

CHAPTER 1

MANAGEMENT: AN OVERVIEW

TRUE/FALSE

- | | | |
|---------|-----|---|
| F
5 | 1. | The manager's job is a science where they work systematically and analytically and relying on intuition or judgment is not appropriate. |
| T
6 | 2. | Organizations provide the means for societies to meet their needs. |
| T
6 | 3. | Managers must be able to sense the need for change in themselves, the need for change in their areas of influence and organization to be successful. |
| T
6 | 4. | Both managers and organizations must strive to exceed customer needs. |
| T
6 | 5. | A customer includes any person or group, both inside and outside an organization, which uses or consumes outputs from an organization or its members. |
| T
9 | 6. | Leadership involves gaining commitments from organizational members to achieve management's goals and properly equipping them to do so. |
| T
9 | 7. | Through leadership, managers help their organizations and their employees achieve their goals. |
| T
10 | 8. | Managers no longer manage a homogeneous workforce. |
| F
11 | 9. | America's equal employment opportunity laws do not help to guarantee access to organizations for all its citizens. |
| F
10 | 10. | Each employee need not have and act on a personal ethical and moral code. |
| F
14 | 11. | Top management includes supervisors, team leaders, and team facilitators who oversee the work of nonmanagement people. |
| T
17 | 12. | The five basic roles of management are planning, organizing, staffing, leading, and controlling. |
| F
18 | 13. | The five managerial functions are each separate, independent, and isolated activities of daily work. |
| F
18 | 14. | Planning, organizing, monitoring, negotiating, and controlling are the five management functions. |
| F | 15. | Managers at all levels do not have to continually monitor external influences to |

18	identify trends and changes and adjust their plans as necessary.
T to 20	16. Controlling attempts to prevent, identify, and correct deviations from guidelines and evaluate both people and processes.
T 20	17. Regardless of title, position, or management level, all managers perform all management functions.
F 20	18. Leading is a more time-consuming function for top-level management, as compared to lower-level management.
T 21	19. The time focus of planning for first-line managers is very immediate and short-term.
T 21	20. The three categories of a manager's roles are interpersonal, informational, and decisional.
F 21	21. It is reasonable to expect that a lower-level manager spend proportionately more time on planning than an upper-level manager.
F 20	22. Top managers develop objectives to implement middle management goals.
T 23	23. An example of a decisional role held by managers is a resource allocator.
T 23	24. Technical skills are the abilities to use the processes, practices, techniques, and tools of the specialty area a manager supervise.
F 25	25. The manager's to work effectively as a group member and to build cooperative effort within the group depends on conceptual skills.
F 25	26. Human skills of managers are not required to be used at all three levels of management.
F 25	27. The ability to interact and communicate with others is a technical skill.
F 26	28. Most managers have and take the time to reflect upon a systematic plan of daily work.
T 26	29. Regular, reoccurring, and routine tasks are often everyday expectations of managers' workloads.
F 26	30. First-line managers use conceptual skills more often than technical skills.
T 27	31. Managers are evaluated in how well they demonstrate through everyday actions the essential ideas they generate.

MULTIPLE-CHOICE (TEXT)

- c
5
**
1. Individually and collectively setting and achieving goals by exercising related functions and coordinating various resources describes _____.
a. leadership
b. supervision
c. management
d. administration
- a
5
2. Which of the following does not describe an objective?
a. long term
b. specific
c. results-oriented
d. measurable
- c
5
*
3. An entity managed by one or more persons to achieve stated goals is known as a(n) _____.
a. business
b. corporation
c. organization
d. group
- c
6
**
4. _____ is often said to be the only constant in business.
a. Survival
b. Profit
c. Change
d. Quality
- d
7
**
5. Quality of organizational achievements can be identified by measuring _____.
a. amounts of immediate profits
b. expanding overseas markets
c. number of skilled employees
d. customer needs being met
- c
7
*
6. Quality is defined by whom?
a. internal customers
b. external customers
c. both
d. neither
- d
9
*
7. Gaining commitments from organizational members to achieve management's goal is _____.
a. organizing.
b. cooperating.
c. coordinating.
d. leading.
- d
8. Differing cultural and national origins, varying ethnic and racial

- 10
* backgrounds, different age groups and mental capabilities represents:
a. a management myth.
b. globalization
c. skills of management
d. diversity
- c
10
* 9. The branch of philosophy concerned with what constitutes right and wrong human conduct, including values and actions, in a given set of circumstances is defined as:
a. leadership.
b. character study
c. ethics.
d. behavioral studies.
- d
12
* 10. Many small businesses that call their customers neighbors cannot escape influences from abroad which would include the following **except**:
a. raw materials.
b. supplies.
c. retail inventories
d. manufacturers overhead.
- b
14
* 11. The chief executive officer (CEO) and his, her or their immediate subordinates, usually called vice presidents, are usually referred to as:
a. middle management.
b. top management.
c. board of directors.
d. stockholders.
- d
14
* 12. Managers that establish long-term companywide goals are _____.
a. first-line managers
b. supervisors
c. middle managers
d. top management
- d
15
* 13. Managers whose expertise lies primarily in one or another of the speciality areas such as marketing, operations, or finance are known as:
a. middle managers.
b. supervisors.
c. top managers.
d. functional managers.
- a
15
** 14. Which of the following is *not* one of the business functions that are universal and apply to every type of business?
a. power team training
b. marketing
c. operations
d. finance
- d
7, 23
** 15. Management _____ are the daily work activities, while management _____ are their abilities, talents, or capabilities to perform the work.
a. roles; functions
b. roles; titles

- c. functions; roles
d. functions; skills
- 18
d
*
16. External forces that may influence planning include_____ forces:
a. social
b. political
c. technological
d. all of the above
- c
18
*
17. Making decisions regarding next year's budget is an example of which of the following management functions?
a. organizing
b. staffing
c. planning
d. controlling
- d
18
*
18. The management function that lays the groundwork for all other functions and is the first step taken when performing them is called:
a. organizing.
b. controlling.
c. staffing.
d. planning.
- d
17-20
**
19. An acceptable order or priority of the five primary management functions is _____.
a. planning, organizing, staffing, controlling, leading
b. planning, organizing, leading, staffing, controlling
c. planning, organizing, controlling, staffing, leading
d. planning, organizing, staffing, leading, controlling
- a
19
**
20. Which management function focuses on creating a structure to facilitate the accomplishment of goals?
a. organizing
b. planning
c. leading
d. staffing
- d
19
*
21. Which of the following is *not* an activity involved in the staffing function?
a. reviewing the credentials of employment candidates
b. training the employee
c. orienting the employee
d. assigning work duties and delegating authority
- a
19
*
22. _____ is sometimes executed as the final stage of the organizing function.
a. Staffing
b. Controlling
c. Leading
d. None of the above
- d
19
**
23. Which of the following is a part of controlling?
a. recruiting employees
b. developing job descriptions
c. creating objectives and goals

- d. measuring performance against standards
- c
20
*
24. Which of the following management functions do top managers typically spend most of their time doing?
- a. planning
 - b. controlling
 - c. leading
 - d. staffing
- d
21
*
25. Middle managers:
- a. plan primarily for the short term.
 - b. determine long-term human resource needs.
 - c. plan for the entire organization.
 - d. develop objectives to implement top-management goals.
- c
22
*
26. Which of the following is *not* a decisional management role?
- a. entrepreneur
 - b. disturbance handler
 - c. investigator
 - d. resource allocator
- d
21, 22
*
27. Three interpersonal management roles are figurehead, leader, and _____.
- a. negotiator
 - b. monitor
 - c. disseminator
 - d. liaison
- a
22
*
28. The information role that constantly scans the environment is:
- a. monitor
 - b. disseminator
 - c. externalist
 - d. spokesperson
- d
21
*
29. Which of the following describes the role in which the manager is building contacts through which to gather information?
- a. leadership role
 - b. spokesperson or representative role
 - c. negotiator role
 - d. liaison role
- c
23
*
30. Which of the following describes the role in which the manager is responsible for determining who in the work unit gets the resources, and how much each person gets?
- a. cashier
 - b. controller
 - c. resource allocator
 - d. budget specialist
- c
23
*
31. Which of the following is *not* one of the skills required of managers?
- a. human
 - b. conceptual
 - c. technical
 - d. all of these skills are required

- a
25
*
32. Technological skills are most essential at the _____ level of management.
- a. first-line
 - b. middle
 - c. top
 - d. both first-line and middle
- b
25
*
33. Which of the following management skills requires the most mental effort and thought?
- a. human
 - b. conceptual
 - c. technical
 - d. mechanical
- c
25
**
34. If you are both good with the task and good with people, you might have a high level of what kind of management skills?
- a. professional and personal
 - b. conceptual and human
 - c. task and human
 - d. task and conceptual
- b
26
*
35. The premise that all managers reflect and systematically plan all work through each day is a(n) _____.
- a. reality
 - b. common myth
 - c. acceptable social standard
 - d. practiced technique
- b
26
*
36. Interruptions, crises, meetings, and unexpected commitments for managers are considered a(n) _____.
- a. common myth
 - b. reality
 - c. chance occurrence
 - d. once in a while inconvenience

MULTIPLE CHOICE (OPENING VIGNETTE: BEST BUY: CLOSER TO THE CUSTOMER)

- c
3
*
37. According to Gallup, all really great managers _____.
- a. know how to treat their employees
 - b. satisfy consumer needs
 - c. break all conventional rules when needed
 - d. focus on stakeholder demands
- b
3
*
38. Best Buy CEO, Brad Anderson, gained advantage over competitors through which of the following?
- a. strong marketing
 - b. discipline of management
 - c. financial strength
 - d. simple strategy
- d
39. Anderson believe that _____ is required to enhance the quality of the

- 3
* customer's experience.
a. employee satisfaction
b. every day low prices
c. commitment
d. innovation
- b
3
* 40. _____ have enable Best Buy to be ranked number one specialty retailer in the U.S.
a. Product mix
b. Leadership skills
c. Focus and vision
d. Customer commitment
- a
3
* 41. Which one of the following is NOT a question that Gallup has identified as a measure of manager influence?
a. Are you being paid enough for your effort?
b. Do you know what is expected of you?
c. Do your opinions seem to count?
d. Do you have a best friend at work?

MATCHING

- | | | |
|---------|------------------------------|---|
| d
25 | ____1. conceptual skills | a. processes, practices, techniques and tools of a specialty area |
| j
6 | ____2. customers | b. the expectations of a manager's behavior |
| h
5 | ____3. goal | c. foremen and supervisors |
| k
8 | ____4. CRM | d. the mental capacity to conceive and manipulate ideas |
| c
15 | ____5. first-line management | e. individually and collectively setting and achieving goals by exercising related functions and coordinating various resources |
| i
25 | ____6. human skills | f. <i>Ben and Jerry's</i> nationally recognized ice cream business |
| e
5 | ____7. management | g. regional and district managers |
| l
12 | ____8. management hierarchy | h. an outcome to accomplish |
| a
23 | ____9. technical skills | i. the abilities to relate, interact, & communicate with others |
| g
14 | ____10. middle management | j. both internal and external |

f 5	___11.	organization	k.	long-term approach to customer relations
b 21	___12.	role	l.	the various “rungs” of the organization’s structural ladder
n 5	___13.	objective	m.	persons who allocate and oversee the use of resources
m 5	___14.	managers	n.	a special kind of goal
q 6	___15.	quality	o.	corporate presidents and vice presidents
p 10	___16.	business ethics	p.	concerned with what constitutes right and wrong human conduct
o 14	___17.	top management	q.	features of a product or service that satisfy consumers
s 10	___18.	diversity of people	r.	managers of specialty areas
r 15	___19.	functional managers	s.	includes people from differing age groups, genders, ethnic and racial background.
t 9	___20.	leadership	t.	getting people to follow