

Exam

Name \_\_\_\_\_

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

*Refer to the Scenario below to answer the questions that follow.*

A Day in the Life of a CEO (Scenario)

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

- 1) The division manager's inability to motivate his employees may be a sign of weak \_\_\_\_\_ 1) \_\_\_\_\_  
skills.

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

Answer: C

- Explanation: A)  
B)  
C)  
D)  
E)

- 2) Supervisor is a common title for whom? 2) \_\_\_\_\_

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

Answer: A

- Explanation: A)  
B)  
C)  
D)  
E)

3) Ed 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 \$1.00. Ed is performing which managerial role? 3) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

4) According to research by Robert Katz, what three essential skills do managers need? 4) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

5) Traditional organizations tend to be more \_\_\_\_\_ than new organizations. 5) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

6) 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 spent his day

6) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

7) \_\_\_\_\_ was a French industrialist who first identified the basic management functions.

7) \_\_\_\_\_

- A) Weber
- B) Mintzberg
- C) Herzberg
- D) Fayol
- E) Taylor

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

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

8) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

9) The emphasis that managers give to the various management roles seems to change based on their

9) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

- 10) Which of Mintzberg's management roles involves receiving, collecting, and disseminating information? 10) \_\_\_\_\_
- A) interpersonal
  - B) decisional
  - C) informational
  - D) conceptual
  - E) technical
- Answer: C
- Explanation: A)  
B)  
C)  
D)  
E)
- 11) \_\_\_\_\_ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles. 11) \_\_\_\_\_
- A) Henry Morris
  - B) Henry Ford
  - C) Henry Fonda
  - D) Henri Fayol
  - E) Henry Mintzberg
- Answer: E
- Explanation: A)  
B)  
C)  
D)  
E)
- 12) 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 12) \_\_\_\_\_
- A) efficient but not effective.
  - B) doing the right things.
  - C) neither efficient nor effective.
  - D) efficient and effective.
  - E) effective but not efficient.
- Answer: A
- Explanation: A)  
B)  
C)  
D)  
E)
- 13) Division managers and plant managers are most likely at which level of management? 13) \_\_\_\_\_
- A) regional
  - B) supervisor
  - C) middle
  - D) top
  - E) first-line
- Answer: C
- Explanation: A)  
B)  
C)  
D)  
E)

- 14) 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 ten years. Goals were then developed based upon their vision of the company's mission. Sylvia spent her day performing the management activity of \_\_\_\_\_. 14) \_\_\_\_\_
- A) controlling
  - B) coordinating
  - C) planning
  - D) leading
  - E) organizing

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing to the engineers to make sure you address the necessary issues.

- 15) Finally, the engineers need to learn that project leader, regional manager, and plant manager are all potential titles for \_\_\_\_\_. 15) \_\_\_\_\_
- A) managing directors
  - B) middle managers
  - C) division managers
  - D) top managers
  - E) first-line managers

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

16) Maureen has left the automotive industry to become CEO at a troubled software company. In her first few meetings with management, she provides a new vision for the company and presents several ideas about restructuring departments to build on the firm's strengths and improve its market position. She also asks the other managers to be patient while she learns more about the company's products and manufacturing processes. Maureen displays \_\_\_\_\_. 16) \_\_\_\_\_

- A) good technical but weak conceptual skills
- B) good political but weak conceptual skills
- C) good political but weak human skills
- D) good conceptual but weak technical skills
- E) good human but weak conceptual skills

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

17) Which of the following phrases best describes technical skills? 17) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

18) Rachel is 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: 18) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

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

19) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

20) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

#### The Busy Day (Scenario)

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 a.m. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). 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 president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

21) What role was Don performing while reviewing his trade journals?

21) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to 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.

22) Sam and Pat are both at what level of management?

22) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

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 that were unsatisfactory and had to be scrapped.

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

23) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)



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

24) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is 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.

25) Chris is most likely at what level of management?

25) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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 that were unsatisfactory and had to be scrapped.

- 26) 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? 26) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 27) Understanding building codes would be considered a \_\_\_\_\_ skill for a building contractor. 27) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

28) New organizations tend to be dynamic, flexible, and

28) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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

29) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

30) The four functions of management are \_\_\_\_\_.

30) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

31) The ability to work well with other people, both individually and in a group, requires \_\_\_\_\_ 31) \_\_\_\_\_  
skills.  
A) technical  
B) behavioural  
C) functional  
D) conceptual  
E) human

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

32) A finance manager who reads the *Journal of Applied Corporate Finance* on a regular basis would be 32) \_\_\_\_\_  
performing which role?  
A) monitor  
B) entrepreneur  
C) figurehead  
D) disseminator  
E) negotiator

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

A Day in the Life of a CEO (Scenario)

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

33) In evaluating the strategic plan for the entire company, Uncle Dave would need to use his 33) \_\_\_\_\_  
\_\_\_\_\_ skills.

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

34) Managers who are responsible for making organization-wide decisions and establishing the plans 34) \_\_\_\_\_  
and goals that affect the entire organization are \_\_\_\_\_.

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is 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.

35) What do Kelly, Sam, Pat, and Chris all have in common?

35) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

36) An organization is best defined as \_\_\_\_\_.

36) \_\_\_\_\_

- A) a group of individuals who work in the not-for-profit sector
- B) the physical location where people work
- C) a collection of individuals working for the same company
- D) a deliberate arrangement of people to accomplish some specific purpose
- E) a group of individuals focused on profit-making for their shareholders

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 a.m. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). 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 president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

37) When Don was conducting the tour for the east coast managers, he was performing which management role? 37) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

38) If you achieve a higher level of output for a given input, you have 38) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

39) \_\_\_\_\_ is the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. 39) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

40) Which of the following phrases best describes conceptual skills? 40) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing to the engineers to make sure you address the necessary issues.

41) One of the first things the engineers need to learn is that \_\_\_\_\_ are the individuals who work with and through other people by coordinating their work activities in order to accomplish organizational goals. 41) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)



42) The roles of disseminator, figurehead, negotiator, liaison, and spokes person are more important at the \_\_\_\_\_ levels of the organization. 42) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

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.

43) The "secret" of Amy's success involves which management function? 43) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

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- 44) If the new machine increased production output at the same cost, but also caused many more product defects, it would be 44) \_\_\_\_\_
- A) neither efficient nor effective.
  - B) entrepreneurial but not efficient.
  - C) efficient but not effective.
  - D) effective but not efficient.
  - E) efficient and effective.

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

- 45) Managers with good \_\_\_\_\_ are able to get the best out of their people. 45) \_\_\_\_\_
- A) functional
  - B) technical skills
  - C) human skills
  - D) empirical
  - E) conceptual skills

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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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.

46) Getting her projects completed with a high quality rating is an indication of Amy's \_\_\_\_\_ as a manager. 46) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

47) 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 47) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

48) Mintzberg's 10 management roles are grouped into \_\_\_\_\_. 48) \_\_\_\_\_

- A) interpersonal relationships, leadership, and decision making
- B) interpersonal relationships, information transfer, 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: B

Explanation: A)  
B)  
C)  
D)  
E)

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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 were 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.

- 49) As a former production engineer, Uncle Dave was able to use his \_\_\_\_\_ skills to examine the operating specifications of the new machine. 49) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

- 50) 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 as manager. 50) \_\_\_\_\_  
Which managerial skill is Angelo demonstrating?

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

- 51) Whereas \_\_\_\_\_ is concerned with the means of getting things done, \_\_\_\_\_ is concerned with the ends, or attainment of organizational goals. 51) \_\_\_\_\_
- A) effectiveness; efficiency
  - B) efficiency; effectiveness
  - C) goal attainment; resource usage
  - D) effectiveness; goal attainment
  - E) resource usage; efficiency

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

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 that were unsatisfactory and had to be scrapped.

- 52) When Joe tells the employees that he is confident they can achieve the production targets because they are such hard-working and skilled employees, he is performing which management function? 52) \_\_\_\_\_
- A) leading
  - B) delegating
  - C) controlling
  - D) planning
  - E) organizing

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

- 53) A recent KPMG/Ipsos-Reid study of Canadian companies found that those that made the Top 10 List for great human resources practices also scored high on \_\_\_\_\_
- A) employee pay and benefits.
  - B) workplace health and safety.
  - C) management productivity.
  - D) long-term financial performance.
  - E) management salaries.
- Answer: D
- Explanation: A)  
B)  
C)  
D)  
E)
- 54) New organizations tend to be more \_\_\_\_\_ than traditional organizations. \_\_\_\_\_
- A) job-focused
  - B) individual-oriented
  - C) customer-oriented
  - D) command-oriented
  - E) rule-oriented
- Answer: C
- Explanation: A)  
B)  
C)  
D)  
E)
- 55) Which of the following skills is most likely to be defined using terms such as *abstract situations* and *visualization*? \_\_\_\_\_
- A) human
  - B) conceptual
  - C) functional
  - D) technical
  - E) interpersonal
- Answer: B
- Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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.

- 56) 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 \_\_\_\_\_. 56) \_\_\_\_\_
- A) effective but not entrepreneurial
  - B) effective but not efficient
  - C) entrepreneurial but not efficient
  - D) efficient but not effective
  - E) entrepreneurial but not effective

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

- 57) *Division manager* is associated with which of the following levels of management? 57) \_\_\_\_\_
- A) first-line managers
  - B) middle managers
  - C) top managers
  - D) team leaders
  - E) associate managers

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing to the engineers to make sure you address the necessary issues.

58) Now that both companies are merged into a deliberate arrangement of people set to accomplish a specific purpose, the result could be described as a(n) \_\_\_\_\_. 58) \_\_\_\_\_

- A) subsidiary
- B) organization
- C) holding company
- D) business unit
- E) multinational company

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

59) 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 percent of the time. She has spent her day performing the management activity of \_\_\_\_\_. 59) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

60) A deliberate arrangement of people to accomplish some specific purpose is called a(n) \_\_\_\_\_. 60) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)



61) 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?

61) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

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

62) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

63) The lowest level of management is \_\_\_\_\_.

63) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

64) Universality of management means that \_\_\_\_\_.

64) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

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

65) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

66) \_\_\_\_\_

- A) Henry Mintzberg
- B) Henri Fayol
- C) Chester Barnard
- D) Frederick W. Taylor
- E) Henry Ford

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

67) Which common characteristic of all organizations is typically expressed in terms of a goal or a set of goals? 67) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

The Busy Day (Scenario)

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 a.m. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). 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 president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

68) When Don was reviewing the new equipment malfunction, what management role did he perform when deciding whether to bring in extra people? 68) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing to the engineers to make sure you address the necessary issues.

69) People in the newly merged company who work on direct tasks but do not supervise people are referred to as \_\_\_\_\_. 69) \_\_\_\_\_

- A) supervisors
- B) first-line managers
- C) non-managerial employees
- D) middle managers
- E) entrepreneurs

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to 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.

70) Kelly is at what level of management? 70) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

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 that were unsatisfactory and had to be scrapped.

71) Joe's position is at which managerial level?

71) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

72) 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?

72) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

73) Managers with titles such as project leader or regional manager are \_\_\_\_\_.

73) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

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

74) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

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

75) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

76) Effectiveness is most closely linked to \_\_\_\_\_.

76) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

77) A human resource manager attending a meeting of the local chapter of the Human Resource Management Association of Canada would be functioning in which role? 77) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

78) An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be 78) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

79) \_\_\_\_\_ are businesses that are structured like private sector companies but are owned by governments rather than shareholders. 79) \_\_\_\_\_

- A) Subsidiaries
- B) Crown corporations
- C) Publicly held corporations
- D) Government agencies
- E) Public sector organizations

Answer: B

Explanation: A)  
B)  
C)  
D)  
E)

80) As managers move to higher organizational levels, the need for \_\_\_\_\_ skills decreases, but the need for \_\_\_\_\_ skills continues to be equally important. 80) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

81) Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is \_\_\_\_\_. 81) \_\_\_\_\_

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

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

82) 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? 82) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)



*Refer to the Scenario below to answer the questions that follow.*

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.

83) Amy's ability to get activities completed efficiently and effectively with and through other people is 83) \_\_\_\_\_ known as \_\_\_\_\_.

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to 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.

84) The meeting that Chris has asked Pat to have with Sam and Kelly reflects the growing recognition 84) \_\_\_\_\_ that \_\_\_\_\_.

- A) customer concerns are important only to first-line managers
- B) customer responsiveness must be effectively delegated in order to succeed in today's competitive marketplace
- 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 is important throughout the organization, not only in the marketing department

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 85) 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 \_\_\_\_\_ 85)
- A) effective but not efficient.
  - B) not achieving its goals.
  - C) efficient but not effective.
  - D) neither efficient nor effective.
  - E) efficient and effective.

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

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.

- 86) Amy's ability to get the same amount of product completed with fewer people is a reflection of her \_\_\_\_\_ 86)
- A) entrepreneurship
  - B) effectiveness
  - C) efficiency
  - D) leadership
  - E) process skills

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

- 87) Efficiency refers to \_\_\_\_\_. 87)
- A) the additive relationship between costs and benefits
  - B) the exponential nature of costs and outputs
  - C) increasing outputs regardless of cost
  - D) doing the right things
  - E) the relationship between inputs and outputs

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

- 88) According to Mintzberg's management roles, the \_\_\_\_\_ roles are those that involve people and other duties that are ceremonial and symbolic in nature. 88) \_\_\_\_\_
- A) interpersonal
  - B) decisional
  - C) informational
  - D) conceptual
  - E) technical

Answer: A

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

The Busy Day (Scenario)

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 a.m. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). 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 president. Finally, in the late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

- 89) When Don was meeting with Phil to discuss his performance concerns, he was performing which management role? 89) \_\_\_\_\_
- A) figurehead
  - B) spokesperson
  - C) leader
  - D) negotiator
  - E) liaison

Answer: C

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

Managerial Basic Training (Scenario)

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing to the engineers to make sure you address the necessary issues.

90) Another fact about managing that engineers need to learn is that first-line managers are often called \_\_\_\_\_. 90) \_\_\_\_\_

- A) directors
- B) division managers
- C) plant managers
- D) project leaders
- E) supervisors

Answer: E

Explanation: A)  
B)  
C)  
D)  
E)

Refer to the Scenario below to answer the questions that follow.

A Day in the Life of a CEO (Scenario)

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

91) At the lunch meeting with other CEOs, Uncle Dave was performing the management role of \_\_\_\_\_. 91) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

92) The process of writing an organization's strategic goals and objectives is an example of which management function?

92) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

*Refer to the Scenario below to answer the questions that follow.*

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 that were unsatisfactory and had to be scrapped.

93) When Joe decides which employees will be responsible for operating which machines, he is performing the management function of

93) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)  
E)

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

94) Today's new organizations tend to be more flexible and customer-oriented than traditional organizations.

94) \_\_\_\_\_

Answer: ☒ True      False

Explanation:

95) Directing and motivating are part of the organizing function.

95) \_\_\_\_\_

Answer: True      ☒ False

Explanation:

- 96) According to Mintzberg, the roles of figurehead, leader, and liaison are all interpersonal roles. 96) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 97) Technical skills become less important as a manager moves into higher levels of management. 97) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 98) To be considered a manager, an individual must work for a profit-oriented corporation. 98) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 99) Top managers typically have titles such as regional manager, plant manager, or division manager. 99) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 100) According to Mintzberg's management roles, the informational role involves receiving, collecting, and disseminating information. 100) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 101) Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals. 101) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 102) Katz found that managers needed three essential skills: technical, human, and conceptual. 102) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 103) According to the textbook, the goal of efficiency is to minimize resource costs. 103) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 104) Middle managers coordinate the work of non-managerial employees who are directly involved with the production or creation of the organization's products. 104) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 105) An organization that achieves its goals but at a very high cost would be considered efficient but not very effective. 105) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 106) Managers of government-owned Crown corporations are not considered civil servants. 106) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:

- 107) Human skills become less important as a manager moves into top management. 107) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 108) Plant managers and regional managers are considered middle managers whereas foremen are usually considered first-line managers. 108) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 109) As part of the control function a CEO defines goals, establishes an overall strategy for achieving those goals, and develops plans to integrate and coordinate activities. 109) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 110) A distinct purpose is important in defining an organization. 110) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 111) Efficiency is often referred to as "doing things right." 111) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 112) 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 "liaison." 112) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 113) Determining who reports to whom is part of the planning function. 113) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 114) All three of Mintzberg's interpersonal roles are part of the leading function. 114) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 115) Today's new organizations tend to be more stable and job-focused than traditional organizations. 115) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 116) Resource allocation and negotiating are both considered decisional roles. 116) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 117) Human skills are equally important at all levels of management. 117) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:

- 118) A finance manager who reviews reports and reads *Canadian Business* on a regular basis is performing the role of monitor. 118) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 119) Managers who work in not-for-profit organizations are called civil servants. 119) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 120) Fayol's management functions and Mintzberg's management roles are basically the same. 120) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 121) In order to be considered a manager, an individual must coordinate the work of others. 121) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 122) Disturbance handler is one of Mintzberg's interpersonal roles. 122) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 123) The three common characteristics of all organizations are distinct purpose, remedial structure, and resources. 123) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 124) The four contemporary functions of management are planning, organizing, leading, and delegating. 124) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 125) Effectiveness refers to getting the most amount of output from the least amount of inputs. 125) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 126) Typical activities for the role of spokesperson include greeting visitors and signing legal documents. 126) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 127) Technical skills are critical in dealing with abstract and complex situations. 127) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 128) 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. 128) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:



ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 129) How are the demands on public sector managers different from the demands placed on private sector managers? Provide examples to justify your answer.

Answer: Managing within government departments can be quite different from the challenges of managing in publicly held organizations. Critics argue that it is less demanding to work for governments because there are fewer measurable performance objectives, allowing employees to feel less accountable for their actions. Large organizations in the private sector are often publicly held, which means that their shares are available on the stock exchange for public trading. Managers of publicly held companies report to a board of directors that is responsible to shareholders. There are also numerous privately held organizations, both large and small. Privately held organizations can be individually owned, family owned, or owned by some other group of individuals.

Some managers and employees work for Crown corporations such as Canada Post, the CBC, and the Business Development Bank of Canada. Crown corporations are structured like private sector corporations and have boards of directors, CEOs, and so on, but are owned by governments rather than shareholders. Employees in Crown corporations are not civil servants, and managers in Crown corporations are more independent than the senior bureaucrats who manage government departments.

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

Answer: Interpersonal Roles

- a. Figurehead — symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.
- b. Leader — responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.
- c. Liaison — maintains self-developed network of outside contacts and informers who provide favours and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

Informational Roles

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

Decisional Roles

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

Answer: 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.

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

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

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

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

Answer: a. First-line managers are the lowest level of management and manage the work of non-managerial individuals who are directly involved with the production or creation of the organization's products. They are often called supervisors, but may also be called shift managers, office managers, or even foremen.

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

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

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

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

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

c. Leading — motivating subordinates, influencing individuals or teams as they work, selecting the most effective communication channels, or dealing in any way with employee behaviour issues.

d. Controlling — monitoring actual performance, comparing it to a standard, and taking corrective action if necessary.

Answer Key  
Testname: C1

- 1) C
- 2) A
- 3) C
- 4) A
- 5) B
- 6) C
- 7) D
- 8) A
- 9) D
- 10) C
- 11) E
- 12) A
- 13) C
- 14) C
- 15) B
- 16) D
- 17) A
- 18) E
- 19) C
- 20) E
- 21) C
- 22) E
- 23) C
- 24) A
- 25) B
- 26) E
- 27) A
- 28) A
- 29) C
- 30) C
- 31) E
- 32) A
- 33) A
- 34) A
- 35) A
- 36) D
- 37) E
- 38) A
- 39) C
- 40) C
- 41) B
- 42) E
- 43) B
- 44) C
- 45) C
- 46) B
- 47) D
- 48) B
- 49) A
- 50) C

Answer Key  
Testname: C1

- 51) B
- 52) A
- 53) D
- 54) C
- 55) B
- 56) B
- 57) B
- 58) B
- 59) D
- 60) A
- 61) A
- 62) A
- 63) E
- 64) D
- 65) C
- 66) B
- 67) A
- 68) A
- 69) C
- 70) D
- 71) E
- 72) D
- 73) E
- 74) C
- 75) B
- 76) A
- 77) A
- 78) E
- 79) B
- 80) D
- 81) E
- 82) C
- 83) D
- 84) E
- 85) A
- 86) C
- 87) E
- 88) A
- 89) C
- 90) E
- 91) D
- 92) D
- 93) D
- 94) TRUE
- 95) FALSE
- 96) TRUE
- 97) TRUE
- 98) FALSE
- 99) FALSE
- 100) TRUE

## Answer Key

Testname: C1

- 101) FALSE
- 102) TRUE
- 103) TRUE
- 104) FALSE
- 105) FALSE
- 106) TRUE
- 107) FALSE
- 108) TRUE
- 109) FALSE
- 110) TRUE
- 111) TRUE
- 112) FALSE
- 113) FALSE
- 114) TRUE
- 115) FALSE
- 116) TRUE
- 117) TRUE
- 118) TRUE
- 119) FALSE
- 120) FALSE
- 121) TRUE
- 122) FALSE
- 123) FALSE
- 124) FALSE
- 125) FALSE
- 126) FALSE
- 127) FALSE
- 128) FALSE

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