

Chapter 1 Management in a Diverse Workplace

True/False Questions

[QUESTION]

1. Management is a form of work that involves deciding the best way to use an organization's resources to produce goods or provide services.

Answer: True

Difficulty: Easy

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[QUESTION]

2. The three primary levels of management are: advisory management, junior management, and acting management.

Answer: False

Difficulty: Medium

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[QUESTION]

3. Top or senior managers establish the objectives of the organization, formulate the steps to accomplish them and allocate appropriate resources.

Answer: True

Difficulty: Medium

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[QUESTION]

4. Middle managers make sure that day-to-day operations run smoothly.

Answer: False

Difficulty: Medium

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[QUESTION]

5. A management pyramid (bottom to top) lists the following managers from each level: crew leaders, senior vice presidents, and chief executive officers.

Answer: False

Difficulty: Easy

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[QUESTION]

6. Controlling is the activity which measures the performance of an organization to ensure that financial goals are met.

Answer: True

Difficulty: Easy

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[QUESTION]

7. Holding regular meetings where employees can ask questions is an example of leading.

Answer: True

Difficulty: Easy

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[QUESTION]

8. Senior managers divide their time about equally among the five managerial activities.

Answer: True

Difficulty: Medium

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[QUESTION]

9. Middle managers spend most of their time planning and organizing.

Answer: False

Difficulty: Easy

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[QUESTION]

10. When a manager is making changes in policies, resolving conflicts, or deciding how best to utilize his resources, he is performing a decision-making role.

Answer: True

Difficulty: Medium

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[QUESTION]

11. Conceptual skills help managers understand how different parts of a business relate to one another.

Answer: True

Difficulty: Easy

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[QUESTION]

12. Organizational skills are one of the three types of skills that help managers perform their particular jobs.

Answer: False

Difficulty: Medium

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[QUESTION]

13. A trainer who trains employees to use a new accounting system possesses technical skills.

Answer: True

Difficulty: Easy

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[QUESTION]

14. A manager who interacts with peers and others outside the organization to gain information is fulfilling the management role of a relationship builder.

Answer: True

Difficulty: Medium

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[QUESTION]

15. Conceptual skills are most important at the senior management level.

Answer: True

Difficulty: Easy

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[QUESTION]

16. Technical skills are equally important at all levels of the management.

Answer: False

Difficulty: Easy

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[QUESTION]

17. Developing scientific principles is more complicated than developing principles of management.

Answer: False

Difficulty: Easy

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[QUESTION]

18. Most management principles are developed through controlled experiments.

Answer: False

Difficulty: Easy

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[QUESTION]

19. Increase in information availability and technological change increases the importance of a manager's role in training.

Answer: True

Difficulty: Medium

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[QUESTION]

20. The problems women and minorities have faced in winning promotions to senior management positions gave rise to the term glass ceiling.

Answer: True

Difficulty: Easy

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[QUESTION]

21. People with differing physical abilities are also included in defining diversity in the workforce.

Answer: True

Difficulty: Easy

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[QUESTION]

22. Increased organizational factionalism requires an increase in the amount of time to deal with special-interest and advocacy groups.

Answer: True

Difficulty: Medium

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[QUESTION]

23. Professional managers work for businesses, but they do not own them.

Answer: True

Difficulty: Easy

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[QUESTION]

24. When starting out, entrepreneurs must perform many of the basic management functions that professional managers perform.

Answer: True

Difficulty: Medium

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[QUESTION]

25. Entrepreneurs and professional managers have similar personal characteristics.

Answer: False

Difficulty: Medium

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[QUESTION]

26. Entrepreneurs tend to be more independent than managers, and they may have less formal education.

Answer: True

Difficulty: Easy

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[QUESTION]

27. Many entrepreneurs choose to form partnerships to avoid being personally liable for financial losses.

Answer: False

Difficulty: Medium

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[QUESTION]

28. Small businesses and large businesses tend to produce an equal amount of innovations.

Answer: False

Difficulty: Easy

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[QUESTION]

29. Intrapreneurship is a term that defines entrepreneurs within a large or medium-sized company.

Answer: True

Difficulty: Easy

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[QUESTION]

30. Intrapreneurs take risks in much the same manner as entrepreneurs.

Answer: False

Difficulty: Medium

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Multiple Choice Questions

[QUESTION]

31. A _____ is a member of senior management.

A) supervisor

B) chief operating officer

C) department head

D) shift manager

E) sales representative

Answer: B

Difficulty: Easy

Page: 3

[QUESTION]

32. A department head is a member of _____ management.

A) junior

B) senior

C) middle

D) supervisory

E) lower

Answer: C

Difficulty: Easy

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[QUESTION]

33. A grocery store manager is a member of _____ management.

- A) middle
- B) senior
- C) junior
- D) supervisory
- E) advisory

Answer: D

Difficulty: Easy

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[QUESTION]

34. _____ managers make sure that the day-to-day operations of the organization run smoothly.

- A) Middle
- B) Senior
- C) Junior
- D) Supervisory
- E) Advisory

Answer: D

Difficulty: Easy

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[QUESTION]

35. _____ managers are in charge of the people who physically produce the organization's goods/services.

- A) Middle
- B) Senior
- C) Junior
- D) Supervisory
- E) Advisory

Answer: D

Difficulty: Easy

Page: 4

[QUESTION]

36. _____ managers are responsible for making sure that the daily operations of the company run well.

- A) Middle
- B) Senior
- C) Junior
- D) Supervisory
- E) Advisory

Answer: D

Difficulty: Easy

Page: 4

[QUESTION]

37. _____ managers are most likely to plan a corporate restructuring move in order to make their organization leaner and more profitable.

- A) Middle
- B) Senior
- C) Junior
- D) Supervisory
- E) Advisory

Answer: B

Difficulty: Medium

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[QUESTION]

38. A _____ is a member of supervisory management.

- A) crew leader
- B) chief operating officer
- C) department head
- D) senior vice president
- E) sales manager

Answer: A

Difficulty: Easy

Page: 5

[QUESTION]

39. Plans of acquiring a competitor are overseen by the company's _____ management.

- A) first-line
- B) senior
- C) supervisory
- D) sales and marketing
- E) middle

Answer: B

Difficulty: Medium

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Page: 4

[QUESTION]

40. A manager who sets a goal to increase profits by 5 percent is engaged in the management task of _____.

- A) supervising
- B) mandating
- C) planning
- D) controlling
- E) organizing

Answer: C

Difficulty: Easy

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[QUESTION]

41. A grocery store manager who sets up a team of employees to restock shelves is engaged in the management task of _____.

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

Answer: D

Difficulty: Easy

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[QUESTION]

42. A grocery store manager who assigns two employees to analyze the rate at which consumers are buying different brands of breakfast cereals is an example of _____.

- A) supervising
- B) staffing
- C) planning
- D) organizing
- E) controlling

Answer: D

Difficulty: Easy

Page: 5

[QUESTION]

43. The management task of _____ involves grouping related activities together and assigning employees to perform them.

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

Answer: B

Difficulty: Easy

Page: 5

[QUESTION]

44. Which of the following management tasks involves providing guidance and encouragement to employees to better their performance at work?

- A) Planning
- B) Controlling
- C) Organizing
- D) Leading
- E) Staffing

Answer: D

Difficulty: Medium

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[QUESTION]

45. Harry is a department head at a retail chain. By regularly holding meetings where employees can ask questions and voice concerns, Harry is engaging in the management task of _____.

A) supervising

B) staffing

C) leading

D) organizing

E) controlling

Answer: C

Difficulty: Medium

Page: 6

[QUESTION]

46. When a manager decides on what kind of people his organization needs to meet its goals and then recruits, selects, and trains the right people, he is engaging in the management task of _____.

A) planning

B) organizing

C) staffing

D) leading

E) controlling

Answer: C

Difficulty: Easy

Page: 6

[QUESTION]

47. The management task of _____ involves measuring the performance of an organization against its financial goals.

A) supervising

B) mandating

C) planning

D) organizing

E) controlling

Answer: E

Difficulty: Easy

Page: 6

[QUESTION]

48. The management task of _____ requires a manager to analyze financial records and make changes if set standards are not being met.

A) supervising

B) mandating

C) controlling
D) organizing
E) leading
Answer: C
Difficulty: Easy
Page: 6

[QUESTION]

49. _____ managers divide their time about equally among the five management activities of planning, organizing, staffing, leading, and controlling.

- A) Middle
- B) Senior
- C) Junior
- D) Supervisory
- E) Advisory

Answer: B
Difficulty: Easy
Page: 6

[QUESTION]

50. Resolving conflicts is part of a manager's _____ role.

- A) interpersonal
- B) authoritative
- C) control-related
- D) decision-making
- E) supervisory

Answer: D
Difficulty: Easy
Page: 7

[QUESTION]

51. Which of the following relates to the decision-making role of a manager?

- A) Figurehead
- B) Relationship builder
- C) Monitor
- D) Entrepreneur
- E) Communicator

Answer: D
Difficulty: Easy
Page: 7

[QUESTION]

52. When a manager is in the process of finalizing a major contract with another organization, he is playing the role of a _____.

- A) monitor
- B) spokesperson

- C) disturbance handler
- D) negotiator
- E) communicator

Answer: D

Difficulty: Easy

Page: 7

[QUESTION]

53. A manager who serves as an official representative of the organization is filling the role of a(n) _____.

- A) leader
- B) relationship builder
- C) figurehead
- D) spokesperson
- E) entrepreneur

Answer: C

Difficulty: Easy

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[QUESTION]

54. Which of the following relates to the information-related role of a manager?

- A) Figurehead
- B) Relationship builder
- C) Monitor
- D) Entrepreneur
- E) Leader

Answer: C

Difficulty: Easy

Page: 7

[QUESTION]

55. A manager in the role of a _____ interacts with others to gain information.

- A) leader
- B) relationship builder
- C) figurehead
- D) spokesperson
- E) monitor

Answer: B

Difficulty: Easy

Page: 7

[QUESTION]

56. Which of the following management roles includes activities such as working to guide and motivate employees?

- A) Spokesperson
- B) Relationship builder

- C) Figurehead
- D) Leader
- E) Resource director

Answer: D

Difficulty: Easy

Page: 7

[QUESTION]

57. Which of the following relates to the interpersonal role of a manager?

- A) Figurehead
- B) Resource director
- C) Monitor
- D) Entrepreneur
- E) Negotiator

Answer: A

Difficulty: Easy

Page: 7

[QUESTION]

58. Which of the following management roles includes activities such as receiving and collecting information?

- A) Communicator
- B) Relationship builder
- C) Figurehead
- D) Spokesperson
- E) Monitor

Answer: E

Difficulty: Medium

Page: 7

[QUESTION]

59. Which of the following management roles includes activities such as distributing information throughout the organization?

- A) Communicator
- B) Relationship builder
- C) Figurehead
- D) Spokesperson
- E) Monitor

Answer: A

Difficulty: Medium

Page: 7

[QUESTION]

60. Which of the following management roles includes activities such as distributing information outside the organization?

- A) Communicator

- B) Relationship builder
- C) Figurehead
- D) Spokesperson
- E) Monitor

Answer: D

Difficulty: Medium

Page: 7

[QUESTION]

61. Which of the following management roles includes activities such as making an effort to initiate change in the organization?

- A) Leader
- B) Entrepreneur
- C) Disturbance handler
- D) Negotiator
- E) Resource director

Answer: B

Difficulty: Easy

Page: 7

[QUESTION]

62. Which of the following management roles includes activities such as stepping in when a subordinate suddenly leaves?

- A) Leader
- B) Entrepreneur
- C) Disturbance handler
- D) Negotiator
- E) Resource director

Answer: C

Difficulty: Easy

Page: 7

[QUESTION]

63. Making decisions about allocating personnel across departments is part of a manager's _____ role.

- A) leader
- B) entrepreneur
- C) disturbance handler
- D) negotiator
- E) resource director

Answer: E

Difficulty: Easy

Page: 7

[QUESTION]

64. When a manager holds discussions with another organization to adjust the terms of a major contract, he is playing the role of a(n) _____.

- A) relationship builder
- B) entrepreneur
- C) disturbance handler
- D) negotiator
- E) resource director

Answer: D

Difficulty: Easy

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[QUESTION]

65. Decision-making, planning, and organizing activities require _____ skills.

- A) human relation
- B) technical
- C) conceptual
- D) interpersonal
- E) supervisory

Answer: C

Difficulty: Medium

Page: 7

[QUESTION]

66. Conceptual skills are most important at the _____ management level.

- A) middle
- B) senior
- C) junior
- D) supervisory
- E) advisory

Answer: B

Difficulty: Easy

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[QUESTION]

67. Management principles are typically developed through observation and _____.

- A) benchmarking
- B) best practices
- C) deduction
- D) induction
- E) controlled experiments

Answer: C

Difficulty: Medium

Page: 8

[QUESTION]

68. To which of the following groups do most senior managers in the United States belong?

- A) Hispanic men
- B) Asian women
- C) Caucasian men
- D) Asian men
- E) Caucasian women

Answer: C

Difficulty: Easy

Page: 10

[QUESTION]

69. Which of the following is true of professional managers?

- A) They tend to have less formal education than entrepreneurs.
- B) They invest money in the businesses they work for.
- C) They are usually more independent than entrepreneurs.
- D) Without them, there would be no new businesses.
- E) They may be hired for their services by entrepreneurs.

Answer: E

Difficulty: Hard

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[QUESTION]

70. Which of the following is true about intrapreneurs?

- A) They tend to have less formal education than entrepreneurs.
- B) They invest money in the businesses they work for.
- C) They are usually more independent than entrepreneurs.
- D) They are employees of large or medium-sized companies.
- E) They take risks, but only with their own investments.

Answer: D

Difficulty: Hard

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Essay Questions

[QUESTION]

71. Briefly describe the responsibilities of senior, middle, and supervisory managers.

Answer:

Senior Management:

- establishes the mission, goals, and strategies of the organization.
- decides what actions are necessary to meet those goals.
- decides how to utilize the organization's resources.

Middle Management:

- meets the goals set by senior management.
- sets goals for specific areas of the organization.

Supervisory Management:

- ensures that the day-to-day operations are running smoothly.

Difficulty: Medium

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[QUESTION]

72. Describe the five major tasks of management.

Answer:

- Planning: Deciding on goals and the actions the organization must take to meet them.
- Organizing: Grouping related activities together and assigning employees to perform them.
- Staffing: Deciding how many and what kind of people an organization needs to meet its goals and then recruiting, selecting, and training the right people.
- Leading: Providing the guidance employees need to perform their tasks, inspiring and motivating employees, and keeping the lines of communication open.
- Controlling: Monitoring progress, measuring how the organization performs to ensure that financial goals are being met, and making changes if the financial goals are not being met.

Difficulty: Hard

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[QUESTION]

73. Briefly describe the three different management skills that managers need to perform their jobs.

Answer: There are three different skills that managers need to perform their jobs.

- Conceptual skills are those that help managers understand and analyze complex situations and how different parts of an organization relate to one another and to the organization as a whole.
- Human relations skills are those that managers need to understand and work well with people. They include an understanding of effective leadership, communications, and motivation.
- Technical skills are the specific abilities that people use to perform their jobs.

Difficulty: Medium

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[QUESTION]

74. Explain the decision-making roles of management.

Answer: Decision-making roles are those a manager plays when making changes in policies, resolving conflicts, or deciding how best to use resources.

- Entrepreneur role: Manager initiates change.
- Disturbance handler role: Manager decides how conflicts between subordinates should be resolved and steps in when needed.
- Resource director role: Manager decides how the organization will use its resources.
- Negotiator role: Manager decides to negotiate major contracts.

Difficulty: Medium

Page: 7

[QUESTION]

75. Identify and discuss the interpersonal roles associated with management.

Answer: Interpersonal roles include a manager's relationships with people. A manager plays an interpersonal role by providing leadership within the organization or interacting with others outside the organization.

- Figurehead role: The manager serves as an official representative of the organization or unit.
- Relationship builder role: Manager interacts with peers and with people outside the organization to gain information.
- Leader role: Manager guides and motivates staff and acts as a positive influence in the workplace.

Difficulty: Medium

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[QUESTION]

76. Describe the information-related roles of a manager.

Answer: Information-related roles require a manager to provide knowledge, news, or advice to employees. A manager fills this role by holding meetings or finding other ways of letting employees know about important business activities.

- Monitor: Manager receives and collects information.
- Communicator: Manager distributes information within the organization.
- Spokesperson: Manager distributes information outside the organization.

Difficulty: Medium

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[QUESTION]

77. Contrast the current state of workplace diversity with that of the past. What does the future likely hold with respect to workplace diversity?

Answer: For many years, the managers of most large and medium-sized U.S. organizations were almost exclusively white males. In the last two decades of the twentieth century, however, more and more women and minorities have joined the workforce. They also have attained positions as high-level managers in organizations of all sizes. The trend toward greater diversity is expected to continue over the next 50 years, allowing organizations to respond not only to diverse groups of employees but customers as well.

Another dimension of diversity is related to the increasing globalization of many companies. Diversity must also be defined in global terms as more and more companies begin to globalize. Diversity must not be defined only in Western terms as was the case before.

Greater diversity will create certain specific challenges but also make some important contributions. In addition to creating the above challenges, greater diversity presents new opportunities. Diversity contributes to creating an organization culture that is more tolerant of different behavioral styles and wider views. This often leads to better business decisions.

Difficulty: Medium

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[QUESTION]

78. Identify some of the challenges that entrepreneurs might face when establishing a business.

Answer: Being an entrepreneur means working long hours and making decisions about every aspect of a business. It also means taking risks. Being an entrepreneur is riskier than being a professional manager. Without the right skills and a lot of hard work, entrepreneurs can go out of business and lose all the money invested in their company.

Difficulty: Medium

Page: 13

[QUESTION]

79. What can managers do to encourage entrepreneurship within an organization?

Answer: Develop a system that supports and encourages people to champion their new ideas or products; tolerate failures; establish effective communication systems. They can also encourage employees to take risks by allowing them to work independently, make mistakes, and learn from the process. Set hard-to-meet targets and encourage employees to stretch themselves to meet them.

Difficulty: Easy

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[QUESTION]

80. Outline the factors that have helped managers deal with the challenges of the new information age.

Answer: Identifying and acquiring adequate information historically have been two of the biggest challenges of managers. The advent of the computer age has greatly altered not only the availability of information but also the manner in which it is identified and acquired. The phenomenal improvements in computer hardware have been accompanied by improvements in software and user compatibility. Modern computers are much more user friendly than those of the past. Managers today do not need to know sophisticated programming languages and computer jargon to use computers.

Difficulty: Medium

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