

Name \_\_\_\_\_

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

- 1) Operatives can best be described as 1) \_\_\_\_\_
- A) those who actually perform the service or produce the product.
  - B) those who work anonymously behind the scenes.
  - C) those who supervise others.
  - D) those who set the goals of the organization.

Answer: A

Explanation: A)  
B)  
C)  
D)

- 2) The management charter initiative (MCI) is based on an analysis of management activities and focuses on 2) \_\_\_\_\_
- A) what effective managers should be able to do, rather than what they know.
  - B) what education is needed by effective managers.
  - C) what skills efficient managers should have.
  - D) what effective managers know, rather than what they should be able to do.

Answer: A

Explanation: A)  
B)  
C)  
D)

#### Application of Mintzberg's Roles to Size of Organization

John is the CEO of a large manufacturing firm that produces construction equipment. George is the owner and operator of a small business that produces one of the key engine components for John's manufacturing firm. Both are managers; however, George has noticed some differences between his activities and the activities John performs. George spends much of his time in outwardly directed activities such as meeting with customers and potential investors. John seems to spend more of his time on activities that are directed internally, such as allocating resources to appropriate departments. George wonders what accounts for this difference, and he goes to a management consultant for input.

- 3) The most important role played by John will be which of the following? 3) \_\_\_\_\_
- A) negotiator
  - B) entrepreneur
  - C) resource allocator
  - D) spokesperson

Answer: C

Explanation: A)  
B)  
C)  
D)

- 4) As managers move up the organization, they do less \_\_\_\_\_  
A) organizing. B) controlling. C) planning. D) leading.
- Answer: D  
Explanation: A)  
B)  
C)  
D)
- 5) The process of monitoring performance, comparing it with goals, and correcting any significant deviations is known as \_\_\_\_\_  
A) leading. B) planning. C) organizing. D) controlling.
- Answer: D  
Explanation: A)  
B)  
C)  
D)
- 6) On average, American CEO salaries are more than \_\_\_\_\_ times as much as the average employee.  
A) 425 B) 100 C) 500 D) 250
- Answer: C  
Explanation: A)  
B)  
C)  
D)
- 7) An organization must contain all except which of the following characteristics?  
A) product B) structure C) purpose D) people
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 8) Katz found that all of the following are critical management skills except \_\_\_\_\_.  
A) Technical/functional B) Intellectual  
C) Political D) Interpersonal
- Answer: B  
Explanation: A)  
B)  
C)  
D)

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- 9) The consultant informs George that the most important role of a small business manager is which of the following? 9) \_\_\_\_\_
- A) monitor                      B) spokesperson                      C) negotiator                      D) disseminator

Answer: B

Explanation: A)  
B)  
C)  
D)

- 10) A manager is someone who 10) \_\_\_\_\_
- A) actually performs the service or produces the product.  
B) sets the goals of the organization.  
C) works anonymously behind the scenes.  
D) supervises the work of others.

Answer: D

Explanation: A)  
B)  
C)  
D)

### Application of Mintzberg's Management Roles

Suzanne was amazed. She had just spent the day with the CEO of a major manufacturing firm through a "Visit with a Manager Program" developed by the college she attends. She was exhausted and wondered how the CEO managed the hectic pace. Suzanne was amazed by the number of "hats" that the CEO was wearing throughout the day. The day had started with a general manager's meeting where, the latest news concerning the competition had been announced by the CEO. Then Suzanne and the CEO had spent an hour completing a report to be given the following day to the board of directors. Lunch, where Suzanne had hoped to have time to ask questions, was an informal meeting with a group of suppliers who were concerned about their increasing costs. As soon as they had returned to the office, the CEO received a message of a fire in one of the major warehouses. They were immediately off to the location to assess the damage. Then that evening, there was a formal dinner sponsored by the local Chamber of Commerce, which the CEO had invited Suzanne to attend. Suzanne had declined, because she was exhausted.

- 11) The General Manager's meeting was most likely a result of the following management function: 11) \_\_\_\_\_
- A) Decision-Making                      B) Organizing  
C) Controlling                      D) Planning

Answer: D

Explanation: A)  
B)  
C)  
D)

12) The greatest number and concentration of managers in most organizations can be found at the \_\_\_\_\_ level. 12) \_\_\_\_\_

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

Answer: A

Explanation: A)  
B)  
C)  
D)

13) As managers move up the organization, they do more 13) \_\_\_\_\_

- A) controlling.
- B) planning.
- C) direct overseeing.
- D) leading.

Answer: B

Explanation: A)  
B)  
C)  
D)

14) Compared to the manager of a large organization, a small business manager is more likely to be a(n) 14) \_\_\_\_\_

- A) generalist
- B) specialist
- C) figurehead
- D) information monitor

Answer: A

Explanation: A)  
B)  
C)  
D)

15) Performing the task right and considering the relationship between inputs and outputs is 15) \_\_\_\_\_

- A) effectiveness.
- B) goal attainment.
- C) a management characteristic.
- D) efficiency.

Answer: D

Explanation: A)  
B)  
C)  
D)

16) Linda has spent the day in a session where the future of her company was discussed. The people involved were trying to determine what the role of their company was as the 21st century approaches. Goals were then developed based upon their vision of the company's mission. Linda spent her day on the \_\_\_\_\_ process. 16) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)

- 17) The average cash compensation in 2001 for 727 of the top executives at the 363 largest publicly held United States corporations was over 17) \_\_\_\_\_  
A) \$2,000,000. B) \$2,800,000. C) \$100,000. D) \$1,000,000.

Answer: A

Explanation: A)  
B)  
C)  
D)

- 18) Many business school professors make use of the case method of teaching in which students are asked to solve various types of business problems. Which managerial skills are most likely to be developed using this teaching method? 18) \_\_\_\_\_  
A) Technical and Interpersonal B) Diagnostic and intellectual  
C) Diagnostic and analytical D) Conceptual and interpersonal

Answer: C

Explanation: A)  
B)  
C)  
D)

#### Application of Mintzberg's Roles to Size of Organization

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- 19) The least important role of the manager of a large organization is which of the following? 19) \_\_\_\_\_  
A) monitor B) spokesperson C) disseminator D) negotiator

Answer: C

Explanation: A)  
B)  
C)  
D)

- 20) Research has identified six sets of behaviors that explain more than 50% of a manager's effectiveness. Which of the following is not one of these six sets of behavior? 20) \_\_\_\_\_  
A) motivating employees and handling conflicts  
B) making human resource decisions  
C) strategic problem solving  
D) organizing and coordinating

Answer: B

Explanation: A)  
B)  
C)  
D)

21) According to Mintzberg, which management category includes the roles of figurehead, leader, and liaison? 21) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)

22) In an organization, \_\_\_\_\_ translate(s) into goal attainment. 22) \_\_\_\_\_

- A) effectiveness                      B) managerial functions  
C) efficiency                      D) resource minimization

Answer: A

Explanation: A)  
B)  
C)  
D)

23) The distinct purpose of an organization is typically expressed in terms of 23) \_\_\_\_\_

- A) management competencies.                      B) a goal or set of goals.  
C) a systematic structure.                      D) its vision statement.

Answer: B

Explanation: A)  
B)  
C)  
D)

24) Which of the following statements about middle managers is not true? 24) \_\_\_\_\_

- A) Middle managers implement the objectives and plans of top management.  
B) Operatives can report directly to middle managers.  
C) The number of middle managers in the most organizations is increasing.  
D) Middle managers coordinate the work of supervisors.

Answer: C

Explanation: A)  
B)  
C)  
D)

### Application of Mintzberg's Management Roles

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- 25) When the General Managers meet annually to approve the business unit strategies and new acquisitions, they are performing the \_\_\_\_\_ role. 25) \_\_\_\_\_

A) planner  
B) entrepreneur  
C) disturbance handler  
D) leader

Answer: B

Explanation: A)  
B)  
C)  
D)

- 26) A manager who has a reputation for being open and honest and understands how to motivate employees and customers is said to have good \_\_\_\_\_ skills. 26) \_\_\_\_\_

A) sales  
B) technical  
C) political  
D) interpersonal

Answer: D

Explanation: A)  
B)  
C)  
D)

- 27) The managers who work most closely with the operatives are known as 27) \_\_\_\_\_

A) operative managers.  
B) first-line managers.  
C) top management.  
D) middle management.

Answer: B

Explanation: A)  
B)  
C)  
D)

- 28) The skill that centers on a manager's ability to work with, understand, and motivate other people is known as \_\_\_\_\_ skill. 28) \_\_\_\_\_

A) technical  
B) political  
C) interpersonal  
D) conceptual

Answer: C

Explanation: A)  
B)  
C)  
D)

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29) When the CEO was speaking at the manager's meeting, which of the following roles was being performed? 29) \_\_\_\_\_

- A) entrepreneur
- B) disseminator
- C) resource allocator
- D) figurehead

Answer: B

Explanation: A)  
B)  
C)  
D)

30) According to the author, small businesses will account for \_\_\_\_\_ of new job growth in the next decade. 30) \_\_\_\_\_

- A) 50%
- B) 75%
- C) 33%
- D) 25%

Answer: A

Explanation: A)  
B)  
C)  
D)

31) Conceptual skills relate to a manager's ability to 31) \_\_\_\_\_

- A) solve detailed problems in groups.
- B) take a strategic view of how the part of the organization function.
- C) correctly evaluate organizational problems.
- D) understand and interact effectively with others in the organization.

Answer: B

Explanation: A)  
B)  
C)  
D)

32) George is representing his company at the local Chamber of Commerce Annual Business Recognition luncheon. He is performing which managerial role? 32) \_\_\_\_\_

- A) figurehead
- B) liaison
- C) negotiation
- D) monitor

Answer: A

Explanation: A)  
B)  
C)  
D)

33) Jose is involved with discussions among employees, management, and the union to which his employees belong. They are discussing wage issues. Management is interested in keeping the wages at minimum wage. The employees/union want \$.50 plus minimum wage. Jose is performing which managerial role?

33) \_\_\_\_\_

- A) organizer                      B) negotiator                      C) monitor                      D) entrepreneur

Answer: B

Explanation: A)  
B)  
C)  
D)

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34) When Gina Wright, Head of Plant Safety brought employees together to discuss the fire safety procedures at the plant after the fire, she was performing the following role:

34) \_\_\_\_\_

- A) Disturbance handler                      B) Leader  
C) Disseminator                      D) Spokesperson

Answer: C

Explanation: A)  
B)  
C)  
D)

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35) The consultant tells George that the major difference between managers of large organizations and small business owners is which of the following?

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

- A) The manager of a large organization is more likely to be a generalist.  
B) The roles that are played by the managers are different.  
C) The proportion of time spent on each function is different.  
D) There is no difference between manager roles.

Answer: C

Explanation: A)  
B)  
C)  
D)

36) Which of the following is not true about operatives?

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

- A) They work directly on a job or task.
- B) They have no responsibility for overseeing the work of others.
- C) They have no more than four employees who report directly to them.
- D) A person on an assembly line could be described as an operative.

Answer: C

Explanation: A)  
B)  
C)  
D)

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37) Jack Jones was a middle manager who managed the facility where the fire occurred. He took responsibility for making sure that the fire was extinguished and communicating to the local community and others outside of the company. When he completed these activities, what roles was Jack performing?

37) \_\_\_\_\_

- A) Disturbance handler and disseminator
- B) Disseminator and leader
- C) Leader and spokesperson
- D) Spokesperson and disturbance handler

Answer: D

Explanation: A)  
B)  
C)  
D)

38) When managers motivate employees, direct the activities of others, select the most effective communication channel, and resolve conflicts, they are performing which of the following processes of management?

38) \_\_\_\_\_

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

Answer: B

Explanation: A)  
B)  
C)  
D)

39) If a college cuts the cost of an education by using mostly part-time faculty 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

39) \_\_\_\_\_

A) neither efficient nor effective.

B) efficient and effective.

C) effective but not efficient.

D) efficient but not effective.

Answer: D

Explanation: A)  
B)  
C)  
D)

#### Application of Management Skills

Shawna had spent the day "tagging" her uncle. He is the CEO of a large firm that manufactures cereal and related products. Shawna was a 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 told her that he felt she would get a better feel for management if she would "shadow" him for a day. So, over fall break, she had spent the day with him. He had spent his day dealing with a variety of issues. The first agenda item for the day had been a meeting with the division manager who was having difficulties meeting his target amount due to his inability to motivate his employees. Then it had been off to the assembly line floor to inspect a new procedure for filling cereal boxes. Lunch had been with a group of local CEOs where everything from the new hiring laws to the latest economic reports had been discussed. After lunch, Shawna had sat in on a meeting where the five-year strategic plan for the company was being evaluated. All in all, it had been a day full of information Shawna could use for her class assignment.

40) The five-year meeting for setting a strategic plan requires management to have specific skills in all of the following areas except which of the following?

40) \_\_\_\_\_

A) organizing and coordinating

B) technical skills

C) handling information

D) controlling the organization's environment and its resources

Answer: B

Explanation: A)  
B)  
C)  
D)

41) If you get more output for a given input, you have

41) \_\_\_\_\_

A) decreased efficiency.

B) decreased effectiveness.

C) increased effectiveness.

D) increased efficiency.

Answer: D

Explanation: A)  
B)  
C)  
D)

42) Martin is the physician who heads the Critical Care Unit at Mercy Hospital, the most important roles that he performs are probably \_\_\_\_\_ roles.

42) \_\_\_\_\_

A) monitor

B) decisional

C) disseminator

D) figurehead

Answer: B

Explanation: A)  
B)  
C)  
D)

43) \_\_\_\_\_ are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.

43) \_\_\_\_\_

- A) Top managers
- C) Middle managers

- B) First-line supervisors
- D) Operatives

Answer: A

Explanation: A)  
B)  
C)  
D)

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44) Inspecting the new procedure for filling cereal boxes is an example of which of the following competencies?

44) \_\_\_\_\_

- A) interpersonal skills
- C) political skills

- B) conceptual skills
- D) technical skills

Answer: D

Explanation: A)  
B)  
C)  
D)

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- 45) At the General Manager's Meeting, the budget for new fire alarms sensors were approved along with a program for training all employees in first aid, what role(s) were the General Managers performing at the meeting? 45) \_\_\_\_\_
- A) Resource allocator and negotiator
  - B) Disturbance handler and leader
  - C) Leader and resource allocator
  - D) Disturbance handler and resource allocator

Answer: C

Explanation: A)  
B)  
C)  
D)

- 46) \_\_\_\_\_ are responsible for carrying out the decisions and objectives that are developed by middle level managers. 46) \_\_\_\_\_
- A) Operatives
  - B) First-line supervisors
  - C) Both A and B.
  - D) Functional managers

Answer: C

Explanation: A)  
B)  
C)  
D)

- 47) When the CEO of a large retail store chain decided to sell off or close some of the locations that were not profitable, he was performing the management function referred to as \_\_\_\_\_. 47) \_\_\_\_\_
- A) leading
  - B) organizing
  - C) controlling
  - D) planning

Answer: D

Explanation: A)  
B)  
C)  
D)

- 48) Joe Gleason is the supervisor of the machine shop, where he has the most experience of any employee using the tool and die making equipment; he shows his people how to complete tasks using the most practical and efficient methods. Joe demonstrates a high level of \_\_\_\_\_ skills. 48) \_\_\_\_\_
- A) technical  
B) decision-making  
C) supervisory  
D) both A and B

Answer: D

Explanation: A)  
B)  
C)  
D)

- 49) Jennifer assigns George a project to be completed by the end of the month and then holds periodic meetings with him to review his progress. Which of the management functions is Jennifer performing? 49) \_\_\_\_\_
- A) controlling  
B) planning  
C) organizing  
D) leading

Answer: A

Explanation: A)  
B)  
C)  
D)

- 50) According to Mintzberg, which management role includes entrepreneur, disturbance handler, resource allocator, and negotiator? 50) \_\_\_\_\_
- A) interpersonal  
B) planning  
C) informational  
D) decisional

Answer: D

Explanation: A)  
B)  
C)  
D)

- 51) John Challenger is the plant manager for Edison Fuse Company in Greenville, North Carolina. Based on his job title he is most likely a \_\_\_\_\_. 51) \_\_\_\_\_
- A) first-line supervisor  
B) supervisor  
C) middle manager  
D) top manager

Answer: C

Explanation: A)  
B)  
C)  
D)

- 52) Which of the following is not one of the values of studying management described in chapter 1? 52) \_\_\_\_\_
- A) Gives you insight into your personality and behavior  
B) Gives insight into the way that organizations work  
C) Recognizes the important role that management and managers play in society  
D) Provides essential knowledge to be effective in managerial positions

Answer: A

Explanation: A)  
B)  
C)  
D)

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53) The CEO's role at lunch was an example of which of the following roles?

53) \_\_\_\_\_

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

Answer: C

Explanation: A)  
B)  
C)  
D)

54) Martin is the Branch manager at Montana Mutual Saving Bank. If he is your average middle manager, which of the four management activities is he likely to spend the greatest amount of time?

54) \_\_\_\_\_

- A) Controlling
- B) Negotiating
- C) Planning
- D) Leading

Answer: D

Explanation: A)  
B)  
C)  
D)

55) Managers in not-for-profit organizations, as opposed to profit-seeking organizations, do not face a(n) \_\_\_\_\_ test for performance.

55) \_\_\_\_\_

- A) employee accountability
- B) management by objectives
- C) evaluation
- D) profit-maximizing

Answer: D

Explanation: A)  
B)  
C)  
D)

56) The skill that centers on a manager's ability to build a power base and establish the "right" connections is known as \_\_\_\_\_ skill.

56) \_\_\_\_\_

- A) conceptual
- B) technical
- C) political
- D) interpersonal

Answer: C

Explanation: A)  
B)  
C)  
D)

57) In the early part of the 20th century, a French industrialist by the name of \_\_\_\_\_ wrote that managers perform five functions, referred to as the management process. 57) \_\_\_\_\_

- A) Henry Mintzberg
- B) Douglas McGregor
- C) Max Weber
- D) Henri Fayol

Answer: D

Explanation: A)  
B)  
C)  
D)

58) Managers in both small and large organizations perform essentially the same activities; only \_\_\_\_\_ and the \_\_\_\_\_ is/are different. 58) \_\_\_\_\_

- A) how they go about them; company budgets
- B) length of time they spend on each; professionalism used
- C) how they go about them; proportion of time they spend on each
- D) the proportion of time they spend on each; number of employees

Answer: C

Explanation: A)  
B)  
C)  
D)

59) Specific topics of concern to political scientists include structuring of conflict, allocating power, and \_\_\_\_\_. 59) \_\_\_\_\_

- A) ethics
- B) responsibilities
- C) manipulating power for individual self interest
- D) values

Answer: C

Explanation: A)  
B)  
C)  
D)

60) The annual income of senior managers at large toy manufacturing firms ranges between \_\_\_\_\_ 60) \_\_\_\_\_

- A) \$300,000-\$900,000.
- B) \$100,000-\$200,000.
- C) \$225,000-\$750,000.
- D) \$200,000-\$600,000.

Answer: A

Explanation: A)  
B)  
C)  
D)

- 61) Ann is the CEO of a large manufacturing plant. She has spent her day trying to ensure that the light bulbs coming off the assembly line light 99.4% of the time. She has spent her day performing the management process of \_\_\_\_\_
- A) controlling.                      B) leading.                      C) organizing.                      D) planning.

Answer: A

Explanation: A)  
B)  
C)  
D)

- 62) Jerry Bickford is the CFO at Montana Mutual Saving Bank. According to research studies, which management activities are likely to take up the greatest amount of time? \_\_\_\_\_
- A) Controlling                      B) Leading                      C) Planning                      D) Organizing

Answer: D

Explanation: A)  
B)  
C)  
D)

- 63) The universality of management concept typically applies to all except which of the following countries? \_\_\_\_\_
- A) Canada                      B) Chile                      C) Australia                      D) United States

Answer: B

Explanation: A)  
B)  
C)  
D)

- 64) An organization interested in changing demographics that alter customer and employment markets could benefit from topics taught in a(n) \_\_\_\_\_ course. \_\_\_\_\_
- A) sociology                      B) economics                      C) psychology                      D) anthropology

Answer: A

Explanation: A)  
B)  
C)  
D)

- 65) \_\_\_\_\_ is not an example of a title of a middle manager. \_\_\_\_\_
- A) Division manager                      B) First-line  
C) Dean                      D) District manager

Answer: B

Explanation: A)  
B)  
C)  
D)

66) Becky has joined an organization that promotes the discussion of current management topics. The majority of the managers in North Carolina belong to the organization. Which managerial skill is Becky addressing? 66) \_\_\_\_\_

- A) interpersonal                      B) technical                      C) political                      D) conceptual

Answer: C

Explanation: A)  
B)  
C)  
D)

67) Nancy's strength as a manager lies in her ability to work with people. She is able to work with, motivate, and lead others easily. Nancy is demonstrating which managerial skill? 67) \_\_\_\_\_

- A) technical                      B) political                      C) conceptual                      D) interpersonal

Answer: D

Explanation: A)  
B)  
C)  
D)

68) Which of the following acts as an unambiguous measure of the effectiveness of a business organization? 68) \_\_\_\_\_

- A) profits                                              B) increased revenues  
C) efficiency                                      D) employee satisfaction

Answer: A

Explanation: A)  
B)  
C)  
D)

69) \_\_\_\_\_ courses help managers gain a better understanding of motivation, leadership, trust, employee selection, performance appraisals, and training techniques. 69) \_\_\_\_\_

- A) Psychology                                      B) Political science  
C) Anthropology                                  D) Sociology

Answer: A

Explanation: A)  
B)  
C)  
D)

70) Small businesses account for \_\_\_\_\_ of all non-farm businesses in the United States. 70) \_\_\_\_\_

- A) 79%                                      B) 98%                                      C) 27%                                      D) 38%

Answer: B

Explanation: A)  
B)  
C)  
D)

- 71) Developing an organization's structure may include creating rules and regulations, giving some members supervisory control over other members, or \_\_\_\_\_. 71) \_\_\_\_\_  
A) writing job descriptions B) forming work teams  
C) creating viable pay and benefits D) both A and B  
Answer: D  
Explanation: A)  
B)  
C)  
D)
- 72) All of the following are included in the four components of the management process except 72) \_\_\_\_\_  
A) delegating. B) organizing. C) leading. D) planning.  
Answer: A  
Explanation: A)  
B)  
C)  
D)
- 73) Almost everything managers do requires them to 73) \_\_\_\_\_  
A) hold meetings B) allocate resources  
C) make decisions D) plan  
Answer: C  
Explanation: A)  
B)  
C)  
D)
- 74) A universally accepted model of what a successful manager looks like would be described as 74) \_\_\_\_\_  
\_\_\_\_\_.  
A) one who possesses all management skills at high levels  
B) one who practices the four universal processes or functions  
C) one who executes all of the roles in a professional manner  
D) there is no universally accepted model of a successful manager  
Answer: B  
Explanation: A)  
B)  
C)  
D)
- 75) At Augusta College, the Department Head who oversees activities of the faculty is a(n) 75) \_\_\_\_\_  
A) top manager. B) first-line manager.  
C) middle manager. D) operative.  
Answer: B  
Explanation: A)  
B)  
C)  
D)

- 76) Which of the following is not a managerial role identified in Mintzberg's Model? 76) \_\_\_\_\_  
 A) Informational B) Interpersonal C) Decisional D) Functional  
 Answer: D  
 Explanation: A)  
 B)  
 C)  
 D)
- 77) Doing a job in a way that achieves results without wasting any resources is referred to as being 77) \_\_\_\_\_  
 A) effective B) efficient C) conservative D) both A and B  
 Answer: D  
 Explanation: A)  
 B)  
 C)  
 D)
- 78) 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 78) \_\_\_\_\_  
 A) efficient and effective. B) effective but not efficient.  
 C) efficient but not effective. D) neither efficient nor effective.  
 Answer: B  
 Explanation: A)  
 B)  
 C)  
 D)
- 79) Annie's Pies produces cakes and pies that come in 207 different flavors that are shipped across the USA. Each week, 3 or 4 new flavors are added. Annie's produces high quality cakes and pies using the best ingredients, it wastes little, and few employees work overtime because the business operates 79) \_\_\_\_\_  
 A) reliably. B) flexibly. C) effectively. D) efficiently.  
 Answer: D  
 Explanation: A)  
 B)  
 C)  
 D)
- 80) Which skill centers on a manager's mental ability to coordinate all of the organization's interests and activities? 80) \_\_\_\_\_  
 A) political B) conceptual C) technical D) interpersonal  
 Answer: B  
 Explanation: A)  
 B)  
 C)  
 D)

### Application of Mintzberg's Management Roles

Suzanne was amazed. She had just spent the day with the CEO of a major manufacturing firm through a "Visit with a Manager Program" developed by the college she attends. She was exhausted and wondered how the CEO managed the hectic pace. Suzanne was amazed by the number of "hats" that the CEO was wearing throughout the day. The day had started with a general manager's meeting where, the latest news concerning the competition had been announced by the CEO. Then Suzanne and the CEO had spent an hour completing a report to be given the following day to the board of directors. Lunch, where Suzanne had hoped to have time to ask questions, was an informal meeting with a group of suppliers who were concerned about their increasing costs. As soon as they had returned to the office, the CEO received a message of a fire in one of the major warehouses. They were immediately off to the location to assess the damage. Then that evening, there was a formal dinner sponsored by the local Chamber of Commerce, which the CEO had invited Suzanne to attend. Suzanne had declined, because she was exhausted.

81) When the CEO attended the supper held by the Chamber of Commerce, which role was the CEO displaying? 81) \_\_\_\_\_

- A) figurehead                      B) negotiator                      C) spokesperson                      D) monitor

Answer: A

Explanation: A)  
B)  
C)  
D)

82) Which of the following is not a criterion that can be used in determining if a business qualifies as a small business? 82) \_\_\_\_\_

- A) profits                                      B) number of employees  
C) total assets                              D) sales

Answer: A

Explanation: A)  
B)  
C)  
D)

### Application of Management Skills

Shawna had spent the day "tagging" her uncle. He is the CEO of a large firm that manufactures cereal and related products. Shawna was a 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 told her that he felt she would get a better feel for management if she would "shadow" him for a day. So, over fall break, she had spent the day with him. He had spent his day dealing with a variety of issues. The first agenda item for the day had been a meeting with the division manager who was having difficulties meeting his target amount due to his inability to motivate his employees. Then it had been off to the assembly line floor to inspect a new procedure for filling cereal boxes. Lunch had been with a group of local CEOs where everything from the new hiring laws to the latest economic reports had been discussed. After lunch, Shawna had sat in on a meeting where the five-year strategic plan for the company was being evaluated. All in all, it had been a day full of information Shawna could use for her class assignment.

83) The meeting with the division manager concerning his inability to motivate his employees is a demonstration of 83) \_\_\_\_\_

- A) technical skills.                              B) conceptual skills.  
C) political skills.                              D) interpersonal skills.

Answer: D

Explanation: A)  
B)  
C)  
D)

- 84) Tim's Tire Shop is concerned only with using the least amount of labor possible as it repairs/replaces the tires of its customers. Its primary goal is 84) \_\_\_\_\_
- A) efficiency. B) goal attainment.  
C) effectiveness. D) management characteristics.
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 85) Josh is a middle manager in the engineering department at a power plant. Which of the following competency is least important in his position? 85) \_\_\_\_\_
- A) Supervise the day-to-day work and tasks of each of his subordinates  
B) Recruit and select qualified people  
C) Exchange information to solve problems and make decisions  
D) Monitor, maintain and improve service
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 86) John is the CEO of a major hospital. He has spent his day planning the schedules of employees for the next month. He had to ensure that there was a registered nurse on every shift. He spent his day 86) \_\_\_\_\_
- A) controlling. B) organizing. C) planning. D) leading.
- Answer: B  
Explanation: A)  
B)  
C)  
D)
- 87) The level of management that translates the goals of the organization into specific plans that lower-level managers can perform is known as 87) \_\_\_\_\_
- A) operative managers. B) top management.  
C) middle management. D) first-line managers.
- Answer: C  
Explanation: A)  
B)  
C)  
D)

- 88) When we classify managers according to their level in the organization they are described as \_\_\_\_\_ 88) \_\_\_\_\_
- A) top managers, middle managers and supervisors
  - B) high level and lower level managers
  - C) general managers and administrative managers
  - D) functional, staff and line managers
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 89) According to Mintzberg, monitor, disseminator, and spokesperson activities are all \_\_\_\_\_ 89) \_\_\_\_\_
- A) decisional roles.
  - B) interpersonal roles.
  - C) informational roles.
  - D) planning roles.
- Answer: C  
Explanation: A)  
B)  
C)  
D)
- 90) The ability to build networks and power bases that increase one's power in the organization is referred to as \_\_\_\_\_. 90) \_\_\_\_\_
- A) political skill
  - B) strategic skill
  - C) influence skill
  - D) controlling
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 91) Which of the following skills are most important for top managers (CEO's)? 91) \_\_\_\_\_
- A) Conceptual
  - B) Functional
  - C) Technical
  - D) Interpersonal
- Answer: A  
Explanation: A)  
B)  
C)  
D)
- 92) In addition to the percent of time spent in each of the four major management activities, as a manager moves up the ranks, the \_\_\_\_\_ of the managerial activities also changes. 92) \_\_\_\_\_
- A) content
  - B) responsibilities
  - C) context
  - D) synergy
- Answer: A  
Explanation: A)  
B)  
C)  
D)

- 93) Managers primarily perform which of the following tasks? 93) \_\_\_\_\_  
A) stocking merchandise B) directing the activities of other people  
C) ordering merchandise D) selling  
Answer: B  
Explanation: A)  
B)  
C)  
D)
- 94) 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. Which managerial skill is Angelo demonstrating? 94) \_\_\_\_\_  
A) political B) interpersonal C) technical D) conceptual  
Answer: C  
Explanation: A)  
B)  
C)  
D)
- 95) Managers with this skill tend to be better at getting resources for their groups and appear to receive higher evaluation and get more promotions. What is it? 95) \_\_\_\_\_  
A) political skills  
B) providing for growth and development  
C) motivating employees and handling conflicts  
D) organizing and coordinating  
Answer: A  
Explanation: A)  
B)  
C)  
D)
- 96) All of the following are primary management functions except \_\_\_\_\_. 96) \_\_\_\_\_  
A) hiring employees B) monitoring activities  
C) motivating employees D) setting goals  
Answer: A  
Explanation: A)  
B)  
C)  
D)
- 97) Mintzberg grouped the ten managerial roles into three primary headings. Which of the following is not one of these headings? 97) \_\_\_\_\_  
A) interpersonal relationships B) transfer of information  
C) decision making D) planning  
Answer: D  
Explanation: A)  
B)  
C)  
D)

### Application of Management Skills

Shawna had spent the day "tagging" her uncle. He is the CEO of a large firm that manufactures cereal and related products. Shawna was a 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 told her that he felt she would get a better feel for management if she would "shadow" him for a day. So, over fall break, she had spent the day with him. He had spent his day dealing with a variety of issues. The first agenda item for the day had been a meeting with the division manager who was having difficulties meeting his target amount due to his inability to motivate his employees. Then it had been off to the assembly line floor to inspect a new procedure for filling cereal boxes. Lunch had been with a group of local CEOs where everything from the new hiring laws to the latest economic reports had been discussed. After lunch, Shawna had sat in on a meeting where the five-year strategic plan for the company was being evaluated. All in all, it had been a day full of information Shawna could use for her class assignment.

98) The five-year meeting for setting a strategic plan was an example of \_\_\_\_\_.

98) \_\_\_\_\_

- A) political skills
- B) technical skills
- C) interpersonal skills
- D) conceptual skills

Answer: D

Explanation: A)  
B)  
C)  
D)

99) The importance of managerial roles varies depending on the \_\_\_\_\_.

99) \_\_\_\_\_

- A) manager's level in the organization
- B) manager's acceptance by the employees
- C) manager's salary
- D) length of time the manager has worked in the organization

Answer: A

Explanation: A)  
B)  
C)  
D)

100) Determining the tasks to be accomplished, how the tasks are to be grouped, and who is responsible for the various tasks is known as which of the following processes of management?

100) \_\_\_\_\_

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

Answer: D

Explanation: A)  
B)  
C)  
D)

101) The most recent approach to defining the manager's job focuses on \_\_\_\_\_, a cluster of related knowledge, skills, and attitudes related to effective managerial performance.

101) \_\_\_\_\_

- A) the management skill set
- B) management competencies
- C) executive activities
- D) behavioral traits

Answer: B

Explanation: A)  
B)  
C)  
D)

- 102) Defining goals, establishing an overall strategy, and developing a comprehensive hierarchy of plans is known as which of the following processes of management? 102) \_\_\_\_\_  
A) controlling B) organizing C) leading D) planning  
Answer: D  
Explanation: A)  
B)  
C)  
D)
- 103) Which of the following roles is categorized as a decisional role? 103) \_\_\_\_\_  
A) Resource allocator B) Monitor  
C) Disseminator D) Leader  
Answer: A  
Explanation: A)  
B)  
C)  
D)
- 104) Katz developed four critical skills that managers must possess. Which of the following is not one of those four skills? 104) \_\_\_\_\_  
A) conceptual B) interpersonal C) connection D) technical  
Answer: C  
Explanation: A)  
B)  
C)  
D)
- 105) Gabe Adams is a production supervisor for Waste Management Corp.; in his job, he makes the right decisions and is able to implement them. We refer to Gabe as a(n) \_\_\_\_\_ manager. 105) \_\_\_\_\_  
A) resource maximizing B) effective  
C) efficient D) competent  
Answer: B  
Explanation: A)  
B)  
C)  
D)
- 106) When the VP for Marketing from Wal Mart establishes a good relationship with the Executive Director of the Senior Citizens Center, he helps create a positive image among the senior citizens who are protesting high prices at the local store. He is performing the \_\_\_\_\_ role. 106) \_\_\_\_\_  
A) negotiator B) leader C) figurehead D) spokesperson  
Answer: C  
Explanation: A)  
B)  
C)  
D)

107) Which of the following roles is most important for managers in small firms?

107) \_\_\_\_\_

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

Answer: C

Explanation:    A)  
                      B)  
                      C)  
                      D)

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

108) Explain the first three basic competencies found in the Management Charter Initiative Competencies.

108) \_\_\_\_\_

Answer: The first competency is to initiate and implement change and improvement in services, products, and systems. This is done by identifying opportunities for improvement in services, products, and systems, as well as negotiating and agreeing on the introduction of change. The second is to monitor, maintain, and improve service and product delivery. This can be attained by establishing and maintaining the supply of resources into the organization/department and by establishing and agreeing on customer requirements. Number three competency is to monitor and control the use of resources. An example is to control costs and enhance value. Also, managers must monitor and control activities against budgets.

Explanation:

109) Discuss the relative importance of the managerial roles in small and large businesses.

109) \_\_\_\_\_

Answer: Small businesses-spokesperson is important; entrepreneur, figurehead, and leader are of moderate importance; and disseminator is low.

Large firms- resource allocator is important; liaison, monitor, disturbance handler, and negotiator are of moderate importance; and entrepreneur is low.

Explanation:

110) Briefly describe the four management processes.

110) \_\_\_\_\_

Answer: Planning- defining goals, establishing strategy, and developing plans to coordinate activities.

Organizing- includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, and who reports to whom.

Leading- includes motivating employees, directing the activities of others, selecting the most effective communication channels, and resolving conflicts.

Controlling- the process of monitoring performance, comparing it with goals, and correcting any significant deviations.

Explanation:

111) Compare and contrast the three levels of management.

111) \_\_\_\_\_

Answer: First-line managers are usually called supervisors, are responsible for day-to-day activities, and work with the operatives. Middle managers are usually called department or agency heads or project leaders, manage other managers, and are responsible for translating the goals set by top management into specific details that lower managers can perform. Top managers, typically called presidents, CEOs, or managing directors, are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.

Explanation:

- 112) What is the difference between efficiency and effectiveness? 112) \_\_\_\_\_  
Answer: Efficiency- doing the thing correctly; accomplishing the goal with the least amount of resources.  
Effectiveness- doing the right task; goal attainment.  
Explanation:
- 113) Describe three levels of management and explain the major responsibilities at each level. 113) \_\_\_\_\_  
Answer: The managers at the three levels of management are top managers, middle managers and first-line managers or supervisors;  
Supervisors are responsible for directing the day-to-day activities of operative employees.  
Middle Managers are typically responsible for managing supervisors and operative employees and for translating the goals set by top management into specific details and objectives that lower-level managers can perform.  
Top Managers are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.  
Explanation:
- 114) Compare and contrast Mintzberg's managerial roles. 114) \_\_\_\_\_  
Answer: Interpersonal- roles consist of being the figurehead for the organization, assuming the leadership role, and acting as a liaison for the organization.  
Informational- roles consist of being a monitor of current information which is then dispersed to employees needing that information; also involves being the spokesperson for the organization.  
Decisional- roles consist of being an entrepreneur for the organization, handling disturbances, allocating resources, and negotiating.  
Explanation:
- 115) What factors influence how managers are paid? 115) \_\_\_\_\_  
Answer: Several factors impact management compensation. Companies base their decisions on the manager's skills and experience and what other companies are paying in the marketplace. However, level in the organization, education, type of business, comparable pay standards in the community and the manager's effectiveness also determine how much managers are paid.  
Explanation:
- 116) What is the major difference between profit-making and not-for-profit organizations? 116) \_\_\_\_\_  
Answer: The most important difference is the way that organizational effectiveness is measured. In not-for-profit organizations, they cannot use the Bottom-Line or profits as an unambiguous measure of performance. There is no such universal measure in non-profit organizations.  
Explanation:
- 117) Describe the Mintzberg's Figurehead and Spokesperson roles. Are they related? 117) \_\_\_\_\_  
Answer: Figurehead is a symbolic role in which the manager is the legal or social representative of the company. The spokesperson transmits information to outsiders about events or actions taken by the company or serves as an expert in communicating with the press or media. These roles are related in that the same person often performs the Figurehead and Spokesperson roles, when the company is addressing issues important that are raised by the community or the media.  
Explanation:

118) Describe the difference between managers and operative employees. 118) \_\_\_\_\_

Answer: Operatives work directly on a job or task and have no responsibility for overseeing the work of others. Managers direct the activities of others.

Explanation:

119) Briefly describe the four skills that successful managers must possess. 119) \_\_\_\_\_

Answer: Conceptual skills- the ability to coordinate all of the organization's interests and activities.

Interpersonal skills- the ability to work with, understand, and motivate people.

Technical skills- the ability to use the tools, procedures, and techniques of a specialized field.

Political skills- the ability to enhance one's own power, build a power base, and establish the right connections.

Explanation:

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

120) There is a universally accepted model of a successful manager. 120) \_\_\_\_\_

Answer: True ☒ False

Explanation:

121) Anthropology helps managers better understand differences in fundamental values, attitudes, and behavior. 121) \_\_\_\_\_

Answer: ☒ True False

Explanation:

122) A manager's job differs in profit and not-for-profit organizations. 122) \_\_\_\_\_

Answer: True ☒ False

Explanation:

123) Middle managers set goals and objectives and make decisions about the direction of the organization that affect everyone in the organization. 123) \_\_\_\_\_

Answer: True ☒ False

Explanation:

124) The primary distinction between operatives and managers is that operatives have employees who report directly to them. 124) \_\_\_\_\_

Answer: True ☒ False

Explanation:

125) Middle managers may have titles such as department head, project leader, unit chief, or district manager. 125) \_\_\_\_\_

Answer: ☒ True False

Explanation:

126) The leading component of management includes directing and coordinating people. 126) \_\_\_\_\_

Answer: ☒ True False

Explanation:

- 127) There are many models that describe the behavior and roles of successful managers but no one model can be applied to all types of managers and situations. 127) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 128) Operatives tend to be more highly paid than managers; therefore, many organizations willingly offer extremely lucrative compensation packages to get and keep good operatives. 128) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 129) Small businesses employ over 75% of the private workforce. 129) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 130) Top managers spend a larger percentage of their time organizing compared to first-level and middle managers. 130) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 131) Studies that have compared managerial practices between countries have generally supported the universality of management concepts. 131) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 132) Monitoring budgets, costs, performance and improvement are part of the management process known as controlling. 132) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 133) Philosophy can help us understand the concepts of conflict and power. 133) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 134) While there may be differences in degree and emphasis of functions, the same management functions apply to owners of small businesses as to the CEO of major corporations. 134) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 135) It's easier to be effective if one ignores efficiency. 135) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 136) All organizations develop a systematic structure that defines and limits the behavior of their members. 136) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 137) Defining goals and setting objectives is part of the organizing function of management. 137) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:

- 138) The Associate Dean is responsible for preparing the schedule of classes for next semester. She schedules each faculty member's classes at appropriate times as part of her role as "negotiator." 138) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 139) To see how things fit together and facilitate making good decision, managers use conceptual skills to analyze and diagnose complex situations. 139) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 140) First-line supervisors are responsible for directing the day-to-day activities of operative employees. 140) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 141) Effective management is using staff, time and resources wisely to minimize unnecessary cost to the organization. 141) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 142) Mintzberg found that managers carefully processed information before deciding what actions to take. 142) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 143) It is important to study government because management is affected by a nation's form of government. 143) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:
- 144) The big picture of management is often lost when management concepts are studied under different professors. 144) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 145) The organizing component encompasses defining an organization's goals, establishing overall strategy, and developing plans to integrate and coordinate activities. 145) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 146) Organizations that are more efficient are effective. 146) \_\_\_\_\_  
Answer: True ☒ False  
Explanation:
- 147) Profit acts as an unambiguous measure of the effectiveness of a business organization. 147) \_\_\_\_\_  
Answer: ☒ True False  
Explanation:

- 148) Mintzberg concluded that managers perform 10 interrelated activities that relate to decision making, using information and interpersonal relationships. 148) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 149) Middle managers spend more time on leading than on any of the other management functions. 149) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 150) Since you cannot measure the "bottom-line" in non-profit organizations, managers do not need to focus on the financial aspects of their operations. 150) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 151) An understanding of interpersonal relationships that can be gained from studying the humanities and social sciences play an important role in influencing management skills and practices. 151) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 152) Intellectual skills are most critical for successful management. 152) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 153) Effectiveness means doing the task right and refers to the relationship between inputs and outputs. 153) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 154) Operatives direct the activities of other people in the organization. 154) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 155) The four processes of management are completely independent and should be treated as separate activities. 155) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 156) Managers can be classified in terms of either their level in the organization at which they work and or their area of specialization. 156) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 157) To be effective, an organization must have clearly defined sets of goals and objectives. 157) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 158) Mintzberg found that managers were reflective thinkers who carefully and systematically processed information before making decisions. 158) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:

- 159) Comparing actual performance with previously set goals is part of controlling. 159) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 160) Operatives are managers who supervise the work of other people in the organization. 160) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 161) An organization can be efficient and yet not effective. 161) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 162) One reason for studying management is that we all have a vested interest in improving our own chances of finding a quality and secure job. 162) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:
- 163) Psychology courses are relevant to managers in terms of understanding motivation, leadership, and trust. 163) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 164) A systematic arrangement of people brought together to accomplish some specific purpose is an organization. 164) \_\_\_\_\_  
Answer: ☒ True ☐ False  
Explanation:
- 165) The four processes of management consist of controlling, leading, planning and outsourcing. 165) \_\_\_\_\_  
Answer: ☐ True ☒ False  
Explanation:

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

- 166) Based on the research findings presented in the text, how do managers at different levels in the organization (Top, Middle and First-Line Managers) differ in terms of the amount of time they spend on different management functions and activities; what are the greatest differences between each level. Can you give an example of this in an organization that you have read about?  
Answer: All levels spend about the same amount of time on controlling. Top managers spend most time planning; Middle managers First-line managers spend more time leading than top managers. Top and middle managers spend more time on organizing than first-line managers.  
EXAMPLE - Page 9 Ronald A. Williams, President of Aetna spends time planning how his organization can be a positive force in the community.
- 167) Research has identified six sets of behavior that explain a bit more than 50% of a manager's effectiveness. What are these six behaviors?  
Answer: Controlling the organization's environment and its resources.  
Organizing and coordinating.  
Handling information.  
Providing for growth and development.  
Motivating employees and handling conflicts.  
Strategic problem solving.

Answer Key  
Testname: C1

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

Answer Key  
Testname: C1

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

## Answer Key

Testname: C1

- 101) B
- 102) D
- 103) A
- 104) C
- 105) B
- 106) C
- 107) C
- 108) The first competency is to initiate and implement change and improvement in services, products, and systems. This is done by identifying opportunities for improvement in services, products, and systems, as well as negotiating and agreeing on the introduction of change. The second is to monitor, maintain, and improve service and product delivery. This can be attained by establishing and maintaining the supply of resources into the organization/department and by establishing and agreeing on customer requirements. Number three competency is to monitor and control the use of resources. An example is to control costs and enhance value. Also, managers must monitor and control activities against budgets.
- 109) Small businesses-spokesperson is important; entrepreneur, figurehead, and leader are of moderate importance; and disseminator is low.  
Large firms- resource allocator is important; liaison, monitor, disturbance handler, and negotiator are of moderate importance; and entrepreneur is low.
- 110) Planning- defining goals, establishing strategy, and developing plans to coordinate activities.  
Organizing- includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, and who reports to whom.  
Leading- includes motivating employees, directing the activities of others, selecting the most effective communication channels, and resolving conflicts.  
Controlling- the process of monitoring performance, comparing it with goals, and correcting any significant deviations.
- 111) First-line managers are usually called supervisors, are responsible for day-to-day activities, and work with the operatives. Middle managers are usually called department or agency heads or project leaders, manage other managers, and are responsible for translating the goals set by top management into specific details that lower managers can perform. Top managers, typically called presidents, CEOs, or managing directors, are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.
- 112) Efficiency- doing the thing correctly; accomplishing the goal with the least amount of resources.  
Effectiveness- doing the right task; goal attainment.
- 113) The managers at the three levels of management are top managers, middle managers and first-line managers or supervisors;  
Supervisors are responsible for directing the day-to-day activities of operative employees.  
Middle Managers are typically responsible for managing supervisors and operative employees and for translating the goals set by top management into specific details and objectives that lower-level managers can perform.  
Top Managers are responsible for making decisions about the direction of the organization and establishing policies that affect all organizational members.
- 114) Interpersonal- roles consist of being the figurehead for the organization, assuming the leadership role, and acting as a liaison for the organization.  
Informational- roles consist of being a monitor of current information which is then dispersed to employees needing that information; also involves being the spokesperson for the organization.  
Decisional- roles consist of being an entrepreneur for the organization, handling disturbances, allocating resources, and negotiating.
- 115) Several factors impact management compensation. Companies base their decisions on the manager's skills and experience and what other companies are paying in the marketplace. However, level in the organization, education, type of business, comparable pay standards in the community and the manager's effectiveness also determine how much managers are paid.

## Answer Key

Testname: C1

- 116) The most important difference the way that organizational effectiveness is measured. In not-for profit organizations, they cannot use the Bottom-Line or profits as an unambiguous measure of performance. There is no such universal measure in non-profit organizations.
- 117) Figurehead is a symbolic role in which the manager is the legal or social representative of the company. The spokesperson transmits information to outsiders about events or actions taken by the company or serves as an expert in communicating with the press or media. These roles are related in that the same person often performs the Figurehead and Spokesperson roles, when the company is addressing issues important that are raised by the community or the media.
- 118) Operatives work directly on a job or task and have no responsibility for overseeing the work of others. Managers direct the activities of others.
- 119) Conceptual skills- the ability to coordinate all of the organization's interests and activities.  
Interpersonal skills- the ability to work with, understand, and motivate people.  
Technical skills- the ability to use the tools, procedures, and techniques of a specialized field.  
Political skills- the ability to enhance one's own power, build a power base, and establish the right connections.
- 120) FALSE
- 121) TRUE
- 122) FALSE
- 123) FALSE
- 124) FALSE
- 125) TRUE
- 126) TRUE
- 127) TRUE
- 128) FALSE
- 129) FALSE
- 130) TRUE
- 131) FALSE
- 132) TRUE
- 133) FALSE
- 134) TRUE
- 135) TRUE
- 136) TRUE
- 137) FALSE
- 138) FALSE
- 139) FALSE
- 140) TRUE
- 141) FALSE
- 142) FALSE
- 143) TRUE
- 144) FALSE
- 145) FALSE
- 146) FALSE
- 147) TRUE
- 148) TRUE
- 149) TRUE
- 150) FALSE
- 151) TRUE
- 152) FALSE
- 153) FALSE
- 154) FALSE
- 155) FALSE

Answer Key  
Testname: C1

- 156) FALSE
- 157) FALSE
- 158) FALSE
- 159) TRUE
- 160) FALSE
- 161) TRUE
- 162) FALSE
- 163) TRUE
- 164) TRUE
- 165) FALSE
- 166) All levels spend about the same amount of time on controlling. Top managers spend most time planning; Middle managers First- line managers spend more time leading than top managers. Top and middle managers spend more time on organizing than first- line managers.  
EXAMPLE - Page 9 Ronald A. Williams, President of Aetna spends time planning how his organization can be a positive force in the community.
- 167) Controlling the organization's environment and its resources.  
Organizing and coordinating.  
Handling information.  
Providing for growth and development.  
Motivating employees and handling conflicts.  
Strategic problem solving.