

Chapter 01: Managers and Management

1. In order to be considered a manager, an individual must direct, oversee, or work with others.

a true
b false

Difficulty: 2
QuestionID: 1-1
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: a. true

2. Supervisors and team leaders may both be considered first-line managers.

a true
b false

Difficulty: 1
QuestionID: 1-2
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: a. true

3. The changing nature of work means that members of an organization who do not have people reporting directly to them are still considered managers.

a true
b false

Difficulty: 1
QuestionID: 1-3
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: a. true

4. All organizations use a traditional pyramidal form, with the three levels of managers at the top of the pyramid.

a true
b false

Difficulty: 1
QuestionID: 1-4
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: b. false

5. A manager does not work directly on tasks for the organization.

- a true
- b false

Difficulty: 2
QuestionID: 1-5
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: b. false

6. Effectiveness refers to the relationship between inputs and outputs.

- a true
- b false

Difficulty: 2
QuestionID: 1-6
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

7. A goal of efficiency is to minimize output costs while maximizing input costs.

- a true
- b false

Difficulty: 2
QuestionID: 1-7
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: b. false

8. Effectiveness refers to the attainment of the organization's goals.

- a true
- b false

Difficulty: 2
QuestionID: 1-8
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: a. true

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

- a true
- b false

Difficulty: 3
QuestionID: 1-9
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

10. **The four contemporary management processes are planning, organizing, leading, and commanding.**

- a true
- b false

Difficulty: 1
QuestionID: 1-10
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: b. false

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

- a true
- b false

Difficulty: 1
QuestionID: 1-11
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

12. **Providing motivation is part of the controlling function of management.**

- a true
- b false

Difficulty: 2
QuestionID: 1-12
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

13. Defining goals is a key part of the organizing function of management.

- a true
- b false

Difficulty: 1
QuestionID: 1-13
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

14. Deciding who will be assigned to which job is a part of the leading function of management.

- a true
- b false

Difficulty: 1
QuestionID: 1-14
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

15. Fayol's management processes are completely equivalent to Mintzberg's management roles.

- a true
- b false

Difficulty: 3
QuestionID: 1-15
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: b. false

16. In Mintzberg's view, the roles of figurehead, leader, and liaison are all interpersonal roles.

- a true
- b false

Difficulty: 2
QuestionID: 1-16
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: a. true

17. Disturbance handler is one of Mintzberg's interpersonal roles.

- a true
- b false

Difficulty: 2
QuestionID: 1-17
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: b. false

18. A key difference between Fayol's and Mintzberg's view of management is that Fayol's view was based on empirical observations of managers in action.

- a true
- b false

Difficulty: 2
QuestionID: 1-18
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

19. Most people who study management think that Fayol's categories are more useful than Mintzberg's.

- a true
- b false

Difficulty: 2
QuestionID: 1-19
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: a. true

20. A typical first-level manager spends more of his or her time leading than planning.

- a true
- b false

Difficulty: 2
QuestionID: 1-20
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: a. true

21. **Because profit, or the "bottom line," is not the measure of success for not-for-profit organizations, managers of charitable organizations do not have to concern themselves with the financial aspects of their organizations.**

a true
b false

Difficulty: 2
QuestionID: 1-21
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: b. false

22. **All managers devote at least some of their time to planning.**

a true
b false

Difficulty: 2
QuestionID: 1-22
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: a. true

23. **A manager in a large business generally will spend more of her time as a spokesperson and entrepreneur than her counterpart in a small business.**

a true
b false

Difficulty: 2
QuestionID: 1-23
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: b. false

24. **Technical skills involve a manager's ability to think logically and effectively about abstract situations.**

a true
b false

Difficulty: 2
QuestionID: 1-24
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: b. false

25. **A small business manager in many ways combines the roles of top manager and first-line manager in a large business.**

a true
b false

Difficulty: 2
QuestionID: 1-25
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: a. true

26. **Part of what defines an organization is its purpose.**

a true
b false

Difficulty: 2
QuestionID: 1-26
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: a. true

27. **All organizations have a structure that in some ways serves to define and limit the behaviour of members of the organization.**

a true
b false

Difficulty: 2
QuestionID: 1-27
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: a. true

28. **You have recently started your own business. You are the owner and sole employee. Your business is an organization.**

a true
b false

Difficulty: 2
QuestionID: 1-28
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

29. **In an effort to respond to the increasing societal, economic, political, global, and technological changes of the current environment, organizations are becoming more rigid and closed.**

a true
b false

Difficulty: 2
QuestionID: 1-29
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Globalizations

Answer: b. false

30. **Small businesses contribute significantly to the Canadian economy, employing almost half of all Canadian workers.**

a true
b false

Difficulty: 2
QuestionID: 1-30
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: a. true

31. **If you are working in a Canadian organization, the odds are you work for a manufacturing organization.**

a true
b false

Difficulty: 2
QuestionID: 1-31
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

32. **Managers in American companies cannot legally manage personnel working in Canadian subsidiaries.**

a true
b false

Difficulty: 2
QuestionID: 1-32
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: b. false

33. **Canada Post is a Crown corporation, which is structured like a private sector corporation and has a board of directors, but it is owned by the Canadian government.**

a true
b false

Difficulty: 2
QuestionID: 1-33
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: a. true

34. **Managers working in privately held organizations are accountable to shareholders and report to a board of directors.**

a true
b false

Difficulty: 2
QuestionID: 1-34
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

35. **The universality of management holds that managers across all organizations, in all types and sizes, and in all countries of the world manage in the same ways.**

a true
b false

Difficulty: 2
QuestionID: 1-35
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Analytic Skills

Answer: b. false

36. **The study of management is of value only to those in management positions.**

a true
b false

Difficulty: 2
QuestionID: 1-36
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

Answer: b. false

37. Which of the following is the most accurate statement regarding managers in today's world?

There is greater variety of managers with respect to age, ethnicity, and gender than ever before.
Managers are found almost exclusively in large corporations that have more than 500 employees.
Managers are found almost exclusively in for-profit organizations.
More than half of today's managers are women.

Difficulty: 2
QuestionID: 1-37
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Diversity

Answer: There is greater variety of managers with respect to age, ethnicity, and gender than ever before.

38. Which of the following is a key difference between managerial and nonmanagerial employees?

Managerial employees receive higher pay compensation.
Nonmanagerial employees have less formal education.
Nonmanagerial employees do not oversee the work of others.
Managerial employees work longer hours.

Difficulty: 1
QuestionID: 1-38
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: Nonmanagerial employees do not oversee the work of others.

39. Which of the following did a poll find to be the most important variable in employee productivity?

pay level
quality of the employee-supervisor relationship
quality of the workplace environment
the benefits that employees enjoyed

Difficulty: 2
QuestionID: 1-39
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: quality of the employee-supervisor relationship

40. The primary job of a manager is to _____.

make decisions that help an organization grow
tackle tasks that are too difficult for nonmanagerial employees
coordinate between organization leaders and ordinary employees
direct and oversee the work of others

Difficulty: 1
QuestionID: 1-40
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: direct and oversee the work of others

41. **The work of a manager _____.**

is strictly limited to overseeing and monitoring the work of others
may involve performing tasks that are not related to overseeing others
involves only high-level tasks that require a sophisticated skill set
does not involve interaction with nonmanagerial employees

Difficulty: 2
QuestionID: 1-41
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: may involve performing tasks that are not related to overseeing others

42. **Supervisor is another name for which of the following?**

team leader
middle manager
first-line manager
top manager

Difficulty: 1
QuestionID: 1-42
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: first-line manager

43. **Which of the following types of managers is responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization?**

team leader
top manager
department head
project leader

Difficulty: 1
QuestionID: 1-43
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: top manager

44. Which is an important job responsibility for a middle manager?

defining the organization's long-term goals
translating goals defined by top managers into action
helping top managers define goals
performing tasks that are not related to long-term goals

Difficulty: 2
QuestionID: 1-44
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: translating goals defined by top managers into action

45. Which of the following identifies a manager who does NOT typically supervise other managers?

unit chief
shift manager
vice-president
division manager

Difficulty: 2
QuestionID: 1-45
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: shift manager

46. Which of the following represents the lowest managerial position among the choices given?

a nonmanagerial employee
an individual involved in defining the organization's philosophy
a vice-president
a middle manager

Difficulty: 2
QuestionID: 1-46
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: a middle manager

47. All levels of management between the supervisory level and the top level of the organization are termed _____.

middle managers
first-line managers
supervisors
team leaders

Difficulty: 2
QuestionID: 1-47
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous:

Answer: middle managers

48. Which of the following levels of management is associated with positions such as executive vice-president, chief operating officer, chief executive officer, and chairperson of the board?

team leaders
middle managers
first-line managers
top managers

Difficulty: 1
QuestionID: 1-48
Skill: Applied
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Reflective Thinking

Answer: top managers

49. Another term for efficiency is _____.

doing the right things
doing things right
making sure things get done
doing things at the right time

Difficulty: 2
QuestionID: 1-49
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: doing things right

50. Which of the following might be an example of increased efficiency in manufacturing?

cutting the amount of labour required to make the product
cutting the price of the product
increasing sales of the product
increasing advertising for the product.

Difficulty: 3
QuestionID: 1-50
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: cutting the amount of labour required to make the product

51. Another term for effectiveness is _____.

doing the right things
doing things right
doing things intelligently
doing things when necessary

Difficulty: 2
QuestionID: 1-51
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: doing the right things

52. Effectiveness is synonymous with _____.

cost minimization
smart management
goal attainment
efficiency

Difficulty: 2
QuestionID: 1-52
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: goal attainment

53. Efficiency refers to _____.

the relationship between inputs and outputs
the additive relationship between inputs and outputs
the inverse relationship between inputs and outputs
decreasing inputs only

Difficulty: 2
QuestionID: 1-53
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: the relationship between inputs and outputs

54. Good management strives for _____.

low efficiency and high effectiveness
high efficiency and low effectiveness
high efficiency and high effectiveness
moderate efficiency and moderate effectiveness

Difficulty: 2
QuestionID: 1-54
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: high efficiency and high effectiveness

55. A candy manufacturer would increase both efficiency and effectiveness by making _____.

- better candy at the same cost
- better candy at a lower cost
- the same candy at a lower cost
- the same candy at the same cost

Difficulty: 3
QuestionID: 1-55
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: better candy at a lower cost

56. A candy manufacturer that made candy at a lower cost without improving the quality of the candy could be said to _____.

- increase effectiveness without increasing efficiency
- increase efficiency without increasing effectiveness
- increase both effectiveness and efficiency
- decrease both effectiveness and efficiency

Difficulty: 3
QuestionID: 1-56
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: increase efficiency without increasing effectiveness

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

- planning, coordinating, leading, and monitoring
- planning, organizing, leading, and motivating
- commanding, organizing, leading, and decision making
- planning, organizing, leading, and controlling

Difficulty: 2
QuestionID: 1-57
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: planning, organizing, leading, and controlling

58. **How many management functions were originally proposed by Henri Fayol?**

three: plan, organize, lead
four: plan, organize, lead, control
five: plan, organize, command, coordinate, control
ten: 3 interpersonal, 3 informational, 4 decisional

Difficulty: 1
QuestionID: 1-58
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: five: plan, organize, command, coordinate, control

59. **Which of the following is NOT considered a part of the planning function of a manager?**

defining goals
motivating
mapping out strategy
making decisions

Difficulty: 2
QuestionID: 1-59
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: motivating

60. **The controlling management function is largely a matter of _____.**

resolving conflicts
determining what needs to be done
monitoring to see that tasks are accomplished
enforcing rules for employees

Difficulty: 2
QuestionID: 1-60
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: monitoring to see that tasks are accomplished

61. **Organizing includes _____.**

defining organizational goals
resolving conflicts
motivating organizational members
determining who does what tasks

Difficulty: 2
QuestionID: 1-61
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: determining who does what tasks

62. **Resolving a conflict would be considered to fall under which managerial function?**

controlling
planning
directing
leading

Difficulty: 2
QuestionID: 1-62
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: leading

63. **An important part of the controlling function is _____.**

evaluating
structuring
coordinating
punishing

Difficulty: 2
QuestionID: 1-63
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: evaluating

64. _____ **developed a categorization scheme for defining what managers do consisting of 10 different but highly interrelated roles.**

Henri Fayol
Robert L. Katz
Henry Mintzberg
Henry Ford

Difficulty: 2
QuestionID: 1-64
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: Henry Mintzberg

65. Giving a speech at an organization banquet would fall into which Mintzberg category?

informational
interpersonal
decisional
entrepreneurial

Difficulty: 2
QuestionID: 1-65
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: interpersonal

66. Mintzberg developed his 10 managerial roles by _____.

sending out questionnaires to thousands of managers
observing hundreds of managers over several years
closely monitoring the work activities of five chief executives
using common sense to analyze the situation

Difficulty: 2
QuestionID: 1-66
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: closely monitoring the work activities of five chief executives

67. Why is a negotiator a decisional role according to Mintzberg?

Negotiation requires a manager to be able to deal with money.
Negotiation requires no interpersonal or informational skill.
Negotiation requires taking a position and deciding how and when to compromise.
The task of negotiation is taken on only by the decision makers, who are always top managers.

Difficulty: 3
QuestionID: 1-67
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: Negotiation requires a manager to be able to deal with money.

68. A pharmaceutical company manager attending a meeting of academic scientists would be functioning in which role?

informational
figurehead
liaison
decisional

Difficulty: 2
QuestionID: 1-68
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: liaison

69. A finance manager who reads the *Wall Street Journal* on a regular basis would be performing which role?

- leader
- monitor
- disseminator
- liaison

Difficulty: 2
QuestionID: 1-69
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: monitor

70. The emphasis that managers give to various activities is generally based on their _____.

- organizational level
- tenure with the organization
- experience in their field
- skill specialty

Difficulty: 2
QuestionID: 1-70
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: organizational level

71. All of the following are examples of informational roles according to Mintzberg EXCEPT _____.

- entrepreneur
- monitor
- disseminator
- spokesperson

Difficulty: 2
QuestionID: 1-71
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: entrepreneur

72. Which of the following is NOT an example of a decisional role according to Mintzberg?

spokesperson
entrepreneur
disturbance handler
resource allocator

Difficulty: 2
QuestionID: 1-72
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: spokesperson

73. The managerial role that changes the least between middle and top managers is _____.

planning
organizing
controlling
leading

Difficulty: 2
QuestionID: 1-73
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: controlling

74. The role of _____ is more important for managers of small organizations than for managers working in large corporations.

disseminator
spokesperson
entrepreneur
resource allocator

Difficulty: 2
QuestionID: 1-74
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: spokesperson

75. According to Katz, the three critical managerial skills can be classified as _____.

technical, conceptual, and empirical
interpersonal, political, and technical
interpersonal, political, and controlling
technical, human, and conceptual

Difficulty: 1
QuestionID: 1-75
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: technical, human, and conceptual

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

human
technical
conceptual
political

Difficulty: 2
QuestionID: 1-76
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous:

Answer: technical

77. Under which category would you classify the skill of motivating subordinates?

human skills
conceptual skills
technical skills
political skills

Difficulty: 1
QuestionID: 1-77
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: human skills

78. Designing a series of interview questions to provide information about possible customers for a company would primarily require _____.

technical skills
human skills
conceptual skills
political skills

Difficulty: 2
QuestionID: 1-78
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: conceptual skills

79. **Technical skills might include _____.**

excellent verbal skills
proficiency in computer programming
exceptional writing ability
decision-making ability

Difficulty: 2
QuestionID: 1-79
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Technology

Answer: proficiency in computer programming

80. **Which set of skills would you expect the prime minister of Canada to be least in need of?**

human
political
conceptual
technical

Difficulty: 2
QuestionID: 1-80
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Reflective Thinking

Answer: technical

81. **An organization is _____.**

the physical location where people work
any collection of people who all perform similar tasks
a deliberate arrangement of people to accomplish some specific purpose
a group of individuals focused on profit-making for their shareholders

Difficulty: 2
QuestionID: 1-81
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: a deliberate arrangement of people to accomplish some specific purpose

82. **All organizations have _____, which define(s) the organization's purpose and reason for existing.**

limits
rules
structure
goals

Difficulty: 2
QuestionID: 1-82
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: goals

83. **One of the common characteristics of all organizations is _____ that define(s) rules, regulations, and values of the organization.**
- a set of written bylaws
 - an explicit goal
 - a deliberate structure
 - a stated purpose

Difficulty: 2
QuestionID: 1-83
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: a deliberate structure

84. **A fraternity is an example of an organization because it is composed of people who _____.**
- share the same values, traditions, and customs
 - share the same goals and values
 - share goals and function within a common structure
 - function under the same set of rules and regulations

Difficulty: 2
QuestionID: 1-84
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: share goals and function within a common structure

85. **Not-for-profit organizations are different from for-profit organizations primarily _____.**
- in the way they make decisions
 - in the way they measure success
 - in the way they motivate employees
 - in how they hire employees

Difficulty: 2
QuestionID: 1-85
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: in the way they measure success

86. In a small organization, which of the following is NOT likely to be true?

Planning is not likely to be an orchestrated ritual.
Relationships are more likely to be informal.
Workers are likely to be observed by computerized monitoring systems.
The design of the organization is likely to be less structured and complex.

Difficulty: 2
QuestionID: 1-86
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: Workers are likely to be observed by computerized monitoring systems.

87. Which of the following is NOT a characteristic of a small business?

having cutting edge, innovative business practices
having fewer than 100 employees
not being a "player" with impact within its industry
having a relatively small market share of its product

Difficulty: 2
QuestionID: 1-87
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous:

Answer: having cutting edge, innovative business practices

88. Why might a manager for a not-for-profit organization seem as concerned with her organization's financial well-being as a for-profit manager?

Not-for-profit managers are evaluated on financial performance only.
Not-for-profit managers try to give the illusion that they care about the "bottom line."
Many not-for-profit organizations have tight budgets and must be very efficient.
Not-for-profit organizations have an obligation to turn a profit.

Difficulty: 2
QuestionID: 1-88
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: Many not-for-profit organizations have tight budgets and must be very efficient.

89. Compared to the manager of a large organization, a small business manager is more likely to be a(n)

_____.
specialist
figurehead
generalist
information monitor

Difficulty: 1
QuestionID: 1-89
Skill: Recall
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Reflective Thinking

Answer: generalist

90. **Managers working in one of Canada's public universities are managing in what type of organization?**

nonprofit sector
publicly held
privately held
private sector

Difficulty: 1
QuestionID: 1-90
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Reflective Thinking

Answer: nonprofit sector

91. **Who stands to benefit least from studying management?**

a pro football coach
a pro football fan
a pro football owner
a pro football player

Difficulty: 3
QuestionID: 1-91
Skill: Applied
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

Answer: a pro football fan

92. **We all have a vested interest in understanding the way organizations are managed because _____.**

we all stand to gain financially from organizational profits
we interact with organizations every day of our lives
we all depend on organizations for employment
organizations dictate every facet of our lives

Difficulty: 2
QuestionID: 1-92
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

Answer: we interact with organizations every day of our lives

93. **Companies that are well managed can prosper during difficult economic times by depending on _____.**

- government bailouts
- filing for bankruptcy
- raising prices
- a loyal customer base

Difficulty: 2
QuestionID: 1-93
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous:

Answer: a loyal customer base

94. **A common thread that runs through changes that all managers face in today's world is the need to rely on _____ to identify ways to increase productivity.**

- all members of an organization
- experts who specialize in productivity
- top managers only
- consultants who specialize in efficiency

Difficulty: 3
QuestionID: 1-94
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

Answer: all members of an organization

95. **The Perfect Manager (Scenario)**

Brenda Kraft has proven herself to be an able manager. Her section 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. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

Brenda's high project completion rate indicates that she is _____.

- an efficient manager
- an effective manager
- a good spokesperson
- a good resource allocator

Difficulty: 2
QuestionID: 1-95
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: an effective manager

96. **The Perfect Manager (Scenario)**

Brenda Kraft has proven herself to be an able manager. Her section 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. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

If Brenda accomplished her projects on time with high-quality results, but she took more time than other managers in the process, you could say that as a manager she was _____.

- efficient, but not effective
- a leader, but not a top manager
- project oriented, but not effective
- effective, but not efficient

Difficulty: 2
QuestionID: 1-96
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: effective, but not efficient

97. **The Perfect Manager (Scenario)**

Brenda Kraft has proven herself to be an able manager. Her section 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. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

Brenda's ability to delegate responsibility well is evidence that she excels at which management function?

- planning
- controlling
- leading
- organizing

Difficulty: 2
QuestionID: 1-97
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: organizing

98. **The Perfect Manager (Scenario)**

Brenda Kraft has proven herself to be an able manager. Her section 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. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

Consider Brenda's role and responsibilities. What type of manager is Brenda?

- lower-level manager
- middle-level manager
- top-level manager
- senior manager

Difficulty: 2
QuestionID: 1-98
Skill: Applied
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: lower-level manager

99. **The Perfect Manager (Scenario)**

Brenda Kraft has proven herself to be an able manager. Her section 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. Co-workers say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management processes."

Brenda receives a bulletin from head office recognizing the exceptional performance of her section and her team and reporting that they have earned their bonuses for this quarter. At the beginning of the next shift Brenda shares this good news with the team. As she does this she is performing which management role?

- monitor
- personal
- decisional
- informational

Difficulty: 2
QuestionID: 1-99
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: informational

100. **Joe the Manager (Scenario)**

As a production supervisor, Joe determines the number of output units his department will produce each week. On Monday, he informs his team that the schedule is going to be difficult this week due to the increased number of output units. He goes on to tell them that he is confident that they can fulfill the schedule because they are tough, talented, and "when the going gets tough, they are the ones who get going." 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.

When Joe decides the number of output units his team will be able to produce this week, which of the management processes is he performing?

- controlling
- leading
- planning
- organizing

Difficulty: 2
QuestionID: 1-100
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: planning

101. **Joe the Manager (Scenario)**

As a production supervisor, Joe determines the number of output units his department will produce each week. On Monday, he informs his team that the schedule is going to be difficult this week due to the increased number of output units. He goes on to tell them that he is confident that they can fulfill the schedule because they are tough, talented, and "when the going gets tough, they are the ones who get going." 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.

When Joe checks the amount of output units that the team has completed and the number of units that have been rejected, he is performing which of the management processes?

- controlling
- leading
- planning
- organizing

Difficulty: 2
QuestionID: 1-101
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: controlling

102. **Joe the Manager (Scenario)**

As a production supervisor, Joe determines the number of output units his department will produce each week. On Monday, he informs his team that the schedule is going to be difficult this week due to the increased number of output units. He goes on to tell them that he is confident that they can fulfill the schedule because they are tough, talented, and "when the going gets tough, they are the ones who get going." 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.

Which of Katz's three essential management skills is NOT demonstrated in the description of Joe's job as production supervisor?

- human skills
- technical skills
- conceptual skills
- informational skills

Difficulty: 2
QuestionID: 1-102
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: technical skills

103. **Joe the Manager (Scenario)**

As a production supervisor, Joe determines the number of output units his department will produce each week. On Monday, he informs his team that the schedule is going to be difficult this week due to the increased number of output units. He goes on to tell them that he is confident that they can fulfill the schedule because they are tough, talented, and "when the going gets tough, they are the ones who get going." 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.

When Joe tells the employees that he is sure they can fulfill the schedule because they are the ones "who get going when the going is tough," he is performing which of the management processes?

- controlling
- leading
- planning
- organizing

Difficulty: 2
QuestionID: 1-103
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: leading

104. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

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

- monitor
- entrepreneur
- spokesperson
- resource allocator

Difficulty: 2
QuestionID: 1-104
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: spokesperson

105. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

When Don attends the retirement party, he will be operating in which of the management roles?

- leader
- liaison
- monitor
- figurehead

Difficulty: 3
QuestionID: 1-105
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: figurehead

106. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

When Don meets with Phil to discuss Phil's output decline, in which management role will Don be operating?

- leader
- figurehead
- disseminator
- spokesperson

Difficulty: 3
QuestionID: 1-106
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: leader

107. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

What kind of a manager is Don likely to be?

- first-line manager
- CEO of a major corporation
- low-level middle manager
- plant manager

Difficulty: 3
QuestionID: 1-107
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: plant manager

108. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

When Don reviews the equipment malfunction, what management role will he play in deciding whether to bring in extra people?

- monitor
- disseminator
- resource allocator
- disturbance handler

Difficulty: 2
QuestionID: 1-108
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: resource allocator

109. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

Which management function is Don fulfilling as he presides over the retirement party for a colleague?

- leading
- controlling
- organizing
- planning

Difficulty: 1
QuestionID: 1-109
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: leading

110. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

As Don conducts Phil's performance review he is performing which managerial function?

- planning
- leading
- organizing
- controlling

Difficulty: 1
QuestionID: 1-110
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: controlling

111. **The Busy Day (Scenario)**

Don Sakaguchi, manager at Control Systems, Inc., sighs as he sips his coffee at 5 A.M. and reads his agenda for the day. Don's first duty is to preside over a retirement party for a beloved employee and say a few words on her behalf. Next, he will give a tour to a news reporter who is writing a story on the new plant expansion. Don then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent performance drop (a task Don always hates). Finally, in the late afternoon, Don will be reviewing the recent equipment malfunction and deciding whether to deploy extra people to get the equipment running as soon as possible. What a day!

Which management function is demonstrated as Don reviews the equipment malfunction and decides whether to deploy extra people to get the equipment running?

- planning
- leading
- organizing
- controlling

Difficulty: 1
QuestionID: 1-111
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: organizing

112. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

When Michelle learns from city officials about how her plant's operations may be affecting the environment, she is performing which management role?

- leader
- resource allocator
- entrepreneur
- liaison

Difficulty: 3
QuestionID: 1-112
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: liaison

113. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

When Michelle addresses a complaint filed by an employee, she is performing which management role?

- resource allocator
- disturbance handler
- liaison
- figurehead

Difficulty: 2
QuestionID: 1-113
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: disturbance handler

114. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

When Michelle meets with the section managers to brief them on the concerns of the city officials, which management role is she performing?

- disseminator
- liaison
- disturbance handler
- negotiator

Difficulty: 2
QuestionID: 1-114
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: disseminator

115. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

When Michelle spends time searching for new technologies for her plant, she is performing which management role?

- leader
- entrepreneur
- spokesperson
- disturbance handler

Difficulty: 3
QuestionID: 1-115
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: entrepreneur

116. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

Which type of management skill does Michelle use most during the day?

- conceptual
- technical
- human
- political

Difficulty: 2
QuestionID: 1-116
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: human

117. **The General Manager (Scenario)**

Michelle is the general manager of a power plant. This morning she will meet with city officials to discuss environmental issues. After the meeting, she will confer with the plant's section managers to address the concerns of the city representatives. This afternoon Michelle will meet with a team leader to go over a complaint filed by an employee. After the complaint meeting, Michelle plans to spend time in the library and on the Internet researching new technologies that can be used to improve the performance of her plant.

Michelle's evaluation of new technologies that can be used in the production processes of her plant is an example of which type of management skill?

- conceptual
- communication
- political
- human

Difficulty: 2
QuestionID: 1-117
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: conceptual

118. **Everyday Management (Scenario)**

Rashad begins his work day at a local bicycle shop. He works in a team of four who share many tasks including repairing bicycles, serving customers, and tending to the store. All four report to the store's owner. After work Rashad volunteers at the local community centre pool operated by his municipality. In the first hour of his shift he works as a lifeguard. In the second hour he leads a swimming lesson as the instructor. After volunteering he meets his teammates at the soccer field for their weekly league game. He then returns home to his bachelor apartment.

When in Rashad's day is he NOT part of an organization?

- as an employee of the bicycle shop
- as a lifeguard
- as a member of the soccer team
- at home

Difficulty: 2
QuestionID: 1-118
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Reflective Thinking

Answer: at home

119. **Everyday Management (Scenario)**

Rashad begins his work day at a local bicycle shop. He works in a team of four who share many tasks including repairing bicycles, serving customers, and tending to the store. All four report to the store's owner. After work Rashad volunteers at the local community centre pool operated by his municipality. In the first hour of his shift he works as a lifeguard. In the second hour he leads a swimming lesson as the instructor. After volunteering he meets his teammates at the soccer field for their weekly league game. He then returns home to his bachelor apartment.

The bicycle shop at which Rashad works is what type of organization?

- privately held
- public sector
- nonprofit sector
- nongovernmental

Difficulty: 2
QuestionID: 1-119
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: privately held

120. **Everyday Management (Scenario)**

Rashad begins his work day at a local bicycle shop. He works in a team of four who share many tasks including repairing bicycles, serving customers, and tending to the store. All four report to the store's owner. After work Rashad volunteers at the local community centre pool operated by his municipality. In the first hour of his shift he works as a lifeguard. In the second hour he leads a swimming lesson as the instructor. After volunteering he meets his teammates at the soccer field for their weekly league game. He then returns home to his bachelor apartment.

What type of organization is the community centre where Rashad volunteers?

- public sector
- privately held
- private sector
- nongovernmental

Difficulty: 2
QuestionID: 1-120
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Analytic Skills

Answer: public sector

121. **Everyday Management (Scenario)**

Rashad begins his work day at a local bicycle shop. He works in a team of four who share many tasks including repairing bicycles, serving customers, and tending to the store. All four report to the store's owner. After work Rashad volunteers at the local community centre pool operated by his municipality. In the first hour of his shift he works as a lifeguard. In the second hour he leads a swimming lesson as the instructor. After volunteering he meets his teammates at the soccer field for their weekly league game. He then returns home to his bachelor apartment.

Rashad settles on the sofa at the end of his day. The management course he just finished has helped him many times today. When during Rashad's day would the study of management have been LEAST helpful to him?

- working at the bicycle shop
- volunteering as a swimming instructor
- relaxing at home
- playing as a member of the soccer team

Difficulty: 1
QuestionID: 1-121
Skill: Applied
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

Answer: relaxing at home

122. **Toys "R" Us Management (Scenario)**

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

As a store manager who reports to a regional director, what type of manager is Allyson?

- lower-level manager
- middle-level manager
- top-level manager
- public manager

Difficulty: 2
QuestionID: 1-122
Skill: Applied
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: lower-level manager

123. **Toys "R" Us Management (Scenario)**

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

Given Allyson's preference for motivating employees and keeping them satisfied with their work, she seems to prefer which management function?

- planning
- leading
- organizing
- controlling

Difficulty: 2
QuestionID: 1-123
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: leading

124. **Toys "R" Us Management (Scenario)**

Allyson Koteski loves her job as the manager of the Toys "R" Us store in Guelph, Ontario. She loves the chaos created by lots of kids, toys, and noise. She even loves the long and variable hours during hectic holiday seasons. Because employee turnover is a huge issue in the retail world, Allyson enjoys the challenge of keeping her employees motivated and engaged so they will not quit. The occasional disgruntled customer does not faze her either. She patiently listens to the problems and tries to resolve them satisfactorily. This is what Allyson's life as a manager is like.

Allyson's concern for her employees, her positive attitude, and her dedication to her job are important to the success of the organization. Her effective management is likely to result in which of the following?

- customer attrition
- higher employee turnover for her store
- improved financial performance for her store
- reduced effectiveness

Difficulty: 3
QuestionID: 1-124
Skill: Applied
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: improved financial performance for her store

125. **In a short essay, compare the tasks, priorities, and responsibilities of first-line, middle, and top managers.**

Difficulty: 2
QuestionID: 1-125
Skill: Recall
Objective: 1.1 What makes someone a manager?
Miscellaneous: AACSB - Analytic Skills

Answer: 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 but may also be called line managers, office managers, or even forepersons. First-line managers spend more time leading than other managers and less time planning.

Middle managers include all levels of management between the first-line and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager. Middle managers spend considerably less time leading than first-line managers and considerably more time organizing.

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 chair of the board. Top managers spend more time planning and organizing than other managers and less time leading.

126. **In a short essay, discuss the difference between efficiency and effectiveness.**

Difficulty: 2
QuestionID: 1-126
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: Efficiency refers to getting the most output from the least amount of input. Efficiency is often referred to as “doing things right”—that is, performing a task with a minimum of wasted time, energy, labour, and resources and a maximum of the product being created. A mathematical measure of efficiency is given by the ratio of input to output. The smaller the input-to-output ratio, the greater the efficiency of the process.

Effectiveness is often described as “doing the right things”—that is, those work activities that will help the organization reach its goals. Where efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends or attainment of organizational goals.

127. In a short essay, list and explain the four basic functions of management.

Difficulty: 2
QuestionID: 1-127
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: Planning involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities so the organization can achieve its goals. Planning can be short term in scope (planning tomorrow's schedule) or long term (creating a five-year expansion plan).

Organizing involves the process of determining what tasks need to be done, who should do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

Leading is primarily concerned with motivating subordinates and getting them to work in the most effective and efficient ways possible. Leading also involves directing and instructing subordinates as well as resolving any conflicts that arise between them. A leader is a role model who must always keep in mind that his or her example is being observed by subordinates. Typically, a leader who is fair, consistent, sets high standards, and lives up to those standards has the best results.

Controlling is largely a function of monitoring subordinates to ensure that work is proceeding as it should and goals will be met. Evaluation is a key part of controlling. Managers must correct inefficiencies and flaws in the process that is being carried out. Controlling also involves rewarding productive individuals and disciplining unproductive individuals to give incentive for them to meet organizational goals.

128. In a short essay, explain through examples how a process can be (a) efficient but not effective, and (b) effective but not efficient.

Difficulty: 2
QuestionID: 1-128
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: (a) Efficient but not effective: A craftsman building a wooden table may be highly efficient in the way he uses his time, energy, and wood in producing his product. However, despite this efficiency, the craftsman may still end up with a rickety table, thereby not fulfilling his goal of building a strong, sturdy table and failing to be effective.

(b) Effective but not efficient: A craftsman may be inefficient and waste a great deal of time, energy, and wood in building a table. However the table itself can turn out to be strong, sturdy, and beautiful, thereby fulfilling the goal of the process and qualifying the craftsman as effective.

129. **In a short essay, list and discuss the interpersonal managerial roles developed by Mintzberg. Include specific examples of each role.**

Difficulty: 2
QuestionID: 1-129
Skill: Applied
Objective: 1.3 What characteristics define an organization?
Miscellaneous: AACSB - Communication

Answer: 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.

A figurehead is a symbolic head of an organization. A figurehead represents the organization to the community at large. The figurehead may be required to give speeches, perform ceremonial duties, sign contracts, and make statements to the media. Typically, a figurehead's official statements would be of a general nature, while more substantive and technical statements would be provided by a spokesperson.

A leader is responsible for the motivation and activation of subordinates. A leader also has staffing and training duties. A leader needs to be able to inspire and excite, but she must also be able to dole out consequences when goals are not met. A significant amount of a leader's time might be taken up resolving disputes and solving problems that arise between team members. For these tasks, leaders strive to be seen as fair, open-minded, and tough.

A liaison provides a link from the organization to the outside world. A liaison may link to individuals, members of the media, or other organizations. A liaison represents the organization in these capacities and so must be prudent in what he says and doesn't say. When a meeting between an outside entity and the organization needs to take place, the liaison typically organizes the meeting, provides introductions, and generally smooths the way for both parties to feel comfortable.

130. **In a short essay, list and discuss the informational managerial roles developed by Mintzberg. Include specific examples of each role.**

Difficulty: 2
QuestionID: 1-130
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Communication

Answer: The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson.

A monitor within Mintzberg's scheme seeks and receives a wide variety of internal and external information to develop a thorough understanding of the organization and the cultural and business environment in which it functions. Examples include reading periodicals and reports, maintaining personal contacts, attending meetings and conferences, taking classes, going on fact-finding missions, and participating in task forces. Note that a monitor in Fayol's system performs a very different function—that of keeping track of progress as a task moves toward completion.

A disseminator transmits information to members of the organization. Examples include holding informational meetings, writing memos and position papers, and making posters and presentations. The disseminator functions as an opposite counterpart to the monitor. The monitor takes in information; the disseminator distributes it. That being said, it is not surprising that frequently the monitor and disseminator are the same person: after studying a situation, the monitor dons his disseminator hat and disseminates the information that has been accumulated.

A spokesperson transmits information to outsiders on the organization's plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media. Note that a spokesperson role may overlap with other Mintzberg categories such as figurehead, leader, liaison, and negotiator. All of these categories may "speak for the organization" from time to time. What distinguishes the spokesperson is that her presentation is strictly informational in content.

131. **In a short essay, list and discuss the decisional managerial roles developed by Mintzberg. Include specific examples of each role.**

Difficulty: 2
QuestionID: 1-131
Skill: Applied
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: The decisional roles revolve around making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

An entrepreneur searches the organization and its environment for opportunities and initiates “improvement projects” to bring about changes. The entrepreneur’s primary task is to develop new products and opportunities for the organization. Within a growing organization an entrepreneur may be highly ambitious and innovative. For example, a fashion company manager may depart from the company’s original mission and develop a line of furniture under the company umbrella. With older, more established organizations the entrepreneur would be more likely to develop new methods of production rather than new products themselves. For example, a health maintenance organization manager may develop a new system in which to keep medical records.

A disturbance handler is responsible for solving problems and “fixing” difficult situations when they arise. Examples could include anything from two employees who don’t get along to a major complaint of job discrimination from an employee that threatens a lawsuit. In either case, the manager must mediate between the parties and try to resolve the situation in a manner that is fair and is minimally harmful to the organization.

A resource allocator must figure out how to distribute and divide all organization resources. Resources may include assets of all types—people, funds, buildings, land, equipment, time, energy, and so on. Allocation of resources often boils down to making decisions about priorities. For example, where should a baseball executive invest his money—on two relief pitchers or one shortstop? Deciding how to divide up budgets of all types is the resource allocator’s job.

A negotiator is also a kind of resource allocator. Negotiators are responsible for making deals—between an organization and its union, a company and its suppliers, a school district and its teachers, a building contractor and her client, and so on. In each case, decisions must be made about where to draw the line—how much money or other resources can one side afford to give up versus the amount the other side requires?

132. In a short essay, describe the three main types of managerial skills identified by Robert Katz.

Difficulty: 2
QuestionID: 1-132
Skill: Recall
Objective: 1.2 What is management and what do managers do?
Miscellaneous: AACSB - Analytic Skills

Answer: Research by Robert L. Katz concluded that managers need three essential skills: technical skills, human skills, and conceptual skills. Technical skills are the job-specific knowledge and techniques needed to perform specific tasks proficiently. Human skills involve understanding, mentoring, and motivating individuals and groups of people. Conceptual skills are the skills managers use to think and to conceptualize about abstract and complex situations.

133. In a short essay, briefly discuss the importance of studying management.

Difficulty: 3
QuestionID: 1-133
Skill: Recall
Objective: 1.4 Does studying management make a difference?
Miscellaneous: AACSB - Reflective Thinking

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Answer: For a future manager, studying management is a “no-brainer.” In general, the more you know about successful management practices the more likely you are to become a successful manager. Even if you are not going to become a manager, there are plenty of reasons to study management. If you become a nonmanagerial employee, for example, studying management can help you understand the manager you have to deal with.

If you end up working in a system that does not involve management—for example, as an artist or an actor—you are still highly likely to end up dealing with management in important ways. An artist, for example, may work on her own for the most part, but she still must be able to negotiate the tricky waters of dealing with galleries, dealers, museums, and so on, all of which involve managers and management.

Even if you can avoid managers of all types, you will undoubtedly earn and invest money in your life, and understanding management will help you invest that money wisely. As recent economic troubles have proved, good management is more important than ever. Those who try to invest well without knowing about good management practices invest at their peril.

A final reason for studying management is the reality that most students, once they graduate from college or university and begin their careers, will either manage or be managed.