

Name _____

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

- 1) Today's managers are just as likely to be women as they are men.

Answer: ☒ True ☐ False

- 2) Management affects employee morale but not a company's financial performance.

Answer: ☐ True ☒ False

- 3) In order to be considered a manager, an individual must coordinate the work of others.

Answer: ☒ True ☐ False

- 4) Supervisors and foremen may both be considered first-line manager.

Answer: ☒ True ☐ False

- 5) Effectiveness refers to the relationship between inputs and outputs.

Answer: ☒ True ☐ False

- 6) Effectiveness is concerned with the means of getting things done, while efficiency is concerned with the attainment of organizational goals.

Answer: ☒ True ☐ False

- 7) A goal of efficiency is to minimize resource costs.

Answer: ☒ True ☐ False

- 8) Efficiency is described as "doing things right."

Answer: ☒ True ☐ False

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

Answer: ☒ True ☐ False

- 10) The four contemporary functions of management are planning, organizing, leading, and controlling.

Answer: ☒ True ☐ False

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

Answer: ☒ True ☐ False

- 12) Directing and motivating are part of the controlling function of management.

Answer: ☒ True ☐ False

- 13) Coaching and budgeting are skills closely relating to the management function of leading.

Answer: ☒ True ☐ False

- 14) Fayol's management functions are basically equivalent to Mintzberg's management roles.

Answer: ☒ True ☐ False

- 15) Mintzberg's resource allocation role is similar to Fayol's planning function because it involves the coordination of employee's activities.
Answer: ☒ True ☐ False
- 16) The roles of figurehead, leader and liaison are all interpersonal roles.
Answer: ☒ True ☐ False
- 17) Disturbance handler is one of Mintzberg's interpersonal roles.
Answer: ☒ True ☐ False
- 18) Mintzberg's information management role involves receiving, collecting, and disseminating information.
Answer: ☒ True ☐ False
- 19) Resource allocation and disturbance handling are both considered decisional roles.
Answer: ☒ True ☐ False
- 20) A finance manager who reads the Wall Street Journal on a regular basis would be performing the figurehead role.
Answer: ☐ True ☒ False
- 21) Technical skills become less important as a manager moves into higher levels of management.
Answer: ☐ True ☒ False
- 22) Human skills is the ability to work well with other people.
Answer: ☐ True ☒ False
- 23) Katz concluded that managers need three essential skills: technical, human, and conceptual.
Answer: ☒ True ☐ False
- 24) Conceptual skills become less important as a manager moves into top management.
Answer: ☐ True ☒ False
- 25) Only first-line managers and employees need to be concerned with being customer-responsive.
Answer: ☐ True ☒ False
- 26) Social media platforms for electronic communication have become popular among employees to share ideas in their personal lives, but have not yet become tools used extensively in the workplace.
Answer: ☐ True ☒ False
- 27) In today's world, organizational managers at all levels and in all areas need to encourage their employees to be on the look-out for new ideas and new approaches.
Answer: ☒ True ☐ False
- 28) Innovation is only important to high-tech firms.
Answer: ☐ True ☒ False
- 29) A distinct purpose is important in defining an organization.
Answer: ☒ True ☐ False

30) A non-profit organization cannot be considered an organization.

Answer: True ☒ False

31) In a survey conducted for a group of Arab executives, 'access to financial resources' was cited as a greater challenge to innovation than 'lack of qualified personnel'.

Answer: True ☒ False

32) Arab managers today are almost exclusively impacted by Western influences.

Answer: True ☒ False

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

33) Which of the following statements regarding managers in today's world is accurate?

- A) The single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.
- B) They are found only in large corporations.
- C) Their age range is limited to between 30 and 65.
- D) They can be found exclusively in for-profit organizations

Answer: A

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

- A) an assembly line worker
- B) a manager
- C) a salesperson
- D) a laborer

Answer: B

35) Supervisor is another name for which of the following?

- A) first-line manager
- B) middle manager
- C) top manager
- D) team leader

Answer: A

36) In the past, nonmanagerial employees were viewed as employees who _____.

- A) reported to middle managers
- B) reported to top executives
- C) supervised others
- D) had no others reporting to them

Answer: D

37) The lowest level of management is _____.

- A) a nonmanagerial employee
- B) a vice president
- C) a department or research manager
- D) a first-line manager

Answer: D

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

- A) first-line managers
- B) top managers
- C) production managers
- D) research managers

Answer: B

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

- A) middle managers
- C) supervisors

- B) first-line managers
- D) foremen

Answer: A

40) Which of the following levels of management is associated with positions such as *executive vice president, chief operating officer, chief executive officer, and chairman of the board*?

- A) first-line managers
- C) team leaders

- B) top managers
- D) middle managers

Answer: B

41) Managers with titles such as *regional manager, project leader or plant manager* are _____.

- A) middle managers
- C) first-line managers

- B) top managers
- D) production managers

Answer: A

42) Which of the following best reflects the management structure of a traditional organization?

- A) hub with spokes
- B) infinite line
- C) pyramid
- D) circle

Answer: C

43) Division manager is associated with which of the following levels of management?

- A) top manager
- C) middle managers

- B) first-line managers
- D) team leaders

Answer: C

44) _____ is the process of getting activities completed efficiently with and through other people.

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

Answer: D

45) The distinction between a managerial position and a non-managerial position is _____.

- A) planning the work of others
- C) coordinating the work of others

- B) controlling the work of others
- D) organizing the work of others

Answer: C

46) Which of the following is an example of an efficient manufacturing technique?

- A) increasing the amount of time to manufacture products
- B) decreasing product output.
- C) cutting inventory levels
- D) increasing product reject rates

Answer: C

47) Wasting resources is considered to be an example of _____.

- A) effectiveness
- B) inefficiency
- C) efficiency
- D) ineffectiveness

Answer: C

- 48) An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be _____.
 A) concerned with inputs
 B) increasing efficiency
 C) efficient and effective
 D) increasing effectiveness
 Answer: B
- 49) Effectiveness is synonymous with _____.
 A) efficiency
 B) goal attainment
 C) resource control
 D) cost minimization
 Answer: B
- 50) Efficiency refers to _____.
 A) the exponential nature of costs and outputs
 B) the relationship between inputs and outputs
 C) increasing outputs regardless of costs
 D) the additive relationship between costs and benefits
 Answer: B
- 51) In successful organizations, _____.
 A) high efficiency and high equity go hand in hand
 B) low efficiency and high effectiveness go hand in hand
 C) high efficiency and low effectiveness go hand in hand
 D) high efficiency and high effectiveness go hand in hand
 Answer: D
- 52) Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
 A) efficiency; effectiveness
 B) effectiveness; efficiency
 C) effectiveness; goal attainment
 D) goal attainment; efficiency
 Answer: A
- 53) How many management functions were originally proposed in the early part of the twentieth century?
 A) five
 B) four
 C) three
 D) nine
 Answer: A
- 54) _____ was a French industrialist who first identified the basic management functions.
 A) Herzberg
 B) Weber
 C) Taylor
 D) Fayol
 Answer: D
- 55) Today, the basic management functions are considered to be _____.
 A) planning, coordinating, staffing, and directing
 B) commanding, organizing, leading, and staffing
 C) planning, organizing, leading, and controlling
 D) planning, organizing, leading, and directing
 Answer: C
- 56) Which of the following management functions from the mid-1950s is no longer included in the basic functions of management?
 A) staffing
 B) planning
 C) leading
 D) controlling
 Answer: A

- 57) Writing an organizational strategic plan is an example of the _____ management function.
A) planning B) coordinating C) leading D) organizing

Answer: A

- 58) Organizing includes _____.
A) determining who does what tasks B) defining organizational goals
C) motivating organizational members D) hiring organizational members

Answer: A

- 59) A manager resolving conflict among organizational members is performing what function?
A) directing B) commanding C) controlling D) leading

Answer: D

- 60) The process of monitoring, comparing, and correcting is called _____.
A) controlling B) organizing C) coordinating D) leading

Answer: A

- 61) Mentoring is primarily associated with the management function of _____.
A) planning B) controlling C) leading D) organizing

Answer: C

- 62) Budgeting is associated with the management functions of planning and _____.
A) organizing B) leading C) controlling D) directing

Answer: C

- 63) The organizing process is more important _____.
A) than leading at all levels of management
B) than any of the other management processes
C) for top-level managers than it is for either middle- or first-level managers
D) for top-level managers than it is for first-level managers only

Answer: C

- 64) _____ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
A) Henry Ford B) Henri Fayol C) Henry Morris D) Henry Mintzberg

Answer: D

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

Answer: C

- 66) The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the _____ levels of the organization.
A) supervisory B) higher C) lower D) middle

Answer: B

67) Which of the following is not an example of a decisional role according to Mintzberg?

- A) entrepreneur
- B) spokesperson
- C) resource allocator
- D) disturbance handler

Answer: B

68) A human resource manager attending a local Society for Human Resource Management meeting would be functioning in which role?

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

Answer: C

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

- A) interpersonal
- B) disseminator
- C) figurehead
- D) monitor

Answer: D

70) Which of the following is not an example of an interpersonal role according to Mintzberg?

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

Answer: A

71) According to Mintzberg's management roles, the _____ roles involve receiving, collecting, and disseminating information.

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

Answer: D

72) All three of Mintzberg's interpersonal roles are part of the _____ function.

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

Answer: D

73) Almost all managerial tasks involve _____.

- A) decision making
- B) handling information
- C) organisation skills
- D) interpersonal skills

Answer: A

74) All of the following are examples of informational roles according to Mintzberg except _____.

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

Answer: D

75) Which of the following is not an example of a decisional role according to Mintzberg?

- A) entrepreneur
- B) resource allocator
- C) spokesperson
- D) disturbance handler

Answer: C

76) Many of Mintzberg's roles align with the basic functions of management. For example, the _____ role is a part of planning.

- A) figurehead
- B) leader
- C) liaison
- D) resource allocation

Answer: D

- 77) The _____ role is more important for lower-level managers than it is for either middle- or top-level managers.
A) leader B) disseminator C) entrepreneur D) spokesperson
Answer: A
- 78) The emphasis that managers give to various roles seems to be based on their _____.
A) personality B) experience in their field
C) tenure with the organization D) organization level
Answer: D
- 79) All of the following are managerial roles that are more important at the higher levels of the organization except _____.
A) disseminator B) leader C) negotiator D) figurehead
Answer: B
- 80) Which of the following represents the most useful way of describing the manager's job?
A) organizational level B) functions
C) skills D) roles
Answer: B
- 81) Understanding building codes would be considered a(n) _____ skill for a building contractor.
A) technical B) conceptual C) political D) interpersonal
Answer: A
- 82) Technical skills include _____.
A) familiarity with and interest in a general field of endeavor
B) leadership and efficiency in a certain specialized field
C) knowledge of and proficiency in a certain specialized field
D) skill and interest in a general field of endeavor
Answer: C
- 83) Which of the following individuals identified the three essential managerial skills?
A) Raines B) Chambers C) Lewisberg D) Katz
Answer: D
- 84) The three essential managerial skills include _____.
A) human, empirical, and conceptual B) technical, human, and conceptual
C) technical, human, and empirical D) technical, interpersonal, and controlling
Answer: B
- 85) Understanding building codes would be considered a _____ skill for a building contractor.
A) conceptual B) technical C) empirical D) human
Answer: B

86) Which of the following is true concerning technical and managerial skills?

- A) Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
- B) Both human-skill and technical-skill needs decrease as managers move to higher levels.
- C) Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
- D) Human skills and technical skills remain equally important as managers move to higher levels.

Answer: A

87) Managers with good _____ are able to communicate, motivate and lead to get the best out of their people.

- A) conceptual skills
- B) technical skills
- C) human skills
- D) visual skills

Answer: C

88) Technical skills include _____.

- A) skill and interest in a general field of endeavor
- B) familiarity with and interest in a general field of endeavor
- C) leadership and efficiency in a certain specialized field
- D) knowledge of and proficiency in a certain specialized field

Answer: D

89) The ability to work well with other people, both individually and in a group, describes which of the following skills _____.

- A) human skills
- B) planning skills
- C) technical skills
- D) assessment skills

Answer: A

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

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

Answer: A

91) Which of the following types of skills is described with the terms *analyze* and *diagnose*?

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

Answer: B

92) Which of the following types of skills are described with terms such as *abstract situations* and *visualization*?

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

Answer: B

93) Which one of the following phrases is best associated with managerial conceptual skills?

- A) decision making
- B) communicating with customers
- C) using information to solve business problems
- D) product knowledge

Answer: C

- 94) Which of the following is true regarding a manager's job with respect to customers?
- A) Managers have not yet recognized the importance of delivering consistent high-quality customer services.
 - B) Employees play an insignificant role in delivering quality customer services.
 - C) Today, the majority of employees in developed countries work in product sectors.
 - D) Managers must create a customer-responsive organization in order to survive successfully in today's environment.

Answer: D

- 95) Social media is a communications tool which should not be used to _____.
- A) tap into innovation and talent
 - B) manage human resources
 - C) connect with customers
 - D) publish one-way messages from managers to employees

Answer: D

- 96) Which of the following is not related to innovation?
- A) Company spending on research and development
 - B) Quality of scientific research
 - C) Protection of intellectual property rights
 - D) Intolerance to mistakes in the production process

Answer: D

- 97) An organization is _____.
- A) the physical location where people work
 - B) a collection of individuals working for the same company
 - C) a group of individuals focused on profit making for their shareholders
 - D) a deliberate arrangement of people to accomplish some specific purpose

Answer: D

- 98) One of the common characteristics of all organizations is _____, which is typically expressed in terms of the organization's goals.
- A) its purpose
 - B) its systematic structure
 - C) its goals
 - D) its people

Answer: A

- 99) One of the common characteristics of all organizations is _____, which clarifies members' work relationships.
- A) its deliberate structure
 - B) its purpose
 - C) its people
 - D) its goals

Answer: A

- 100) A deliberate arrangement of people to accomplish some specific purpose is _____.
- A) a process
 - B) a structure
 - C) an assembly operation
 - D) an organization

Answer: C

101) A difference between traditional organizations and new organizations is that the new organizations tend to be more
A) stable B) command oriented C) rule oriented D) dynamic
Answer: D

102) Which of the following best describes the concept that management is needed in all types and sizes of organizations, no matter the country in which they're located?
A) the cultures of management B) the universality of management
C) the segmentation of management D) the partiality of management
Answer: B

103) Universality of management means that _____.
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 organizations can hire any manager to perform the management jobs
D) all managers in all organizations perform the four management functions
Answer: D

104) Organizations that are well managed _____.
A) always have the lowest-cost products
B) compete on an international basis because they have the best products
C) choose the best suppliers for their products
D) develop a loyal customer base, grow, and prosper
Answer: D

105) Which of the following types of managerial positions is most likely to involve clerical duties?
A) regional department head B) chief executive officer
C) shift supervisor D) project manager
Answer: C

106) A manager's success is typically _____.
A) dependent on how hard the manager works
B) how closely the manager supervises the employees
C) based on how skilled the manager is at the technical elements of the job
D) dependent on others' work performance
Answer: D

107) A primary responsibility of managers is creating a work environment that _____.
A) is safe and well lit
B) provides excellent customer service
C) is clean and organized
D) allows employees to do their work to the best of their ability
Answer: D

108) Which of the following represents a challenge of management?

- A) have to deal with a variety of personalities
- B) enjoy relatively easy work
- C) have little influence on organizational outcomes
- D) work with a variety of people

Answer: A

109) Each of the following represents a challenge of management except _____.

- A) success depends on others' performance
- B) must motivate workers in uncertain situations
- C) are highly valued by organizations
- D) must operate with limited resources

Answer: C

110) All of these have influenced Arab managerial thought except _____.

- A) Southeast Asian immigration waves to the Gulf region
- B) Western influences
- C) Tribal and familial traditions
- D) Religion

Answer: A

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. To make sure you are covering the necessary issues, your boss has asked to see an overview of materials that you will be providing the engineers.

111) Now that both companies are merged and are a systematic arrangement of people set to accomplish a specific purpose, they could be described as a(n) _____.

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

Answer: A, D

112) One of the first things the engineers need to learn is that _____ are the people who direct the activities of others in an organization.

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

Answer: B

113) Another fact that engineers need to learn is that supervisors may frequently be referred to as _____.

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

Answer: A

- 114) Many of the engineers in the group are unclear about what managers actually do. Your training materials explain that a manager's job focuses on _____.
A) personal achievement
B) helping others accomplish their work goals
C) the performance of clerical duties
D) supervising groups rather than individual employees

Answer: B

The Customer Meeting (Scenario)

Samer, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Samer reports to Bassem, a production manager, who in turn reports to Hani, a general manager, who reports to Jamil, a vice president of operations. Recently, Jamil asked Hani to have a meeting with Samer and Bassem regarding some 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.

- 115) What is the commonality among Samer, Bassem, Hani, and Jamil?
A) They all are managers
B) They all have the same job content
C) They all have the same vision
D) They all produce the same product

Answer: A

- 116) Samer is considered to be what level of management?
A) superintendent of assembly
B) middle manager
C) first-line manager
D) top manager

Answer: C

- 117) Bassem and Hani are considered to be what level of management?
A) superintendents of assembly
B) first-line managers
C) middle managers
D) top managers

Answer: C

- 118) Jamil is considered to be what level of management?
A) top manager
B) first-line manager
C) middle manager
D) superintendent of assembly

Answer: A

- 119) The structure of the managerial relationships among Jamil, Hani, Bassem, and Samer can best be described as a _____.
A) flexible work group
B) innovative nuclear structure
C) traditional pyramid structure
D) communication hub

Answer: C

The Perfect Manager (Scenario)

Sarah has proven herself to be an able manager. Her section has a high project completion rate with the highest-quality products and the lowest defects in her division. In addition, she accomplishes this with fewer full-time employees than other managers. Some say that the secret of her success is in her ability to delegate responsibility and her understanding of the basic "management functions."

120) Sarah's ability to complete activities efficiently and effectively with and through other people is known as _____.

- A) coercion B) leadership C) delegation D) management

Answer: D

121) Sarah's ability to produce the same amount of product with fewer personnel is a reflection of her _____.

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

Answer: A

122) The fact that Sarah completes her projects is an indication of her _____ as a manager.

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

Answer: B

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

- A) efficient, but not effective B) a leader, but not a top manager
C) project oriented, but not effective D) effective, but not efficient

Answer: D

124) The "management functions" exemplified by Sarah include all but which of the following?

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

Answer: B

Yusuf the Manager (Scenario)

As a production supervisor, Yusuf decides on Friday afternoon how many units of output his employees will be able to produce and on which days certain products will be run in his department. He also decides which of his employees are going to be responsible for operating which machines within the department next week, as his employees are multi-skilled assemblers. On Monday, he informs his employees of their assignments to specific machines by handing out assignment sheets. He tells the employees that the schedule is going to be difficult this week due to the increased number of units. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week, Yusuf checks the amount of output that the employees have completed and the number of units that have been rejected.

125) When Yusuf decides how many units of output his employees will be able to produce and on which days certain products will be run, he is performing which of the management functions?

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

Answer: D

126) When Yusuf checks the amount of output that the employees have completed and the number of units that have been rejected, he is performing which of the management functions?

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

Answer: B

127) When Yusuf tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, he is performing which of the management functions?

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

Answer: D

The Busy Day (Scenario)

Munir Jamil, plant manager at Control Systems Inc., sighed as he sipped his first cup of coffee at 5 A.M. and read his agenda for 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 the second to a group of Control Systems managers. Munir then has a meeting with the unit manager, Fadi, to discuss Fadi's recent drop in performance (a task Munir always hates). Next, Munir 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.

128) Together, all of the functions that Munir performs during his busy day correspond to the management roles discovered in the late 1960s by which one of the following management researchers?

- A) Herzberg B) Skinner C) Mintzberg D) Fayol

Answer: C

129) When Munir conducts the tour for the Control Systems managers, he will be operating in which of the management roles?

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

Answer: D

130) When Munir meets with Fadi to discuss Fadi's performance issues, Munir will be operating in which management role?

- A) leader B) figurehead
C) disturbance handler D) monitor

Answer: A

131) What role will Munir be performing when he gives the plant tour to the newspaper reporter?

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

Answer: B

132) When Munir reviews the new equipment malfunction, what management role will he play when deciding whether to bring in extra people?

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

Answer: A

The General Manager (Scenario)

Jamal is the general manager of a production facility. In a routine day, Jamal might meet with city officials or civic leaders about environmental issues, due to the plant's presence in the community. After these meetings, he will then meet with the plant's functional managers to discuss the concerns expressed by the city representatives. Other times, Jamal might meet with the production manager, Basma, and the human resource manager, Rana, to discuss a complaint filed by one of the employees in a production department. Jamal might also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

- 133) When Jamal gains information from city officials or civic leaders to learn how the plant's operations may be affecting the environment, he is performing which management role?
- A) monitor B) resource allocator C) entrepreneur D) leader

Answer: A

- 134) When Jamal meets with Basma and Rana to discuss a complaint filed by one of the employees in a production department, he is performing which management role?
- A) disturbance handler B) resource allocator
C) figurehead D) liaison

Answer: A

- 135) When Jamal meets with the functional managers to share with them the results of the meeting with city officials or civic leaders, he is performing which management role?
- A) liaison B) disturbance handler
C) disseminator D) negotiator

Answer: C

- 136) When Jamal spends time on the Internet looking for new technologies that can be used in the production processes of his plant, he is performing which management role?
- A) entrepreneur B) disturbance handler
C) leader D) spokesperson

Answer: A

- 137) Jamal's search for new technologies that can be used in the production processes of his plant is an example of which type of management role?
- A) interpersonal B) informational C) decisional D) controlling

Answer: B

- 138) Jamal's search for new technologies that can be used in the production processes of his plant is an example of which type of management skill?
- A) conceptual B) effectiveness C) communication D) interpersonal

Answer: A

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

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

In a short essay, explain how the definition of a manager has changed over time. Provide an example that illustrates the current definition.

Answer: Managers used to be defined as the organizational members who told others what to do and how to do it. In the past, it was easy to differentiate *managers* from *nonmanagerial employees*. Nonmanagers were organizational members who worked directly on a job or task and had no one reporting to them. Manager were those who supervised other employees.

Today, the changing nature of organizations and work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities. Employees who occupy engineering jobs find that their jobs require more than the basic technical skills they learned at school. Such jobs require understanding people and dealing with them. For example, during a meeting with the employees of Financial Administration and Audit and Risk Management Department, H.E. Ahmed Butti Ahmed, director general of Dubai Customs, indicated the important role of multitasking, which means working on multiple tasks at the same time. He argued that multitasking is important in enriching and developing organizational expertise that produces effective managers.

In today's world, managers are dealing with changing workplaces, increased consideration for employees, security threats, ethical issues, global economic and political uncertainties, and technological advancements.

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

In a short essay, describe the similarities and differences between managerial and nonmanagerial positions in today's work environment.

Answer: a. Similarities—In today's work force, both managers and nonmanagers may at times have responsibility for certain managerial activities. In addition, like nonmanagerial employees, managers may carry out some duties that do not involve supervising others.

b. Differences—A nonmanager's job tends to be focused on personal achievement. By contrast, a manager's job is not about personal achievement but rather helping *others* to do their work. In addition, nonmanagers focus primarily on accomplishing specific tasks. Managers may have their own tasks to accomplish, but they also focus on coordinating the work of others.

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

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 nonmanagerial individuals who are directly involved with the production or creation of the organization's products. First-line managers are often called supervisors, but may also be called line managers, office managers, or 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 department head, 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.

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

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, business software provider SAP Middle East and North Africa has adopted Enterprise Resource Planning (ERP) that is proving to increase efficiency, as Sergio Maccotta, managing director, explains: "Now companies are taking the opportunity to change, through IT adoption, in order to improve internal processes."
 - b. Effectiveness is often described as "doing the right things"—that is, those work activities that will help an organization reach its goals. For instance, at SAP, goals include meeting customers' rigorous demands, implementing world-class software solutions, and creating innovative solutions for businesses worldwide. Through various work methods and 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.

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

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

- Answer:
- a. Planning—involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
 - b. Organizing—involves the process of determining what tasks are to be done, who is to do them, how they are to be grouped, who reports to whom, and where decisions are to be made.
 - c. Leading—when managers motivate subordinates, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues, they are leading.
 - d. Controlling—to ensure that work is proceeding as it should, managers must monitor and evaluate performance. The process of monitoring, comparing, and correcting is what is meant by the controlling function.

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

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 associated duties. Examples include performing virtually all activities that involve subordinates.
- c. Liaison—maintains self-developed network of outside contacts and informers who provide favors 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 Examples include holding board meetings and giving information to the media.

Decisional Roles

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

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

Answer:

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

In a short essay, discuss which approach is more useful for describing the job of a manager –functions or roles? Describe the contributions of both approaches.

Answer: Fayol's functions approach represents the most useful way of describing the manager's job. This is because Fayol's functions provide "clear and discrete methods" of classifying management activities and techniques. Though less effective than the functions approach, Mintzberg's roles approach does offer important insights into managers' work. Many of his roles align well with one or more of the functions. For instance, resource allocation is part of planning, as is the entrepreneurial role, and all three of the interpersonal roles are part of the leading function.

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

In a short essay, describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why?

Answer: a. Research by Robert L. Katz concluded that managers needed three essential skills. These are technical human skills, and conceptual skills. Technical skills are the job-specific knowledge and techniques needed to perform specific tasks proficiently. Human skills involve the ability to work well with other people both individually and in a group. Conceptual skills are the skills managers use to think and to conceptualize abstract and complex situations.

b. Technical skills tend to be more important for lower-level managers. This is because lower-level managers typically manage employees who use tools and techniques to produce the organization's products and services. Human skills are equally important at all levels of management, because all managers must deal directly with people. Conceptual skills are most important at top levels of management. Managers at top levels must use conceptual skills to see the organization as a whole, to understand the relationships among various subunits, and to visualize how the organization fits into its broader environment.

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

In a short essay, describe the importance of customers to the manager's job.

Answer: Organizations need customers. Without them, most organizations would cease to exist. Today, the majority of employees in developed countries work in service jobs. Some 76 percent of the Saudi Arabian labor force is employed in service industries. In UAE, 58 percent work in the service industries while in Bahrain, Egypt, Qatar, Kuwait and Oman, the percentages are 62, 47, 47, 76, 58 respectively. Managers are recognizing that delivering consistent high-quality customer service is essential for survival and success in today's competitive environment and that employees are an important part of that equation. Managers must create a customer-responsive organization where employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

148) What is universality of management? Why is it important?

Answer: Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they're located. This is known as the universality of management. In all organizations, managers must plan, organize, lead, and control.

Management is universally needed in all organizations. So it is necessary to find ways to improve the way organizations are managed. Organizations that are well managed develop a loyal customer base, grow, and prosper, even during challenging times. Those that are poorly managed find themselves losing customers and revenues. By studying management and its universality, an individual will be able to recognize poor management and work to get it corrected.

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

In a short essay, discuss the importance of studying management. Next, list at least five rewards and five challenges of being a manager.

Answer: By studying management, you'll be able to recognize poor management and work to correct it. In addition, you'll be able to recognize good management and encourage it, whether it's in an organization you're simply interacting with or whether it's in an organization where you're employed. Another reason for studying management is the reality that for most students, once they graduate from college and begin their careers, they will either manage or be managed. A final reason to study management is the rewards and challenges of being a manager.

Rewards of Being a Manager

- a. most important work of an organization is creating a work environment in which organizational mem can work to the best of their ability
- b. have opportunities to think creatively and use imagination
- c. help others find meaning and fulfillment in work
- d. get to support, coach, and nurture others
- e. get to work with a variety of people
- f. receive recognition and status in organization and community
- g. play a role in influencing organizational outcomes
- h. receive appropriate compensation in the form of salaries, bonuses, and stock options
- i. good managers are needed by organizations

Challenges of Being a Manager

- a. it's hard work
- b. have to deal with a variety of personalities
- c. often have to make do with limited resources

Answer: d. motivate workers in chaotic and uncertain situations

e. be able to successfully blend knowledge, skills, ambitions, and experiences of a diverse work group.

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

In a short essay, discuss in what ways Arab managers resemble managers from other parts of the world and in what ways they differ.

Answer: The Arab manager, like any other manager, plans, organizes, leads, and controls. This is shared by all managers who want to be effective and efficient. Arab managers cannot escape from the necessity of properly accessing those functions and the skills associated with them. Additionally, Arab managers, like other managers across the world, can be subject to Western influences, as many are educated in Western-style schools or receive their training in global organizations where they are exposed to other cultural and managerial styles.

Yet Arab culture, including religion and tribal or familial affiliations, is heavily reflected in the Arab managerial approach, leaving distinctive marks on their organizations. These marks are sometimes positive and some negative, sometimes productive and sometimes destructive. For example, many Arab managers may like to operate their businesses as they do their family, in reflection of the importance given to social networks in the Arab world. This is good until such networks get in the way of proper functioning of the organization. Understanding the features of Arab culture is always important, as it helps current and future managers build on the useful points and avoid the unconstructive ones.