

Name

Class

Date

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Chapter 1 - Management

1. What is the term for getting work done through others?

- a. management
- b. planning
- c. organizing
- d. strategizing

ANSWER:

a

2. Ruth was hired to be the second-in-command at Graham Mailing Services. She was told that her job was to deal with the employees to make sure they met the customers' mailing specifications. She has not been instructed on how to run machines or in any other technical area. What is her position?

- a. marketing
- b. relationship control
- c. management
- d. strategizing

ANSWER:

c

3. A manager strives to accomplish tasks that help fulfill organizational objectives. What is the manager trying to improve?

- a. organizational efficiency
- b. organizational effectiveness
- c. organizational functionality
- d. organizational productivity

ANSWER:

b

4. The response to the 2016 Fort McMurray, Alberta wildfires was reportedly hampered by incompatible radio systems between different agencies. Which concept would a manager use to resolve this situation?

- a. operations
- b. management
- c. effectiveness
- d. efficiency

ANSWER:

d

5. What is the term for the accomplishment of tasks that help fulfill organizational objectives?

- a. optimizing
- b. satisficing
- c. efficiency
- d. effectiveness

ANSWER:

d

6. To achieve its goal of increased market share, a coffee and donut shop launched a program in London, Ontario, that awards grade-school students a free donut for every "A" on their report cards. What management

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function was used to create this program?

- a. controlling
- b. leading
- c. planning
- d. organizing

ANSWER:

c

7. Nestlé was unsuccessful in early attempts to sell its chocolate in India. It discovered its chocolate bars were not suitable for the Indian markets because the candy became messy from sitting in direct sunlight without the benefit of air conditioning. Nestlé adopted an innovative strategy and developed Chocostick, a liquid chocolate that is now very popular. Which management function did Nestlé use to solve its problem?

- a. planning
- b. controlling
- c. organizing
- d. leading

ANSWER:

a

8. What management function is being engaged when a manager is determining organizational goals and the means for achieving them?

- a. planning
- b. organizing
- c. leading
- d. controlling

ANSWER:

a

9. A recently opened bakery's 2018 objectives were to increase its revenues by at least 15 percent and reduce its net losses by at least 25 percent. According to your textbook, what management function would be instrumental in setting and meeting these goals?

- a. leading
- b. planning
- c. organizing
- d. controlling

ANSWER:

b

10. A manager is monitoring progress toward goal achievement, and taking corrective action when needed. What management function is being engaged?

- a. leading
- b. controlling
- c. planning
- d. organizing

ANSWER:

d

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11. A business school administrator is determining what classes will be offered, in which rooms, and who will teach each class. What management function is involved in this work?

- a. planning
- b. organizing
- c. controlling
- d. leading

ANSWER: b

12. A Canadian Armed Forces drill instructor is motivating new recruits to challenge themselves. What management function is being engaged?

- a. planning
- b. organizing
- c. controlling
- d. leading

ANSWER: d

13. A Canadian magazine published a recipe for dinner rolls and the description had a religious connotation. The ensuing controversy forced the magazine to pull its issue off newsstands and issue an apology. Which management function did the magazine employ by issuing an apology to readers?

- a. planning
- b. organizing
- c. controlling
- d. leading

ANSWER: c

14. In 2016, a major food manufacturer was forced to recall strained prunes because they contained pieces of rubber. What management function did the recall entail?

- a. controlling
- b. leading
- c. planning
- d. organizing

ANSWER: a

15. A human resource manager had to find inexpensive ways to reward employees and bolster morale during a sales-flattening economic downturn. Which management function would need to be engaged?

- a. planning
- b. organizing
- c. leading
- d. controlling

ANSWER: c

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16. Designers such as Marimekko and Marant have partnered with Swedish retailer Hennes & Mauritz (better known as H&M) to sell an affordable line of exclusively designed high-fashion clothing. Hennes & Mauritz will take responsibility for manufacturing and marketing the clothes. What management function guided the alliance between the designer and the retailer?

- a. controlling
- b. leading
- c. planning
- d. organizing

ANSWER:

d

17. Jane is in charge of her sports team's annual fundraising auction. She will decide who will ask local businesses for prizes, who will determine the site, who will sell tickets to customers, and who will work the night of the auction. Which of the following activities is she engaged in?

- a. planning
- b. leading
- c. controlling
- d. organizing

ANSWER:

d

18. The Dilawri Group, a Winnipeg-based automotive firm, wants to ensure its employees are "happy to walk into its buildings every single day." Which management function is being used to make this happen?

- a. leading
- b. organizing
- c. planning
- d. controlling

ANSWER:

a

19. Suncor has experienced significant financial and operational challenges in the previous three years. Who is expected to develop the long-term plans needed to ensure the company's stability and survival?

- a. supervising manager
- b. top manager
- c. first-line manager
- d. middle manager

ANSWER:

b

20. Which of the following functions is typically performed by middle managers?

- a. planning and implementing subunit strategies for achieving organizational goals
- b. developing in employees the attitudes of commitment to and ownership of the company's performance
- c. creating a positive organizational culture through language and action
- d. monitoring the business environment

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ANSWER: a

21. In 2016, Coca-Cola, starting with Mexico, decided to redesign its packaging. Who would be responsible for implementing this change?

- a. middle management
- b. first-line management
- c. team leaders
- d. product supervisors

ANSWER: a

22. Which of the following job responsibilities is typically fulfilled by a middle manager for a manufacturing firm?

- a. monitoring how consumers feel about environmental waste
- b. scheduling vacation time for employees
- c. determining how the company will implement a plan calling for a 10 percent decrease in costs
- d. maintaining a positive organizational culture

ANSWER: c

23. Which of the following duties would be performed by a top manager for a management consulting firm?

- a. establishing a positive organizational culture
- b. ensuring that employees are attired according to the company dress code
- c. evaluating the performance of individual consultants
- d. monitoring expense statements turned in by consultants

ANSWER: a

24. Professors at a typical business school are assigned to departments, such as accounting or marketing. The chairs of the departments are managers. Which title best describes them?

- a. supervising manager
- b. first-line manager
- c. middle manager
- d. department manager

ANSWER: b

25. Who in a police department is typically responsible for determining which police officers will work overtime?

- a. middle managers
- b. administrative managers
- c. first-line managers
- d. team leaders

ANSWER: c

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26. Who is typically responsible for creating a positive organizational culture through language and action?

- a. top managers
- b. middle managers
- c. team leaders
- d. group facilitators

ANSWER:

a

27. Which of the following titles represents the level of a marketing manager?

- a. supervising manager
- b. top manager
- c. middle manager
- d. department manager

ANSWER:

c

28. Which of the following terms would typically be used to describe the position of a human resource manager?

- a. supervising manager
- b. top manager
- c. middle manager
- d. department manager

ANSWER:

c

29. Who is typically responsible for setting objectives consistent with organizational goals and then planning and implementing the subunit strategies for achieving these goals?

- a. top managers
- b. first-line managers
- c. team leaders
- d. middle managers

ANSWER:

d

30. Which of the following functions is typically performed by a middle manager?

- a. responding to customer complaints
- b. coordinating groups and departments
- c. ensuring printers, faxes, and other office machines are maintained regularly
- d. setting long-term strategies for the organization

ANSWER:

b

31. Who typically coordinates and links groups, departments, and divisions within a company?

- a. top managers
- b. middle managers
- c. team leaders

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- d. first-line managers

ANSWER:

b

32. Who is typically responsible for developing intermediate plans, designed to produce results within 6 to 18 months?

- a. middle managers
- b. first-line managers
- c. group facilitators
- d. team leaders

ANSWER:

a

33. Which of the following tasks are first-line managers **most likely** to perform?

- a. reviewing the performance of corporate investments
- b. encouraging, monitoring, and rewarding employee performance
- c. determining how to deal with long-term environmental changes
- d. periodically observing the company's organizational culture

ANSWER:

b

34. Who typically trains and supervises the performance of non-managerial employees and are directly responsible for producing the company's products or services?

- a. general managers
- b. middle managers
- c. first-line managers
- d. team leaders

ANSWER:

c

35. At which level of management would a manager typically plan an employee picnic, select and order performance awards to be presented at the picnic, and encourage workers to attend the event?

- a. marketing
- b. first-line
- c. top
- d. middle

ANSWER:

b

36. Walker supervises operations on the chassis assembly line for a large vehicle manufacturer. Most of his time is spent on ensuring quality control maintenance, scheduling workers, and training new employees. What type of manager is he?

- a. first-line manager
- b. middle manager
- c. team leader
- d. group facilitator

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ANSWER:

a

37. Which of the following tasks would a first-line manager for a large electric generator manufacturer perform?

- a. monitoring how customers feel about electric-powered engines
- b. determining whether the company needs to increase its production by adding a shift
- c. monitoring and managing the performance of the company's international subsidiaries
- d. managing the performance of the employees who build the generators

ANSWER:

d

38. Who is responsible for placing orders for food and paper supplies and for setting up weekly work schedules at a fast-food restaurant?

- a. corporate vice president
- b. middle manager
- c. first-line manager
- d. top manager

ANSWER:

c

39. Which of the tasks listed below will middle managers **most likely** have to perform?

- a. facilitating a bottom-up planning approach to supervising
- b. managing the performance of entry-level employees
- c. implementing the changes generated by top managers
- d. developing employees' commitment to and ownership of the company's performance

ANSWER:

c

40. A shoe company expects its designers to operate like a team when they create new shoe designs. Most of its designers do not have a background in fashion, so it is important that they share their expertise. What task would each team leader most likely be responsible for?

- a. developing organizational codes of ethics
- b. managing external and internal team relationships
- c. developing growth strategies
- d. coordinating the performances of all teams

ANSWER:

b

41. Which of the following is a typical responsibility of a corporate team leader?

- a. conducting quality control audits
- b. managing external and internal relationships
- c. acting as a department liaison
- d. overseeing strategy implementation

ANSWER:

b

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42. Which of the following responsibilities would be typical of a team leader in business?

- a. managing internal and external relationships
- b. monitoring and managing the performance of subunits
- c. making detailed schedules and operating plans
- d. monitoring the organizational culture

ANSWER:

a

43. According to Henry Mintzberg, what are the three major roles that managers fulfill while performing their jobs?

- a. informational roles, interpersonal roles, and decisional roles
- b. coordination roles, ethical roles, and organizational roles
- c. interpersonal roles, ethical roles, and coordination roles
- d. informational roles, decisional roles, and organizational roles

ANSWER:

a

44. Which of the following is an example of an interpersonal role?

- a. figurehead
- b. monitor
- c. disseminator
- d. spokesperson

ANSWER:

a

45. The marketing manager of a packaged goods company was asked to meet with the organization's research and development department to explain why the company needed to change its product naming conventions. What interpersonal role would the marketing manager take on in this situation?

- a. liaison
- b. disseminator
- c. figurehead
- d. resource allocator

ANSWER:

a

46. A university president is often seen as a figurehead. Which of the following duties are they **most likely** to perform in that role?

- a. They distribute critical information to students.
- b. They monitor the political environment.
- c. They help faculty adapt to incremental changes.
- d. They perform ceremonial duties when new facilities open.

ANSWER:

d

47. After the death of her husband, Miriam McAllister became the CEO of a company that is the world's leading manufacturer of kidney dialysis machines. When she took the position, it was believed that she would

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perform only ceremonial duties and would not want to take active part in running the company. In other words, what role was it assumed she would choose?

- a. resource allocator
- b. monitor
- c. spokesperson
- d. figurehead

ANSWER: d

48. Henry Mintzberg would describe sisters Kendall and Justine Barber, the co-founders of Poppy Barley Shoes, as taking leader roles within the organization. In this role, how do the sisters spend much of their time?

- a. negotiating
- b. responding to instrumental change
- c. performing ceremonial duties
- d. motivating and encouraging employees

ANSWER: d

49. A marketing manager was hired by a plumbing fixtures manufacturer to operate information booths at more than 20 different international trade shows annually. According to Henry Mintzberg, which managerial role would this marketing manager have?

- a. resource allocator
- b. figurehead
- c. communicator
- d. spokesperson

ANSWER: d

50. In a speech delivered to a forum for retail leaders, Dr. Hans-Joachim Koerber stated, "Sustained growth is essential. Sustaining growth is a challenge for virtually every company." What informational role did Dr. Koerber assume?

- a. liaison
- b. resource allocator
- c. figurehead
- d. spokesperson

ANSWER: d

51. The WE Charity's board of directors made a commitment to ask their stakeholders for feedback about their experiences with and perceptions of the organization's signature event, WE Day. The head of the organization volunteered to conduct the environmental scanning and share what he learned with the others. Which informational roles did the head of the organization assume?

- a. liaison and spokesperson
- b. liaison and resource allocator
- c. monitor and disseminator
- d. monitor and negotiator

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ANSWER:

c

52. After the death of her husband, Miriam McAllister became the CEO of a company that is the world's leading manufacturer of kidney dialysis machines. Even though she was not expected to, she was quick to ask company employees to develop ideas for new products that would lead to organizational growth in a changing environment. What decisional role did McAllister assume?

- a. leader
- b. disseminator
- c. resource allocator
- d. entrepreneur

ANSWER:

d

53. In what decisional role do managers adapt themselves, their subordinates, and their units to incremental change?

- a. resource allocator
- b. entrepreneur
- c. disturbance handler
- d. liaison

ANSWER:

b

54. Bombardier announced a turnaround plan in 2015, and has provided regular updates to the media and financial world since. According to Henry Mintzberg, which managerial role would have been adopted in order to make these announcements?

- a. disturbance handler
- b. controller
- c. spokesperson
- d. entrepreneur

ANSWER:

c

55. Connie O'Day is a middle manager for the publishers of *Maclean's* magazine, a Canadian news and general interest publication targeted at Canadians from a wide variety of backgrounds. O'Day spends much of her day conducting interviews with groups of Canadians to determine what they consider most important in their lives. She also keeps an eye on the sales and content of other news and general interest magazines. Which informational role does O'Day perform?

- a. entrepreneur
- b. monitor
- c. spokesperson
- d. liaison

ANSWER:

b

56. Which informational role do managers play when sharing information they have collected with their subordinates and others in the company?

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- a. monitor
- b. figurehead
- c. resource allocator
- d. disseminator

ANSWER: d

57. The sales manager is in charge of monitoring the expense accounts of her sales force. Which of the following roles is most closely associated with her actions?

- a. resource allocator
- b. entrepreneur
- c. disturbance handler
- d. disseminator

ANSWER: a

58. Recent Facebook and Twitter advertisements for washing machines by LG Canada were accused of being sexist, and a backlash ensued. What role were the LG Canada managers forced into?

- a. entrepreneurs
- b. disturbance handlers
- c. liaisons
- d. disseminators

ANSWER: b

59. According to Henry Mintzberg, which role would a manager assume if trying to convince union members to accept a significant reduction in pay in order to keep the manufacturing plant open?

- a. resource allocator
- b. entrepreneur
- c. liaison
- d. negotiator

ANSWER: d

60. Which of the following skills is most exhibited by an accountant who has the ability to create a budget, compare the budget to the actual income statement, and determine unnecessary expenses?

- a. technical skill
- b. human skill
- c. conceptual skill
- d. motivation to manage

ANSWER: a

61. Which types of skills tend to be most important to the success of lower-level managers?

- a. decisional skills
- b. human skills

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- c. motivation to manage
- d. technical skills

ANSWER: d

62. An advertisement for a beer company was criticized for promoting skiing out of bounds, which has a significant cost to search and rescue organizations. Which kinds of skills would the company's marketing manager need most to determine that the advertisement was creating bad publicity for the company?

- a. informational
- b. conceptual
- c. interpersonal
- d. decisional

ANSWER: b

63. Which of the following skills is demonstrated by helping others express their thoughts and feelings, while being sensitive to others' needs and viewpoints?

- a. human skill
- b. conceptual skill
- c. interpersonal skill
- d. decisional skill

ANSWER: a

64. Which types of skills tend to be equally important at all levels of management?

- a. technical skills
- b. human skills
- c. decisional skills
- d. motivation to manage

ANSWER: b

65. Martha has been with her company for 15 years. She started at the lowest level in manufacturing and worked her way up through all the management levels. She is now the vice president of operations. Which skill was Martha most likely equally adept at through each level of her progress?

- a. technical skills
- b. human skills
- c. decisional skills
- d. motivation to manage

ANSWER: b

66. Which set of skills increases in importance for success as people rise through the managerial ranks?

- a. human skills and technical skills
- b. human skills and the motivation to manage
- c. conceptual skills and the motivation to manage

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- d. conceptual skills and human skills

ANSWER:

c

67. Which of the following characteristics is **most** likely to indicate a leader who may be at risk of a “derailment”?

- a. builds solid working relationships with colleagues
- b. has a track record of achievement in a functional context
- c. has a track record of learning from their past mistakes
- d. understands their team’s strengths and uses them extensively

ANSWER:

b

68. Why is preventing leadership derailment important to organizations?

- a. There are significant impacts to followers, leaders, and the organization.
- b. They want to ensure leaders have significant functional depth.
- c. Leaders learn more from their failures.
- d. Teams work better when their leader tries to keep things the same.

ANSWER:

a

69. The strategies used to help prevent leaders derailing **most reflect** which of the following statements?

- a. Leaders need to be self-aware, so they can manage to their personality strengths.
- b. Training supports leaders in the long run more than coaching does.
- c. Managers need to understand early warning signs of burnout and plan to avoid it.
- d. Leadership development represents a long-term investment in a company’s success.

ANSWER:

d

70. After six months in the role, what do new managers most typically believe their job is?

- a. to exercise formal authority
- b. to maintain control and avoid delegation
- c. to develop people’s potential
- d. to solve problems for subordinates

ANSWER:

d

71. What do managers tend to do after their first year of managerial experience?

- a. They exercise more formal authority.
- b. They do less listening and more telling.
- c. They view themselves as the boss.
- d. They use more positive reinforcement.

ANSWER:

d

72. After a year as a manager, what do new managers typically realize to be their job’s most frequent role?

- a. troubleshooting

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- b. managing tasks
- c. problem solving
- d. developing people

ANSWER:

d

Narrative 1-1

Michael Medline held the CEO position of Canadian Tire Corporation for about 15 months until July 2016, when the board asked its former CEO, Stephen Wetmore, to return. The board was concerned about the long-term digital strategy Medline proposed, despite strong financial results. Medline had extensive operational experience, including running two of Canadian Tire Corporation's apparel divisions in addition to the core auto parts and petroleum businesses.

73. Refer to Narrative 1-1. Which of the following most contributed to Medline's ouster?

- a. effectiveness
- b. synergy
- c. advocacy
- d. efficiency

ANSWER:

a

74. Refer to Narrative 1-1. Which management function did the board argue Medline had failed to perform at the time of his departure?

- a. planning
- b. controlling
- c. leading
- d. organizing

ANSWER:

a

75. Refer to Narrative 1-1. Which of the following tasks would Medline, as the CEO of Canadian Tire Corporation, have been responsible for?

- a. developing plans to address digital initiatives
- b. making sales calls
- c. ensuring that the ecommerce functions were operating efficiently on a daily basis
- d. sourcing new suppliers for the most popular items sold in-store

ANSWER:

a

76. Refer to Narrative 1-1. What role did Medline play in terms of determining which initiatives should be highest-ranked?

- a. the managerial role
- b. the informational role
- c. the decisional role
- d. the organizational role

ANSWER:

c

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77. Refer to Narrative 1-1. According to the textbook, managers need four skills to be successful. The fact that Medline had been a successful leader across many different functions indicates he had which type of skill?

- a. technical
- b. interpersonal
- c. conceptual
- d. human

ANSWER:

c

Narrative 1-2

In April 2013, Volkswagen reported a net profit increase of 41 percent. While the future looks bright for VW today, it was not always so. In August 2005, VW's past chief executive officer, Bernd Pischetsrieder, announced another restructuring plan for the company. VW is Europe's largest carmaker and needed to make itself profitable once again. To do so, VW cut thousands of jobs through natural attrition, early retirement, and buyouts of worker contracts. The carmaker also reviewed its component parts factories in Brunswick, Kassel, and Wolfsburg to help it accomplish its organizational goal. Pischetsrieder blamed much of the company's problems on restructuring that was done in 1993. He insisted that the company missed a whole generation of managers because its former CEO eliminated a whole management layer. As a result, 45 percent of the managers at that time went into retirement over the following three to four years.

78. Refer to Narrative 1-2. What is VW examining in its component parts factories?

- a. efficiency
- b. synergy
- c. effectiveness
- d. autonomy

ANSWER:

c

79. Refer to Narrative 1-2. Which of the following management functions is most involved in the restructuring efforts?

- a. leading
- b. planning
- c. controlling
- d. organizing

ANSWER:

d

80. Refer to Narrative 1-2. Which of the following management functions is most involved in deciding how to replace retiring managers?

- a. leading
- b. planning
- c. controlling
- d. organizing

ANSWER:

a

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81. Refer to Narrative 1-2. What role is Bernd Pischetsrieder an example of?

- a. supervisor
- b. middle manager
- c. team leader
- d. top manager

ANSWER:

d

82. Refer to Narrative 1-2. Which role did Bernd Pischetsrieder assume in making his announcement about restructuring?

- a. figurehead
- b. spokesperson
- c. liaison
- d. monitor

ANSWER:

b

83. Refer to Narrative 1-2. Bernd Pischetsrieder flew to Brussels to meet with employees at a VW plant and explain his plans for improving the company's profitability. What role did the CEO assume?

- a. figurehead
- b. spokesperson
- c. liaison
- d. disseminator

ANSWER:

d

Narrative 1-3

From the start, Amazon.com has been in a hurry to be a success. According to company founder and chief executive officer (CEO) Jeff Bezos, "Our initial strategy was very focused and very unidimensional. It was GBF: Get big fast."

With billions to spend from its initial stock offering (Amazon's stock quickly rose to over \$100 per share), Amazon spent \$400 million to build eight high-tech warehouses across the country. Each was capable of shipping 60 million items per year, and Amazon needed to control the entire buying transaction, beginning with online ordering, proceeding to quick warehouse handling and boxing, and ending with timely shipping and delivery.

Unfortunately, Amazon grew so fast that it soon lost control of the basics. Amazon burned money so quickly that it had to issue bonds to raise another \$2.2 billion to keep the company running. Still, it had only enough business and cash to run six of those new warehouses. Consequently, the company took a \$400 million loss to close two of the warehouses and lay off 1,500 people. Furthermore, the six remaining warehouses were poorly run. Defective products, which should have been returned to manufacturers, sat on the shelves wasting space. Mystery orders kept showing up. Instead of declining the deliveries, workers put whole truckloads of unordered items on the shelves. Amazon had so much unsold inventory in its warehouses that CEO Bezos sent out an email with a point-blank message: "Get the crap out." Amazon's problem was not its sales, which were growing exponentially, but rather in poor management. As a result, its stock, once valued at over \$100 per share,

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dropped to a low of \$6. Amazon has lost more than \$3 billion since its inception. As for profits, founder Bezos cautioned patience.

In the year that Amazon reported its first quarterly profit that profit amounted to only \$5 million on \$1.12 billion in sales in its fourth quarter, and Amazon still lost \$45 million for the year. Furthermore, it still has long-term debt of \$2.2 billion to pay off at the rate of \$120 million per year. Results like these would have cost any other CEO their job. If Amazon is ultimately to survive and be profitable, what does it need to do to become a more efficiently run company?

84. Refer to Narrative 1-3. CEO Jeff Bezos must wrestle with basic management issues, such as how to get more done at Amazon with a minimum of effort, expense, or waste. In other words, which of the following will be the goal of the CEO's management strategy?

- a. increasing effectiveness
- b. finding synergies
- c. making the company more environmentally friendly
- d. increasing efficiency

ANSWER:

d

85. Refer to Narrative 1-3. Which traditional management function was key in achieving the goal of getting rid of thousands of dollars' worth of unsold inventory?

- a. organizing
- b. leading
- c. planning
- d. controlling

ANSWER:

c

86. Refer to Narrative 1-3. Which traditional management function will be key in ensuring that Amazon is never again burdened with thousands of dollars' worth of unsold inventory?

- a. organizing
- b. leading
- c. planning
- d. controlling

ANSWER:

d

87. Refer to Narrative 1-3. What is Jeff Bezos most responsible for as CEO of Amazon?

- a. developing employee commitment to the company's performance
- b. monitoring and managing the performance of subunits and individual managers who report to him
- c. setting objectives consistent with top management's goals
- d. coordinating and linking groups, departments, and divisions within the company

ANSWER:

a

88. Refer to Narrative 1-3. Amazon has had nearly a billion dollars in losses because of poor decisions, such as overbuilding warehouses and investing in failed dotcom companies. Which of the following skills is most

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important for Amazon's top managers to have to become more effective?

- a. technical skills
- b. human skills
- c. conceptual skills
- d. motivating skills

ANSWER:

c

Narrative 1-4

In 2014, Coca-Cola and PepsiCo launched two mid-calorie sodas, Coca-Cola Life and Pepsi Next (in Canada), banking on the health-conscious trend. Health-conscious consumers rejected the drinks en masse since one serving of the new drinks contains about a day's worth of sugar for women.

89. Refer to Narrative 1-4. Which word best describes the product introductions, given that the objective of both soft-drink manufacturers was to increase their market share?

- a. synergistic
- b. empathetic
- c. inefficient
- d. autonomous

ANSWER:

c

90. Refer to Narrative 1-4. Which level of management at each company was responsible for determining that the soda should be added to the product line?

- a. middle management
- b. team leaders
- c. product supervisors
- d. top management

ANSWER:

d

91. Refer to Narrative 1-4. Which of Mintzberg's managerial roles would have been used to determine that a potential market niche existed for a lower-sugar cola?

- a. the managerial role
- b. the informational role
- c. the decisional role
- d. the organizational role

ANSWER:

b

92. Refer to Narrative 1-4. Earlier attempts to enter the less-sweetened cola market with Coca-Cola C2 and Pepsi Edge failed. Which problem **most likely** explains why Coca-Cola's leadership decided to re-enter the market?

- a. failure to meet business objectives
- b. too narrow a functional orientation
- c. problems with interpersonal relationships

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- d. difficulty in changing or adapting

ANSWER:

d

93. Good management is basic to starting and growing a business, but once some measure of success has been achieved, it becomes less important.

- a. True
b. False

ANSWER:

False

94. Managers are responsible for doing the basic work in the company.

- a. True
b. False

ANSWER:

False

95. Companies that plan have larger profits and faster growth than companies that don't.

- a. True
b. False

ANSWER:

True

96. The classical functions of management are (1) making things happen, (2) meeting the competition, (3) organizing people, projects, and processes, and (4) leading.

- a. True
b. False

ANSWER:

False

97. Top managers are the managers responsible for facilitating team activities toward goal accomplishment.

- a. True
b. False

ANSWER:

False

98. Typical titles used for top managers are general manager, plant manager, regional manager, and divisional manager.

- a. True
b. False

ANSWER:

False

99. Top managers are responsible for creating a context for change in the organization.

- a. True
b. False

ANSWER:

True

100. First-line managers are responsible for setting objectives consistent with organizational goals, and for planning and implementing subunit strategies for achieving these objectives.

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- a. True
- b. False

ANSWER: False

101. Middle managers are typically responsible for coordinating and linking groups, departments, and divisions within a company.

- a. True
- b. False

ANSWER: True

102. First-line managers are the only managers who do not supervise other managers.

- a. True
- b. False

ANSWER: True

103. Middle managers engage in plans and actions that typically produce results within two weeks.

- a. True
- b. False

ANSWER: False

104. The job of team leader is a management position.

- a. True
- b. False

ANSWER: True

105. Team leaders direct the work of individuals within the team structure.

- a. True
- b. False

ANSWER: False

106. Team leaders are responsible for managing both internal team relationships and external relationships with other teams, departments, and divisions in a company.

- a. True
- b. False

ANSWER: True

107. Team leaders are less reliant on interpersonal conflict management because it is a critical skill for first-line managers.

- a. True
- b. False

ANSWER: False

108. The three interpersonal subroles are monitor, disseminator, and spokesperson.

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- a. True
- b. False

ANSWER: False

109. Henry Mintzberg concluded that managers fulfill three major roles while performing their jobs. These roles are categorized as interpersonal roles, organizational roles, and decisional roles.

- a. True
- b. False

ANSWER: False

110. The decisional roles consist of four subroles: entrepreneur, disturbance handler, resource allocator, and spokesperson.

- a. True
- b. False

ANSWER: False

111. In the entrepreneur role, managers adapt themselves, their subordinates, and their units to incremental change.

- a. True
- b. False

ANSWER: True

112. Companies look for a total of three sets of skills in individuals to identify potential managers. These desired skills are technical skills, human skills, and conceptual skills.

- a. True
- b. False

ANSWER: True

113. Technical skill refers to the ability to see the organization as a whole, how the different parts affect each other, and how the company fits into or is affected by its environment.

- a. True
- b. False

ANSWER: False

114. For many managers, the knowledge, skills, and abilities that led to success early in their careers—that is, before their promotion into the ranks of management—may not necessarily help them succeed as managers.

- a. True
- b. False

ANSWER: True

115. Conceptual skills are most important for lower-level managers.

- a. True
- b. False

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ANSWER: False

116. Upper-level managers may spend more time dealing with people than lower-level managers.

- a. True
- b. False

ANSWER: True

117. The number one mistake made by managers who were “derailed” from their fast-track movement up the managerial ranks was that they didn’t develop the necessary technical skills.

- a. True
- b. False

ANSWER: False

118. Define efficiency and effectiveness, and explain their relationship to the process of management.

ANSWER: Managers need to be concerned with both efficiency and effectiveness in the work process. Efficiency is getting work done with a minimum of effort, expense, or waste. By itself, efficiency is not enough to ensure managerial success. Managers must also strive for effectiveness, which is accomplishing tasks that help fulfill organizational objectives.

119. List and briefly identify the four classical functions of management.

ANSWER: The four classical functions of management are planning (determining organizational goals and the means for achieving them), organizing (deciding where decisions will be made, who will do what jobs and tasks, and who will work for whom), leading (inspiring and motivating workers to work hard to achieve organizational goals), and controlling (monitoring progress toward goal achievement and taking corrective action when needed).

120. Identify the four different kinds of managers. List one of the basic responsibilities for each of these four different manager types.

ANSWER: Top managers are responsible for creating a context for change, developing attitudes of commitment and ownership, creating a positive organizational culture through words and actions, and monitoring their company’s business environments. Middle managers are responsible for planning and allocating resources, coordinating and linking groups and departments, monitoring and managing the performance of subunits and managers, and implementing the changes or strategies generated by top managers. First-line managers are responsible for managing the performance of non-managerial employees, teaching people who directly report to them how to do their jobs, and making detailed schedules and operating plans based on middle management’s intermediate-range plans. Team leaders are responsible for facilitating team performance, managing external relationships, and facilitating internal team relationships.

121. What are the four major responsibilities of the typical middle manager?

ANSWER: The four major responsibilities of middle managers are (1) setting objectives consistent with top management’s goals and planning and implementing subunit strategies for achieving these objectives; (2) coordinating and linking groups, departments, and divisions within a company; (3) monitoring and managing the performance of subunits and individual managers who report to them; and (4) implementing the changes or strategies generated by top managers.

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122. Specify the differences in the time frames involved in planning done by top, middle, and first-line managers.

ANSWER: Top managers typically create long-term plans, designed to produce results three to five years out. Middle managers are responsible for intermediate plans (6 to 18 months out). First-line supervisors engage in plans and actions that typically produce results within two weeks.

123. Among the four kinds of management jobs, specify the one that is the most recent addition to organizations. List the basic responsibilities of that management job.

ANSWER: The fourth kind of manager is a team leader. This relatively new kind of management job developed as companies shifted to self-managing teams, which, by definition, have no formal supervisor. Team leaders are responsible for facilitating team performance (but the team itself is responsible for performance), managing external relationships, and facilitating internal team relationships.

124. List and briefly identify the three basic managerial roles identified by Henry Mintzberg. Include a list of the basic subroles that characterize each of these roles in your definition.

ANSWER: Managers fulfill three major roles while performing their jobs: (1) interpersonal roles (e.g., talking to people), which include the subroles of figurehead, leader, and liaison; (2) informational roles (e.g., gathering and giving information), which include the subroles of monitor, disseminator, and spokesperson; and (3) decisional roles (e.g., making decisions), including the subroles of entrepreneur, disturbance handler, resource allocator, and negotiator.

125. List and briefly identify the three kinds of skills that companies look for in managers.

ANSWER: When companies look for employees who would be good managers, they look for individuals who have technical skills, human skills, and conceptual skills, as well as the motivation to manage. *Technical skills* refer to the ability to apply the specialized procedures, techniques, and knowledge required to get the job done. *Human skills* are the ability to work well with others. *Conceptual skills* relate to being able to see the organization as a whole, to appreciate how the different parts of the company affect one another and how the company fits into or is affected by its external environment.

126. Within the three sets of skills that companies look for in managers, specify those that tend to be more important or more prevalent in higher-level than lower-level managers.

ANSWER: When companies look for employees who would be good managers, they look for individuals who have technical skills (the ability to apply the specialized procedures, techniques, and knowledge required to get the job done), human skills (the ability to work well with others), and conceptual skills (the ability to see the organization as a whole and understand how the different parts of the company affect one another and how the company fits into or is affected by its external environment), and are motivated to manage (an assessment of how enthusiastic employees are about managing the work of others). The latter characteristic tends to be stronger in higher-level managers. Conceptual skill increases in importance as managers rise through the management hierarchy.

127. Identify three of the five most significant mistakes that managers make.

ANSWER: Five of the most critical mistakes made by managers are (1) being abrasive and intimidating; (2)

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being cold, aloof, or arrogant; (3) betraying trust; (4) being overly ambitious; and (5) overmanaging and failing to delegate.

128. Top managers are responsible for (1) creating a context for change, (2) developing attitudes of commitment and ownership, (3) creating a positive organizational culture through words and actions, and (4) monitoring their company's business environment. Of these four dimensions, which ones do you think can also be subject to a significant impact from the day-to-day actions of middle managers, first-line managers, and team leaders? Explain the rationale for your answer.

ANSWER: In their day-to-day activities, lower-level managers probably do not have a significant impact on two of the four dimensions: creating a context for change and monitoring their company's business environment. Regarding both of these dimensions, lower-level managers have neither the time available to collect the necessary information for analysis, synthesis, and decision making, nor the authority to develop and put in place overall strategies, visions, or mission statements. On the other hand, when it comes to the dimension of developing attitudes of commitment and ownership, the day-to-day treatment of peers, subordinates, and other employees will often have an impact on the attitudes and commitment of those employees and their personal acceptance of responsibility for their share of the company's performance. Similarly, by their actions, lower-level managers can demonstrate the importance of, and their commitment to, company values and strategies, thereby addressing the dimension of creating a positive organizational culture through words and actions. They can support and enhance a positive organizational culture through their actions and language by living those values and commitments and demonstrating this to all employees through personal behaviour. Employees will be more likely to accept and support the organization's culture if they see managers at all levels "living the culture" in their day-to-day work.

129. Compare and contrast the managerial roles of liaison, spokesperson, and negotiator. Explain both the similarities that link these roles behaviourally and the differences that are used by Henry Mintzberg to differentiate them.

ANSWER: The roles of liaison, spokesperson, and negotiator are all subroles within Mintzberg's larger framework of three major roles fulfilled by managers while performing their jobs. The liaison is an *interpersonal* subrole, the spokesperson is an *informational* subrole, and the negotiator is a *decisional* subrole. From the behavioural point of view, *each of these subroles is characterized by direct communication between the manager and other people*. Specifically, in the liaison role, managers deal with people outside their units. For example, a production manager might meet with an engineering manager to develop solutions to problems. In the spokesperson role, managers share information with people outside their departments and companies. For example, a CEO might explain company performance to the board of directors. In the negotiator role, managers negotiate schedules, projects, goals, outcomes, resources, and employee raises, as in negotiating a union contract, for example. Thus, *from the perspective of the behaviour of the manager, there is considerable similarity and overlap in these roles—Mintzberg differentiates them in terms of their primary focus*. In the case of behaviour associated with the liaison role, the primary focus is on dealing with people outside of the managers' unit (as opposed to their own subordinates or bosses), and thus the role is interpersonal. In the case of the spokesperson, the primary focus is on the sharing of information with people outside their units or companies, and thus the role is informational. Finally, in the case of the negotiator, the primary focus is on making or influencing decisions in a manner that will benefit the company, and thus the role is decisional.

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130. Compare and contrast the relative importance of the three characteristics that companies look for in managers as they rise through the management hierarchy. In other words, describe the similarities and differences in these characteristics among lower-, middle-, and upper-level managers, and explain the reasons for the differences.

ANSWER: Companies look for three sets of characteristics in individuals to be promoted into the managerial ranks at any level. These characteristics are *technical skills*, *human skills*, and *conceptual skills*. Thus, in terms of similarities, all three of these skills are required in anyone who wants to be a manager. Companies do not want one-dimensional managers. They want managers with a balance of skills. They want managers who know their stuff (technical skills), are equally comfortable working with blue-collar and white-collar employees (human skills), are able to assess the complexities of today's competitive marketplace and position their companies for success (conceptual skills), and want to assume positions of leadership and power (motivation to manage). There are, however, differences in the relative importance of each of these characteristics to managerial success at different levels of the management hierarchy. *Technical skills are most important for lower-level managers* because these managers supervise the line workers who produce products or serve customers. Team leaders and first-line managers need technical knowledge and skills to train new employees and help them solve problems, as well as to solve the problems that their employees cannot handle. Although technical skills become less important as managers rise through the managerial ranks, they retain importance at all levels. *Human skill (the ability to work well with others) is equally important at all levels of management*. However, since lower-level managers spend much of their time solving technical problems, upper-level managers may spend more time dealing directly with people. *Conceptual skills increase in importance as managers rise through the managerial ranks*. Conceptual skill relates to being able to see the organization as a whole and to understand how the different parts of the company affect one another and how the company fits into or is affected by its external environment, such as the local community, social and economic forces, customers, and competition. Good managers have to be able to recognize, understand, and reconcile multiple complex problems and perspectives, making conceptual skills particularly important to upper-level managers.

131. Describe the transition to management during the first year. Explain how this illustrates the chapter's emphasis on human skills as being more important than technical skills for success or failure in management.

ANSWER: Managers often begin their jobs by using more formal authority and emphasizing their role as boss in the management of tasks. New managers typically do not believe that their job is to manage people, other than handling the tasks of hiring and firing. However, most managers find that being a manager has little to do with "bossing" their subordinates. After six months on the job, many managers were surprised at the fast pace, the heavy workload, and the reaction that "helping" their subordinates was viewed as interference. In short, they came to realize that their initial expectations about managerial work had been wrong. After a year on the job, most of the managers no longer thought of themselves as doers, but as managers who get things done through others. In making the transition, they finally realized that people development was the most important part of their job. By the end of one year, most managers will have abandoned their authoritarian approach for one based on communication, listening, and positive reinforcement. In completing this classic transition from doer to manager, they stop trying to do everything themselves and emphasize getting work done through others. In this way, their previous satisfaction (as individual contributors) with the direct production of goods or services is replaced with the "thrill" of coaching and developing the people who work for them. As the basic activities occupying their time change, their need for technical

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skills becomes less, while their need for human skills remains crucial to their success. In fact, five of the most critical mistakes that managers make revolve around people skills rather than technical skills: these are being abrasive and intimidating; being cold, aloof, or arrogant; betraying trust; being overly ambitious; and failing to build a team and then delegate to that team. Thus, human skills clearly are more important than technical skills for success or failure in management.