is an example of which type of management skill?

- A) conceptual
- B) communication
- C) effectiveness
- D) interpersonal

Answer: A

Page Ref: 12

Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

## Managerial Skills (Scenario)

Adam, Brenda, Carl, and Dan are employees in the same organization. Adam is the shift manager, Brenda is the district manager, Carl is the regional manager and Dan is the project leader. Adam manages the employees who produce the organization's product. After noticing his excellent work, he is promoted to division manager. Carl on the other hand, after a disciplinary proceeding is assigned to the post of office manager. Ethan is the managing director of the same organization.

90) Which of the following is true for Adam before his promotion?

- A) His technical skills are of the utmost priority.
- B) His conceptual skills are of the utmost priority.
- C) He need not possess any human skills.
- D) He need not have any empirical skills

Answer: A

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

91) Which of the following is true for Adam after his promotion?

- A) His empirical skills are going to be most important.
- B) The importance of his technical skills is about to be reduced.
- C) His conceptual skills are going to take the priority.
- D) The importance of his human skills are to be reduced.

Answer: B

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

92) Which of the following is true for Ethan?

- A) He should be very sound in his technical skills.
- B) He can manage with limited financial skills.
- C) Conceptual skills are the most important skills that Ethan requires.
- D) He need not possess any human skills.

Answer: C

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Analytic Skills

Ch. Objective: 3

Difficulty: Moderate

Classification: Application

93) Explain briefly how the definition of a manager has changed over time.

Answer: Managers used to be defined as the organizational members who told others what to do and how to do it. In the past, it was easy to differentiate managers from nonmanagerial employees. Nonmanagers were organizational members who worked directly on a job or task and had no one reporting to them. Managers were those who supervised other employees. Today, the changing nature of organizations and work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities. Most employees are multi-skilled and are being cross trained. Within a single shift, an employee can be a team leader, equipment operator, maintenance technician, quality inspector, or improvement planner.

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 2; 4

Difficulty: Moderate

Classification: Conceptual



94) 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. First-line managers are often called supervisors or even shift managers, district managers, department managers, or office managers.
- b. Middle managers are found between the lowest and top levels of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, store 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, or chief executive officer.

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Learning Outcome: Describe the components of the management environment; Discuss factors influencing organizational structure decisions

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 2

Difficulty: Easy

Classification: Conceptual

95) Briefly discuss the difference between efficiency and effectiveness.

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. It's often referred to as "doing things right"—that is, not wasting resources. For instance, efficient manufacturing techniques can be implemented by doing things such as cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates.
- b. Effectiveness is often described as "doing the right things"—that is, doing those work activities that will help the organization reach its goals. For instance, goals can include meeting customers' rigorous demands, executing world-class manufacturing strategies, and making employee jobs easier and safer. Through various work initiatives these goals can be 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.

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

96) List and explain the four basic functions of management.

Answer: The four basic functions of management are: (a) Planning, (b) Organizing, (c) Leading, and (d) Controlling.

a. When managers engage in planning, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.

b. When managers organize, they determine 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. When managers engage in leading, they motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues.

d. When managers control, they ensure that goals are being met and that work is being done as it should be. They monitor and evaluate performance. They compare actual performance with the set goals. If those goals aren't being achieved, it's the manager's job to get work back on track. This process of monitoring, comparing, and correcting is the controlling function.

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

97) List the 10 managerial roles developed by Mintzberg.

Answer: Mintzberg described 10 managerial roles grouped around interpersonal relationships, the transfer of information, and decision making.

A. The interpersonal roles are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include:

- a. figurehead
- b. leader
- c. liaison

B. The informational roles involve collecting, receiving, and disseminating information. The three informational roles include:

- a. monitor
- b. disseminator
- c. spokesperson

C. Finally, the decisional roles entail making decisions or choices. The four decisional roles include:

- a. entrepreneur
- b. disturbance handler
- c. resource allocator
- d. negotiator

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 3

Difficulty: Moderate

Classification: Conceptual

98) Describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why?

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

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

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

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

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Learning Outcome: Describe the roles of managers and the skills they need to succeed within an organization

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 3

Difficulty: Easy

Classification: Conceptual

99) In a short essay, describe the importance of customers to the manager's job.

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

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Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

100) Briefly describe the importance of innovation and sustainability to the manager's job.

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

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

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Learning Outcome: Describe the components of the management environment; Discuss the role of ethics and social responsibility in management

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 4

Difficulty: Moderate

Classification: Conceptual

101) What is universality of management? Why is it important?

Answer: Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they're located. This is known as the universality of management. In all organizations, managers must plan, organize, lead, and control.

Management is universally needed in all organizations. So it is necessary to find ways to improve the way organizations are managed. Organizations that are well managed develop a loyal customer base, grow, and prosper, even during challenging times. Those that are poorly managed find themselves losing customers and revenues. By studying management and its universality, an individual will be able to recognize poor management and work to get it corrected.

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Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills; Communication Abilities

Ch. Objective: 5

Difficulty: Moderate

Classification: Conceptual

102) List at least five rewards and five challenges of being a manager.

Answer: Rewards of Being a Manager:

- a. Managers create a work environment in which organizational members can work to the best of their ability.
- b. Managers have opportunities to think creatively and use their imagination.
- c. Managers help others find meaning and fulfillment in work.
- d. Managers get to support, coach, and nurture others.
- e. Managers get to work with a variety of people.
- f. Managers receive recognition and status in organization and community.
- g. Managers play a role in influencing organizational outcomes.
- h. Managers receive appropriate compensation in the form of salaries, bonuses, and stock options.

Challenges of Being a Manager:

- a. Managers have to do hard work.
- b. Managers have to deal with a variety of personalities.
- c. Managers often have to make do with limited resources.
- d. Managers have to motivate workers in chaotic and uncertain situations.
- e. Managers should be able to successfully blend knowledge, skills, ambitions, and experiences of a diverse work group.

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Learning Outcome: Describe the components of the management environment

AACSB: Reflective Thinking Skills

Ch. Objective: 5

Difficulty: Moderate

Classification: Conceptual