

## Chapter 1 Introduction to Management and Organizations

Question ID: 1-1

Question Type: TF

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

A) True

B) False

Answer: TRUE

Diff: 2 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 2-2

Question Type: TF

Question: Management affects employee morale but not a company's financial performance.

A) True

B) False

Answer: FALSE

Diff: 1 Page Ref: 2

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-3

Question Type: TF

Question: The most important variables in employee productivity and loyalty are pay and benefits.

A) True

B) False

Answer: FALSE

Diff: 1 Page Ref: 2

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-4

Question Type: TF

Question: The most important factor in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.

Answer: TRUE

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-5

Question Type: TF

Question: Managerial ability is important in creating organizational value.

- A) True
- B) False

Answer: TRUE

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-6

Question Type: TF

Question: Supervisors and shift managers may both be considered first-line managers.

- A) True
- B) False

Answer: TRUE

Diff: 1 Page Ref: 4

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-7

Question Type: TF

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

- A) True
- B) False

Answer: FALSE

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-8

Question Type: TF

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

- A) True
- B) False

Answer: FALSE

Diff: 2 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-9

Question Type: TF

Question: Effectiveness refers to getting the most amount of output from the least amount of inputs.

- A) True
- B) False

Answer: FALSE

Diff: 2 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-10

Question Type: TF

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

- A) True
- B) False

Answer: TRUE

Diff: 3 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-11

Question Type: TF

Question: Managers who are effective at meeting organizational goals always act efficiently.

- A) True
- B) False

Answer: FALSE

Diff: 3 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-12

Question Type: TF

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

- A) True
- B) False

Answer: TRUE

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-13

Question Type: TF

Question: Determining who reports to who is part of the planning function of management.

A) True

B) False

Answer: FALSE

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-14

Question Type: TF

Question: Directing and motivating are part of the organizing function.

A) True

B) False

Answer: FALSE

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-15

Question Type: TF

Question: Typical activities for the role of spokesperson include greeting visitors and signing legal documents.

A) True

B) False

Answer: FALSE

Diff: 3 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-16

Question Type: TF

Question: The associate dean of business management is responsible for preparing the schedule of classes at a large Canadian university. As she schedules each instructor's classes at specific times, she is performing Mintzberg's role of resource allocator.

A) True

B) False

Answer: TRUE

Diff: 3 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-17

Question Type: TF

Question: A finance manager who reviews reports and reads *Canadian Business* on a regular basis is performing the role of liaison.

A) True

B) False

Answer: FALSE

Diff: 3 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-18

Question Type: TF

Question: Disturbance handler is one of Mintzberg's interpersonal roles.

A) True

B) False

Answer: FALSE

Diff: 2 Page Ref: 8

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-19

Question Type: TF

Question: All three of Mintzberg's interpersonal roles are part of the leading function.

A) True

B) False

Answer: TRUE

Diff: 2 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-20

Question Type: TF

Question: Resource allocation and negotiating are both considered decisional roles.

A) True

B) False

Answer: TRUE

Diff: 2 Page Ref: 8

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-21

Question Type: TF

Question: Interpersonal role is heavily involved in disseminating information throughout the organization.

A) True

B) False

Answer: FALSE

Diff: 3 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-22

Question Type: TF

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

A) True

B) False

Answer: FALSE

Diff: 3 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-23

Question Type: TF

Question: Human skills are equally important at all levels of management.

A) True

B) False

Answer: TRUE

Diff: 1 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-24

Question Type: TF

Question: Technical skills are critical in dealing with abstract and complex situations.

A) True

B) False

Answer: FALSE

Diff: 2 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-25

Question Type: TF

Question: Technical skills become less important as managers move into higher levels of management.

A) True

B) False

Answer: TRUE

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-26

Question Type: TF

Question: Human skills become less important as managers move into top management.

A) True

B) False

Answer: FALSE

Diff: 3 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-27

Question Type: TF

Question: Conceptual skills are less important to top managers.

A) True

B) False

Answer: FALSE

Diff: 1 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-28

Question Type: TF

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

A) True

B) False

Answer: FALSE

Diff: 2 Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-29

Question Type: TF

Question: A distinct purpose is important in defining an organization.

- A) True
- B) False

Answer: TRUE

Diff: 1 Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-30

Question Type: TF

Question: Today's new organizations tend to be more stable and job-focused than traditional organizations.

- A) True
- B) False

Answer: FALSE

Diff: 3 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-31

Question Type: TF

Question: Today's new organizations tend to be more skills-focused and customer-oriented than traditional organizations.

- A) True
- B) False

Answer: TRUE

Diff: 3 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-32

Question Type: TF

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

- A) True
- B) False

Answer: TRUE

Diff: 1 Page Ref: 11

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.



Question ID: 1-33

Question Type: TF

Question: 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.

- A) True
- B) False

Answer: FALSE

Diff: 1 Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-34

Question Type: TF

Question: Innovation is confined to high-tech and other technologically sophisticated organizations.

- A) True
- B) False

Answer: FALSE

Diff: 1 Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-35

Question Type: MC

Question: Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is \_\_\_\_\_.

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

Answer: C

Diff: 1 Page Ref: 2

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-36

Question Type: MC

Question: A key distinction between managerial and nonmanagerial positions is that managers \_\_\_\_\_.

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

Answer: E

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-37

Question Type: MC

Question: Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are \_\_\_\_\_.

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

Answer: C

Diff: 2 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-38

Question Type: MC

Question: All levels of management between the first-line level and the top level of the organization are termed \_\_\_\_\_.

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

Answer: A

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-39

Question Type: MC

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

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

Answer: D

Diff: 1 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-40

Question Type: MC

Question: Division managers and plant managers are most likely at which level of management?

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

Answer: B

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-41

Question Type: MC

Question: The lowest level of management is \_\_\_\_\_.

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

Answer: D

Diff: 1 Page Ref: 3

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-42

Question Type: MC

Question: Supervisor is a common title for whom?

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

Answer: C

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-43

Question Type: MC

Question: Managers with titles such as project leader, plant manager, or regional manager are \_\_\_\_\_.

- A) first-line managers
- B) top managers
- C) managing directors
- D) middle managers
- E) chief operating officers

Answer: D

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-44

Question Type: MC

Question: Division manager is associated with which of the following levels of management?

- A) team leaders
- B) middle managers
- C) first-line managers
- D) top managers
- E) associate managers

Answer: B

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-45

Question Type: MC

Question: \_\_\_\_\_ is the process of coordinating work activities so that they are completed efficiently and effectively with and through other people.

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

Answer: B

Diff: 1 Page Ref: 6

Skill: Recall

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-46

Question Type: MC

Question: Effectiveness refers to \_\_\_\_\_.

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

Answer: C

Diff: 3 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-47

Question Type: MC

Question: Efficiency refers to \_\_\_\_\_.

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

Answer: A

Diff: 2 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-48

Question Type: MC

Question: If you achieve a higher level of output for a given input, you have \_\_\_\_\_.

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

Answer: D

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-49

Question Type: MC

Question: An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be \_\_\_\_\_.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective
- E) doing the right things

Answer: B

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-50

Question Type: MC

Question: If a college cuts the cost of an education by using mostly unskilled instructors and at the same time fails to adequately educate its students, it can be said to be doing the wrong things well. In other words, the college is \_\_\_\_\_.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective
- E) doing the right things

Answer: B

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-51

Question Type: MC

Question: The goal of Dempsey's Dumpsters is to provide trash services to the city of Apex, whose motto is "The peak of good living." The customers are satisfied with the level of service, but costs at Dempsey's Dumpsters are double that of their competition. Dempsey's is \_\_\_\_\_.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective
- E) not achieving its goals

Answer: C

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-52

Question Type: MC

Question: Pierre's Auto Repair Shop is mostly concerned with using the least amount of paint, labour, and other materials required to repair its customers' cars. Its primary goal is \_\_\_\_\_.

- A) effectiveness
- B) goal attainment
- C) efficiency
- D) doing the right things
- E) customer satisfaction

Answer: C

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-53

Question Type: MC

Question: Whereas \_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_ is concerned with the ends, or attainment of organizational goals.

- A) effectiveness; efficiency
- B) efficiency; effectiveness
- C) effectiveness; goal attainment
- D) goal attainment; resource usage
- E) resource usage; efficiency

Answer: B

Diff: 3 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-54

Question Type: MC

Question: The four functions of management are \_\_\_\_\_.

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

Answer: D

Diff: 1 Page Ref: 6

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-55

Question Type: MC

Question: \_\_\_\_\_ first proposed that all managers perform five functions: planning, organizing, commanding, coordinating, and controlling.

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

Answer: D

Diff: 2 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-56

Question Type: MC

Question: \_\_\_\_\_ was a French industrialist who first identified the basic management functions.

- A) Guy Laliberté
- B) Francois Mitterand
- C) Jean-Luc Citroen
- D) Henri Fayol
- E) Henry Mintzberg

Answer: D

Diff: 2 Page Ref: 5

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.



Question ID: 1-57

Question Type: MC

Question: Writing an organizational strategic plan is an example of which management function?

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

Answer: C

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-58

Question Type: MC

Question: Organizing includes \_\_\_\_\_.

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

Answer: D

Diff: 2 Page Ref: 6

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-59

Question Type: MC

Question: Today, the basic management functions are considered to be \_\_\_\_\_.

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

Answer: D

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-60

Question Type: MC

Question: A manager resolving conflict among organizational members is performing what function?

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

Answer: D

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-61

Question Type: MC

Question: The process of monitoring, comparing, and correcting is called \_\_\_\_\_.

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

Answer: A

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-62

Question Type: MC

Question: Amy is a supervisor at a large manufacturing plant. She has spent her day trying to ensure that the light bulbs coming off the assembly line light up 99.5 per cent of the time. She has spent her day performing the management activity of \_\_\_\_\_.

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

Answer: E

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-63

Question Type: MC

Question: Richard is a manager at a large hospital. He has spent his day arranging the work schedules of employees for the next month. He had to ensure that there was a registered nurse on every shift, and that each was assigned to the area that best suited their qualifications. He has spent his day performing the management activity of \_\_\_\_\_.

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

Answer: C

Diff: 3 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-64

Question Type: MC

Question: Sylvia has spent the day in a meeting that focused on her company's future. Managers were trying to predict how the role of their company might change over the next 10 years. Goals were then developed based upon their vision of the company's mission. Sylvia is performing which management function?

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

Answer: A

Diff: 3 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-65

Question Type: MC

Question: Mintzberg's management roles are grouped into \_\_\_\_\_.

- A) interpersonal relationships, information transfer, and decision making
- B) interpersonal relationships, leadership, and decision making
- C) leadership, decision making, and planning
- D) information transfer, decision making, and resource allocation
- E) interpersonal relationships, decision making, and resource allocation

Answer: A

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-66

Question Type: MC

Question: \_\_\_\_\_ studied actual managers at work and concluded that they perform 10 different but highly interrelated management roles.

- A) Henri Fayol
- B) Henry Ford
- C) Henry Fonda
- D) Henry Morris
- E) Henry Mintzberg

Answer: E

Diff: 1 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-67

Question Type: MC

Question: According to Mintzberg's management roles, the \_\_\_\_\_ roles are those that involve people and other duties that are ceremonial and symbolic in nature.

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

Answer: B

Diff: 1 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-68

Question Type: MC

Question: The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the \_\_\_\_\_ levels of the organization.

- A) lower
- B) middle
- C) higher
- D) supervisory
- E) operational

Answer: C

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-69

Question Type: MC

Question: Which of the following is a decisional role according to Mintzberg?

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

Answer: B

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-70

Question Type: MC

Question: A human resources manager attending a meeting of the local chapter of the Human Resources Management Association of Canada would be functioning in which role?

- A) informational
- B) leader
- C) liaison
- D) disseminator
- E) entrepreneur

Answer: C

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-71

Question Type: MC

Question: A finance manager who reads the *Journal of Applied Corporate Finance* on a regular basis would be performing which role?

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

Answer: B

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-72

Question Type: MC

Question: Ed is a mid-level human resources manager and is involved in discussions between management and the employees union. They are discussing wage issues. Management wants to keep wages at the legal minimum wage. The union wants minimum wage plus an increase of \$2.00 per hour. Ed is acting as a(n) \_\_\_\_\_ on behalf of management.

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

Answer: E

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-73

Question Type: MC

Question: Rachel is a marketing manager of a product division at New Tech Corporation. She is presenting a new product idea to the director of research and development, which could lead to a profitable new opportunity for the company. Rachel is performing the role of \_\_\_\_\_.

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

Answer: D

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-74

Question Type: MC

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

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

Answer: D

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-75

Question Type: MC

Question: Many of Mintzberg's roles align with the basic functions of management. For example, the role of \_\_\_\_\_ is part of the planning function.

- A) figurehead
- B) leader
- C) liaison
- D) resource allocator
- E) monitor

Answer: D

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-76

Question Type: MC

Question: The emphasis that managers give to the various management roles seems to change based on their \_\_\_\_\_.

- A) organizational level
- B) tenure with the organization
- C) experience in their field
- D) personality
- E) leadership style

Answer: A

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-77

Question Type: MC

Question: Which of the following is an interpersonal role according to Mintzberg?

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

Answer: A

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-78

Question Type: MC

Question: Which of Mintzberg's management roles involves receiving, collecting, and disseminating information?

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

Answer: B

Diff: 1 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-79

Question Type: MC

Question: Which of the following is an informational role according to Mintzberg?

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

Answer: D

Diff: 2 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-80

Question Type: MC

Question: Many of Mintzberg's roles align with the basic functions of management. For example, all three interpersonal roles are part of the \_\_\_\_\_ function.

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

Answer: C

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.



Question ID: 1-81

Question Type: MC

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

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

Answer: D

Diff: 3 Page Ref: 7

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-82

Question Type: MC

Question: Motivating subordinates is primarily associated with the management function of \_\_\_\_\_.

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

Answer: C

Diff: 1 Page Ref: 6

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-83

Question Type: MC

Question: Understanding building codes would be considered a \_\_\_\_\_ skill for a building contractor.

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

Answer: B

Diff: 2 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-84

Question Type: MC

Question: As managers move to higher organizational levels, the need for \_\_\_\_\_ skills decreases, but the need for \_\_\_\_\_ skills continues to be equally important.

- A) human; technical
- B) conceptual; technical
- C) technical; human
- D) human; conceptual
- E) technical; conceptual

Answer: C

Diff: 3 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-85

Question Type: MC

Question: Which of the following phrases best describes technical skills?

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

Answer: B

Diff: 2 Page Ref: 8

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-86

Question Type: MC

Question: Which of the following phrases best describes conceptual skills?

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

Answer: E

Diff: 2 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-87

Question Type: MC

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

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

Answer: D

Diff: 2 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-88

Question Type: MC

Question: Which of the following skills are more important at lower levels of management since these managers are dealing directly with the employees doing the organization's output?

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

Answer: B

Diff: 1 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-89

Question Type: MC

Question: Which of the following is true concerning technical and managerial skills?

- A) Human skills and technical skills remain equally important as managers move to higher levels.
- B) Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
- C) Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
- D) Both human-skill and technical-skill needs decrease as managers move to higher levels.
- E) Practical and functional skills decrease as managers are given more responsibility.

Answer: C

Diff: 3 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-90

Question Type: MC

Question: Managers with good \_\_\_\_\_ are able to communicate, motivate, and lead to get the best out of their people.

- A) human skills
- B) conceptual skills
- C) technical skills
- D) practical skills
- E) functional skills

Answer: A

Diff: 1 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-91

Question Type: MC

Question: 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
- E) ability to see the “big picture”

Answer: B

Diff: 2 Page Ref: 9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-92

Question Type: MC

Question: Michael's strength as a manager lies in his ability to work with people. He is very good at motivating and leading his subordinates. Michael is demonstrating which managerial skill?

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

Answer: D

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-93

Question Type: MC

Question: Angelo is well known for his skills in using the advanced programming software of the engineering field. In fact, it was his specialized knowledge that led to his promotion to supervising manager. Which managerial skill is Angelo demonstrating?

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

Answer: C

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-94

Question Type: MC

Question: An organization is best defined as \_\_\_\_\_.

- A) the physical location where people work
- B) a collection of individuals working for the same company
- C) a deliberate arrangement of people to accomplish some specific purpose
- D) a group of individuals focused on profit-making activities
- E) a group of individuals who work in the nonprofit sector

Answer: C

Diff: 1 Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-95

Question Type: MC

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

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

Answer: D

Diff: 2 Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-96

Question Type: MC

Question: Which common characteristic of all organizations defines members' work relationships?

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

Answer: C

Diff: 2 Page Ref: 10

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-97

Question Type: MC

Question: New organizations tend to be more \_\_\_\_\_ than traditional organizations.

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

Answer: D

Diff: 2 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-98

Question Type: MC

Question: Traditional organizations tend to be more \_\_\_\_\_ than new organizations.

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

Answer: C

Diff: 2 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-99

Question Type: MC

Question: New organizations tend to be \_\_\_\_\_.

- A) dynamic, team-oriented, and job-focused
- B) dynamic, team-oriented, and rule-oriented
- C) dynamic, individual-oriented, and skills-focused
- D) dynamic, customer-oriented, and skills-focused
- E) dynamic, skills-focused, and rule-oriented

Answer: D

Diff: 3 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-100

Question Type: MC

Question: New organizations tend to be dynamic, flexible, and \_\_\_\_\_.

- A) team-oriented
- B) rule-oriented
- C) individual-oriented
- D) job-focused
- E) stable

Answer: A

Diff: 2 Page Ref: 11

Skill: Recall

Learning Outcome: 1-3 Describe the characteristics of an organization.

Question ID: 1-101

Question Type: MC

Question: 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.
- E) Customers need not understand anything about the organization providing goods or services.

Answer: C

Diff: 2 Page Ref: 12

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-102

Question Type: MC

Question: 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
- E) share ideas with anyone outside the company

Answer: A

Diff: 2 Page Ref: 13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-103

Question Type: MC

Question: 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
- E) profitability

Answer: D

Diff: 1 Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-104

Question Type: MC

Question: 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.
- E) Managers do best when adhering to principles set when the company was first founded.

Answer: A

Diff: 2 Page Ref: 14

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.



Question ID: 1-105

Question Type: MC

Question: Universality of management means that \_\_\_\_\_.

- A) all managers in all organizations can perform their job the same way
- B) all organizations can hire any manager to perform the management jobs
- C) all managers in all organizations perform the four management functions
- D) any manager can work in any organization and perform any management job
- E) all managers in all organizations have the same basic skills

Answer: C

Diff: 3 Page Ref: 16

Skill: Applied

Learning Outcome: 1-5 Explain the value of studying management.

Question ID: 1-106

Question Type: MC

Question: Which of the following best describes the concept that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in organizations in all countries around the globe?

- A) the diversity of management
- B) the universality of management
- C) the segmentation of management
- D) the management revolution
- E) the evolution of management

Answer: B

Diff: 1 Page Ref: 16

Skill: Recall

Learning Outcome: 1-5 Explain the value of studying management.

*Refer to the scenario below to answer the following questions.*

### **The Customer Meeting (Scenario)**

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product sold to distributors. Kelly reports to Sam, a production manager, who in turn reports to Pat, a general manager, who reports to Chris, a vice-president of operations. Recently, Chris asked Pat to have a meeting with Kelly and Sam regarding some recent customer concerns in the production area. The focus of the meeting was to judge the validity of the customer concerns and to develop a specific plan to address these concerns.

Question ID: 1-107

Question Type: MC

Question: What do Kelly, Sam, Pat, and Chris all have in common?

- A) They all produce the same product.
- B) They all have the same job content.
- C) They all are managers.
- D) They all have the same vision.
- E) They all report to top management.

Answer: C

Diff: 1 Page Ref: 2

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-108

Question Type: MC

Question: Kelly is at what level of management?

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

Answer: D

Diff: 1 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-109

Question Type: MC

Question: Sam and Pat are both at what level of management?

- A) top management
- B) middle management
- C) supervisory level
- D) first-line management
- E) managing director

Answer: B

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-110

Question Type: MC

Question: Chris is most likely at what level of management?

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

Answer: A

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

Question ID: 1-111

Question Type: MC

Question: The meeting that Chris has asked Pat to have with Sam and Kelly reflects the growing recognition that \_\_\_\_\_.

- A) customer concerns are important only to first-line managers
- B) customer responsiveness is important throughout the organization, not only in the marketing department
- C) focusing on the customer is the sole responsibility of the marketing department
- D) employee attitudes and behaviours do not significantly impact customer responsiveness
- E) customer responsiveness must be effectively delegated in order to succeed in today's competitive marketplace

Answer: B

Diff: 3 Page Ref: 12

Skill: Applied

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

*Refer to the scenario below to answer the following questions.*

### **The Perfect Manager (Scenario)**

Amy Kwon has proven herself to be an able manager. Her department has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. She performs all the required functions of a manager, but some say that the "secret" of her success is her ability to direct and motivate others.

Question ID: 1-112

Question Type: MC

Question: Amy's ability to get activities completed efficiently and effectively with and through other people is known as \_\_\_\_\_.

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

Answer: E

Diff: 1 Page Ref: 2

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-113

Question Type: MC

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

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

Answer: A

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-114

Question Type: MC

Question: Getting her projects completed with a high quality rating is an indication of Amy's \_\_\_\_\_ as a manager.

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

Answer: C

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-115

Question Type: MC

Question: If Amy accomplished her project on time with high-quality results, but she took more time than other managers to complete this, you could say that as a manager she was \_\_\_\_\_.

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

Answer: D

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-116

Question Type: MC

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

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

Answer: E

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

*Refer to the scenario below to answer the following questions.*

### **Management Skills (Scenario)**

Gavin Clayton is vice-president of product development at Canadian Aircraft Manufacturing (CAM). The company specializes in smaller civilian aircraft for commuter airlines and corporate executives. Gavin is trying to decide if the company should proceed in its plans to produce a new larger scale aircraft. He knows that the new aircraft supports the corporate strategy and will enhance their competitive position in the industry. As a former engineer with years of experience in aircraft design and production, he also knows that his company has the skills and capability to produce the new aircraft. In fact, he believes that the new larger aircraft will result in scale economies for CAM—allowing it to produce more profitable aircraft with roughly the same labour resources. Unfortunately, this could be a sore point with the labour union that represents the aircraft assembly workers. While Gavin has always maintained a good relationship with these workers, he knows they are suspicious of management's motives. If the workers perceive the new larger aircraft as a management ploy to increase worker productivity, they will resist the change. Management will definitely have to get the support of the union before

they implement the new production plans. Gavin gazes out his window and ponders how best to proceed with the situation.

Question ID: 1-117

Question Type: MC

Question: When Gavin knew that the new aircraft would support the corporate strategy, he was utilizing which managerial skill?

- A) leadership
- B) technical
- C) conceptual
- D) planning
- E) human

Answer: C

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-118

Question Type: MC

Question: Gavin's reliance on his previous engineering and design experience to assess their production capabilities best demonstrates which managerial skill?

- A) planning
- B) technical
- C) human
- D) leadership
- E) conceptual

Answer: B

Diff: 2 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-119

Question Type: MC

Question: The fact that Gavin has always maintained a good relationship with the assembly workers is evidence of which managerial skill?

- A) planning
- B) conceptual
- C) monitor
- D) technical
- E) human

Answer: E

Diff: 1 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-120

Question Type: MC

Question: Assuming that the goal of CAM is to be profitable, producing the new larger aircraft should make the company \_\_\_\_\_.

- A) equally effective but more efficient
- B) equally efficient but more effective
- C) equally efficient and effective
- D) more efficient but less effective
- E) more effective but less efficient

Answer: B

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-121

Question Type: MC

Question: If Gavin joins the management team in discussions with the union about producing the new aircraft, he will be performing the management role of \_\_\_\_\_.

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

Answer: E

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

***Refer to the scenario below to answer the following questions.***

### **The Busy Day (Scenario)**

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his cup of coffee and reviewed his hectic schedule for the day. He has to escort two company tours in the morning: the first to a newspaper reporter who is writing a story on the new plant expansion, and the second to a group of Control Systems managers from the East Coast. Then he has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he does not enjoy). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division vice-president. Finally, in the late afternoon, he will be reviewing a recent equipment malfunction and deciding whether to bring in extra technicians to get the equipment operating again as soon as possible. Whew! It was just another busy day in the life of a manager.

Question ID: 1-122

Question Type: MC

Question: When Don conducts the tour for the visiting East Coast managers, he will be performing which management role?

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

Answer: B

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-123

Question Type: MC

Question: When Don meets with Phil to discuss his performance concerns, he will be performing which management role?

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

Answer: C

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: -2 Tell who managers are and where they work.

Question ID: 1-124

Question Type: MC

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

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

Answer: E

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.



Question ID: 1-125

Question Type: MC

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

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

Answer: E

Diff: 2 Page Ref: 7

Skill: Applied

Learning Outcome: -2 Tell who managers are and where they work.

Question ID: 1-126

Question Type: MC

Question: When Don reviews the new equipment malfunction, what management role will he perform when deciding whether to bring in extra people?

- A) monitor
- B) resource allocator
- C) figurehead
- D) negotiator
- E) disseminator

Answer: B

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

***Refer to the scenario below to answer the following questions.***

**Joe the Manager (Scenario)**

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce next week, as well as which products will be produced on which days in the department. He also decides which employees are going to be responsible for operating which machines, since all his subordinates are multi-skilled assemblers. On Monday, he hands out work assignment sheets to inform the employees about which machines each will operate for the week. Joe also announces that the schedule will be challenging because of an increase in the targeted number of output units. He encourages his subordinates by telling them that he is confident they will achieve the production targets because they are such hard-working and skilled employees. Then, during the week, he monitors the daily production output and records the number of units that successfully achieved the company's quality standards, as well as the number of units that were unsatisfactory and had to be scrapped.

Question ID: 1-127

Question Type: MC

Question: When Joe decides which employees will be responsible for operating which machines, he is performing the management function of \_\_\_\_\_.

- A) controlling
- B) leading
- C) planning.
- D) organizing
- E) directing

Answer: D

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-128

Question Type: MC

Question: When Joe decides how many units of output his employees should produce next week and on which days certain products will be run, he is performing which management function?

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

Answer: C

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-129

Question Type: MC

Question: When Joe monitors amount of output that the employees have successfully completed, as well as number of units that have been scrapped, he is performing which management function?

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

Answer: A

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-130

Question Type: MC

Question: When Joe tells the employees he is confident they can achieve the production targets because they are such hard-working and skilled employees, he is performing which management function?

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

Answer: B

Diff: 2 Page Ref: 6

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-131

Question Type: MC

Question: Joe's position is at which managerial level?

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

Answer: E

Diff: 2 Page Ref: 3

Skill: Applied

Learning Outcome: 1-1 Explain why managers are important to an organization.

*Refer to the scenario below to answer the following questions.*

### **A Day in the Life of a CEO (Scenario)**

Carly spent the day "shadowing" her uncle Dave, who is the CEO of a large consumer electronics company. Carly is a business management major at a local college, and one of her class assignments was to interview a business manager. When she approached her uncle about the assignment, he invited her to follow him around for a day to observe the typical business activities of a top manager. She noted that he spent the day dealing with a variety of issues. First he met with a division manager who was having difficulty achieving production targets due to his inability to motivate the employees. Then they visited the assembly line to inspect a new machine designed to increase production output. Uncle Dave had once been a production engineer, and the department supervisor and assembly workers were impressed by his knowledge of the new machine's operating specifications. At lunch they met with a group of local CEOs from other companies where everything from the new hiring laws to the latest economic reports was discussed. After lunch, Carly attended a meeting where the five-year strategic plan for the entire company was being evaluated. For her uncle it was a typical day in the life of a CEO, but

for Carly it had been a day full of information that she could use for her class assignment.

Question ID: 1-132

Question Type: MC

Question: The division manager's inability to motivate his employees may be a sign of weak \_\_\_\_\_ skills.

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

Answer: B

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-133

Question Type: MC

Question: As a former production engineer, Uncle Dave was able to use his \_\_\_\_\_ skills to examine the operating specifications of the new machine.

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

Answer: A

Diff: 2 Page Ref: 8

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-134

Question Type: MC

Question: In evaluating the strategic plan for the entire company, Uncle Dave would need to use his \_\_\_\_\_ skills.

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

Answer: D

Diff: 2 Page Ref: 9

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-135

Question Type: MC

Question: If the new machine increased production output at the same cost, but also caused many more product defects, it would be \_\_\_\_\_.

- A) efficient and effective
- B) efficient but not effective
- C) effective but not efficient
- D) neither efficient nor effective
- E) entrepreneurial but not efficient

Answer: B

Diff: 3 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-136

Question Type: MC

Question: At the lunch meeting with other CEOs, Uncle Dave was performing the management role of \_\_\_\_\_.

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

Answer: E

Diff: 3 Page Ref: 7

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-137

Question Type: ES

Question: In a short essay, explain how the definition of a manager has changed over time. Include a discussion on why managers are important to an organization.

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.

A great boss can change your life. The reasons for this are that organizations need managerial skills and abilities more than ever in uncertain, complex, and chaotic times because of today's challenges which include worldwide economic climate, changing technology and ever-increasing globalization. The second reason is that the single most important variable in employee productivity and loyalty is the quality of the relationship with their direct supervisors. And finally, managerial ability is important in creating organizational value.

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.

Diff: 2 Page Ref: 2

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-138

Question Type: ES

Question: In a short essay, discuss the difference between efficiency and effectiveness. Include specific examples to support each concept.

Answer: a. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and equipment—they are concerned with the efficient use of resources. For instance, at the Siemens AG factory in Germany, where employees make X-ray equipment, efficient manufacturing techniques were implemented by doing things such as cutting inventory levels, decreasing the amount of time needed to manufacture products, and lowering product reject rates. From this perspective, efficiency is often referred to as "doing things right"—that is, not wasting resources.

b. Effectiveness is often described as "doing the right things"—that is, those work activities that will help the organization reach its goals. For instance, at the Siemens factory, goals included reducing installation times for customers and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

Specific examples can come from the textbook, class discussions or outside references such as Internet, newspapers etc.

Diff: 2 Page Ref: 5

Skill: Applied

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-139

Question Type: ES

Question: In a short essay, describe 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to the three categories of roles.

Answer: Interpersonal Roles

a. Figurehead—symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.

b. Leader—responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.

c. Liaison—maintains self-developed network of outside contacts and informers who provide favours and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

### Informational Roles

- a. Monitor—seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment. Examples include reading periodicals and reports, and maintaining personal contacts.
- b. Disseminator—transmits information received from outsiders or from subordinates to members of the organization. Examples include holding informational meetings and making phone calls to relay information.
- c. Spokesperson—transmits information to outsiders on organization's plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media.

### Decisional Roles

- a. Entrepreneur—searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes. Examples include organizing strategy and review sessions to develop new programs.
- b. Disturbance handler—responsible for corrective action when organization faces important, unexpected disturbances. Examples include organizing strategy and review sessions that involve disturbances and crises.
- c. Resource allocator—responsible for the allocation of organizational resources of all kinds; making or approving all significant organizational decisions. Examples include scheduling, requesting authorization, performing any activity that involves budgeting, and the programming of subordinates' work.
- d. Negotiator—responsible for representing the organization at major negotiations. Examples include participating in union contract negotiations.

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

Diff: 3 Page Ref: 7-8

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-140

Question Type: ES

Question: In a short essay, describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why? Give specific examples to support your discussion.

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.

Specific examples can come from the textbook, class discussions or outside references such as Internet, newspapers etc.

Diff: 1 Page Ref: 8-9

Skill: Recall

Learning Outcome: 1-2 Tell who managers are and where they work.

Question ID: 1-141

Question Type: ES

Question: In a short essay, describe the importance of customers and social media 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.

The newest frontier in management is the use of social media to communicate and share ideas with customers as well as employees. The potential power of social media can help an organization. The potential peril is how it is used and it needs to be managed carefully.

Diff: 2 Page Ref: 12-13

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.

Question ID: 1-142

Question Type: ES

Question: In a short essay, 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.

Diff: 2 Page Ref: 14-15

Skill: Recall

Learning Outcome: 1-4 Describe the factors that are reshaping and redefining the manager's job.