

Chapter 1: Management

True / False

1. Whether a person begins his or her career at the entry level or as a supervisor, his or her job as a manager is to do the work.

- a. True
- b. False

ANSWER:

False

2. Management is defined as solving organizational problems.

- a. True
- b. False

ANSWER:

False

3. Efficiency is accomplishing tasks that help fulfill organizational objectives.

- a. True
- b. False

ANSWER:

False

4. The management function of leading involves determining organizational goals and a means for achieving them.

- a. True
- b. False

ANSWER:

False

5. Middle managers are the only managers who do not supervise other managers.

- a. True
- b. False

ANSWER:

False

6. First-line managers are primarily responsible for facilitating team activities toward accomplishing a goal.

- a. True
- b. False

ANSWER:

False

7. In the entrepreneur role of management, managers adapt themselves, their subordinates, and their units to change.

- a. True
- b. False

ANSWER:

True

8. Technical skills are more important for top managers and middle managers than they are for lower-level managers.

- a. True
- b. False

ANSWER:

False

9. Conceptual skills are the specialized procedures, techniques, and knowledge required to get the job done.

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- a. True
- b. False

ANSWER: False

10. Arrivers are managers who started out strong in their careers but were knocked off the fast track by the time they reached the middle to upper levels of management.

- a. True
- b. False

ANSWER: False

11. According to Jeffrey Pfeffer, managers in top-performing companies used increased status distinctions to achieve financial performance.

- a. True
- b. False

ANSWER: False

12. According to Jeffrey Pfeffer, companies that invest in business ideas will create long-lasting competitive advantages that are difficult for other companies to duplicate.

- a. True
- b. False

ANSWER: False

13. Managers influence customer satisfaction through employee satisfaction.

- a. True
- b. False

ANSWER: True

Multiple Choice

14. When Ruth was hired by Graham Services Inc. to head its customer service operations, she was told that her role involved supervising the work of her employees and ensuring that they did their jobs well. Ruth's job is related to:

- a. marketing.
- b. recruitment.
- c. management.
- d. finance.

ANSWER: c

15. Relish Inc. is a fruit juice manufacturing company. The company ensures that raw materials are fully utilized. It also makes sure that minimal waste is produced. The juice extraction and packaging units of the company are designed in such way that the quality of its products are maintained with minimal costs. Relish is involved in achieving ____.

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

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ANSWER:

b

16. Trent Automobiles Inc. was expecting a large shipment of scrap metal the previous week. Since the shipment did not arrive on time, the supply manager at Trent Automobiles was forced to place another order for the same quantity of scrap metal from a local manufacturer. As a result, its car manufacturing processes got delayed and expenses increased. In this scenario, Trent Automobiles is demonstrating a lack of _____.

- a. synergy
- b. disintermediation
- c. instrumentality
- d. efficiency

ANSWER:

d

17. Venus Diner, a fast food restaurant, has installed two additional billing counters to reduce waiting time for customers. This has helped the restaurant improve its customer service and satisfaction. This scenario illustrates that Venus Diner is striving for _____.

- a. effectiveness
- b. consistency
- c. synergy
- d. cohesiveness

ANSWER:

a

18. Providing a great shopping experience to customers is one of the important objectives of Purple Fashions Inc., a clothing store. To achieve this objective, the company has a team of committed customer service professionals whose job is to ensure that customers get exactly what they want. This scenario illustrates that Purple Fashions is trying to achieve _____.

- a. organizational commitment
- b. employee productivity
- c. employee satisfaction
- d. organizational effectiveness

ANSWER:

d

19. Which of the following statements is true of planning?

- a. It is one of the best ways to improve performance.
- b. It is the last function of management.
- c. It involves monitoring progress toward goal achievement.
- d. It involves hiring and leading workers.

ANSWER:

a

20. After Hayworth Publishers realized that it was incurring losses, it set new objectives. These objectives were to increase revenues by at least five percent and reduce net losses by at least 80 percent. In this scenario, which of the following management functions is involved in setting these goals and helping the company meet them?

- a. Controlling
- b. Organizing
- c. Planning
- d. Leading

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ANSWER:

c

21. A business administrator in a school is determining how classes will be scheduled, which rooms will be allocated, and who will teach each subject in the curriculum. Which of the following management functions is illustrated in this scenario?

- a. Planning
- b. Organizing
- c. Controlling
- d. Leading

ANSWER:

b

22. Jane is in charge of her Rotary Club's annual fundraising auction. She has to decide who will collect donations from local businesses, determine the site of the event, decide who will sell tickets to customers, and who will conduct the auction. Jane is engaged in the management function of _____.

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

ANSWER:

d

23. As the chief executive officer of Hayden Corp., Kim found an effective way to reward high-performing employees and boost their morale during an economic downturn. Which of the following management functions was Kim engaged in?

- a. Planning
- b. Organizing
- c. Leading
- d. Controlling

ANSWER:

c

24. Jared, the operations head at Cerise Confectionery, showed gratitude to his employees by hosting an employee appreciation day. In this scenario, Jared used the management function of _____ to boost the morale of his employees.

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

ANSWER:

a

25. The top management at Vermilion Inc. realized that there were some technical defects in the company's new manufacturing plant that was under construction. Technical specialists were sent to the site to correct the issues. This scenario illustrates the management function of _____.

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

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ANSWER:

c

26. Auburn Inc., a publishing company, realized that there was a factual error in the August issue of its business magazine, Alacrity. The magazine's editor-in-chief immediately released a press statement apologizing for the error. Subsequently, Auburn published the actual figures in Alacrity's September issue. Which of the following management functions was used in this scenario?

- a. Controlling
- b. Leading
- c. Motivating
- d. Planning

ANSWER:

a

27. Which of the following is a function of a top manager?

- a. Facilitating team activities toward accomplishing a goal
- b. Creating a positive organizational culture through language and action
- c. Coordinating and linking groups, departments, and divisions within a company
- d. Monitoring the performance of individual managers who report to him or her

ANSWER:

b

28. Mike supervises the work of assembly line workers in an automobile manufacturing firm. Most of his time is spent on quality control, scheduling workers, and training new employees. Mike can be categorized as a _____.

- a. first-line manager
- b. middle manager
- c. top-level manager
- d. plant manager

ANSWER:

a

29. Which of the following is a relatively new kind of management position that developed as companies shifted to self-managing groups?

- a. Top manager
- b. Team leader
- c. First-line leader
- d. Middle manager

ANSWER:

b

30. A team leader is responsible for:

- a. his or her team's performance.
- b. closely monitoring long-term business, economic, and social trends.
- c. developing organizational codes of ethics.
- d. fostering good relationships within his or her team.

ANSWER:

d

31. Aaron, the chief executive officer of Periwinkle Inc., often sits on the boards of other companies to share viewpoints on business operations. In this case, Aaron performs the _____ role of interpersonal role of management.

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- a. liaison
- b. disseminator
- c. disturbance handler
- d. figurehead

ANSWER:

a

32. In the _____, managers share the information they have collected with their subordinates and others in a company.

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

ANSWER:

d

33. In the context of Mintzberg's managerial roles, managers in the _____ share information with people outside their departments or companies.

- a. entrepreneur role
- b. spokesperson role
- c. figurehead role
- d. disseminator role

ANSWER:

b

34. Philip works at a graphic designing firm. He can efficiently work on various graphic designing software. He can create visuals and illustrations as per clients' requirements. This scenario illustrates that Philip has _____.

- a. interpersonal skills
- b. negotiation skills
- c. conceptual skills
- d. technical skills

ANSWER:

d

35. An accountant with _____ has the ability to create statements for a budget, compare the budget to the actual income statement of a particular financial year, and determine unnecessary expenses.

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

ANSWER:

a

36. _____ are equally important at all levels of management, from team leaders to chief executive officers.

- a. Technical skills
- b. Human skills
- c. Spatial skills
- d. Conceptual skills

ANSWER:

b

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37. Robert is a manager at Beta Corp. Many of his subordinates mention that they find it very easy to work and communicate with Robert. According to them, Robert is a good listener and communicates his ideas effectively. Moreover, he is sensitive to the feelings of others and encourages them to express their opinions. This scenario illustrates that that Robert has good _____.

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

ANSWER: d

38. Which of the following skills includes the ability to recognize how a company fits into or is affected by its environment?

- a. Technical skills
- b. Human skills
- c. Conceptual skills
- d. Informational skills

ANSWER: c

39. _____ increase in importance as managers rise through the management hierarchy.

- a. Spatial skills
- b. Conceptual skills
- c. Technical skills
- d. Interpersonal skills

ANSWER: b

40. As a supervisor at an automobile service center, Jacob is bossy, arrogant, and insensitive to the needs of his subordinates. He is unable to delegate tasks effectively. This scenario illustrates that Jacob has the characteristics of a(n):

- a. derailer.
- b. empathetic leader.
- c. permissive leader.
- d. arriver.

ANSWER: a

41. Which of the following is a characteristic of derailers?

- a. They are usually talentless.
- b. They admit their mistakes.
- c. They are warm and friendly to others.
- d. They are abrasive and intimidating.

ANSWER: d

42. According to Linda Hill's study, which of the following is true of managers' initial expectations about their job?

- a. They think of themselves as managers and not doers.
- b. They believe that they need to "be the boss."
- c. They think that their job is to be a problem solver for subordinates.

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- d. They tend to expect heavy workload.

ANSWER:

b

43. According to Linda Hill's study, after six months as a manager, most of the new managers typically believe that their job is to:

- a. tell others what to do.
- b. exercise formal authority.
- c. be the boss and get things done.
- d. solve problems for subordinates.

ANSWER:

d

44. According to Linda Hill's study, after their first year of managerial experience, managers tend to:

- a. exercise formal authority.
- b. use positive reinforcement.
- c. view themselves as the boss.
- d. tell others what to do.

ANSWER:

b

45. According to Stanford University business professor Jeffrey Pfeffer, which of the following ideas is used by managers in top-performing companies?

- a. Increased status distinctions
- b. Centralization of authority
- c. Self-managed teams
- d. Reduced training

ANSWER:

c

Completion

46. _____ involves encouraging employees to engage in behaviors directly related to goal accomplishment.

- A. Supervising
- B. Organizing
- C. Planning
- D. Controlling

ANSWER:

Planning

47. _____ are typically responsible for developing employees' commitment to and ownership of a company's performance.

- A. Top managers
- B. Middle managers
- C. First-line managers
- D. Team leaders

ANSWER:

Top managers

48. _____ are typically responsible for planning and allocating resources to meet organizational objectives.

- A. Top managers
- B. Team leaders

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- C. Middle managers
- D. First-line managers

ANSWER: Middle managers

49. According to Henry Mintzberg, in the _____, managers motivate and encourage workers to accomplish organizational objectives.

- A. figurehead role
- B. entrepreneur role
- C. leader role
- D. monitor role

ANSWER: leader role

50. According to Henry Mintzberg, in the _____, managers receive a great deal of unsolicited information because of their personal contacts.

- A. leader role
- B. monitor role
- C. figurehead role
- D. negotiator role

ANSWER: monitor role

51. _____ is defined as getting work done through others.

ANSWER: Management

52. _____ involves accomplishing tasks that help fulfill organizational objectives.

ANSWER: Effectiveness

53. The _____ is the decisional role that managers play when they decide who gets what resources and in what amounts.

ANSWER: resource allocator role

54. The _____ is the decisional role that managers play when they negotiate schedules, projects, goals, outcomes, resources, and employee raises.

ANSWER: negotiator role

55. _____ is the ultimate form of commitment companies can make to their workers.

ANSWER: Employment security