

TRUE/FALSE

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

ANS: F

The four classical functions of management are planning, organizing, leading, and controlling.

PTS: 1 REF: 1.2 OBJ: 1.1 TOP: AACSB Analytic

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

ANS: T PTS: 1 REF: 1.3c OBJ: 1.3

TOP: AACSB Analytic

3. Companies look for a total of four sets of skills in individuals to identify potential managers. These desired skills are technical skills, human skills, conceptual skills, and motivation to manage.

ANS: T PTS: 1 REF: 1.5 OBJ: 1.5

TOP: AACSB Analytic

MULTIPLE CHOICE

1. A manager who gets work done with a minimum of effort is increasing the _____ of the organization
 - a. efficiency
 - b. effectiveness
 - c. functionality
 - d. synergy
 - e. productivity

ANS: A PTS: 1 REF: 1.1 OBJ: 1.1

TOP: AACSB Analytic

2. A manager engaged in the management function of _____ is monitoring progress toward goal achievement and taking corrective action when needed.
 - a. planning
 - b. organizing
 - c. leading
 - d. controlling
 - e. motivating

ANS: D PTS: 1 REF: 1.2d OBJ: 1.2

TOP: AACSB Analytic

3. Managers who train and supervise the performance of nonmanagerial employees, and who are directly responsible for producing the company's products or services, are categorized as:
 - a. general managers
 - b. middle managers

- c. first-line managers
- d. team leaders
- e. top managers

ANS: C PTS: 1 REF: 1.3c OBJ: 1.3
TOP: AACSB Analytic

4. According to Mintzberg, which of the following lists the three major roles managers fulfill while performing their jobs?
- a. interpersonal roles, informational roles, and decisional roles
 - b. informational roles, ethical roles, and action roles
 - c. corporate roles, coordination roles, and informational roles
 - d. decisional roles, informational roles, and organizational roles
 - e. interpersonal roles, intrapersonal roles, and departmental roles

ANS: A
See Exhibit 1.3

PTS: 1 REF: 1.4 OBJ: 1.4 TOP: AACSB Analytic

5. Which skills increase in their importance to success as managers rise through the managerial ranks?
- a. human skills and decisional skills
 - b. informational skills and the motivation to manage
 - c. conceptual skills and the motivation to manage
 - d. conceptual skills, technical skills, and human skills
 - e. human skills and informational skills

ANS: C PTS: 1 REF: 1.5 OBJ: 1.5
TOP: AACSB Reflective Thinking

6. An accountant with _____ 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. motivational skill
 - e. interpersonal skill

ANS: A
Technical skills are the ability to apply the specialized procedures, techniques, and knowledge required to get the job done.

PTS: 1 REF: 1.5 OBJ: 1.5 TOP: AACSB Reflecting Thinking

7. A(n) _____ is a manager who was successful early in their careers, but were knocked off the fast track by the time they reached the middle to upper levels of management.
- a. overachiever
 - b. derailler
 - c. first-line manager
 - d. arriver
 - e. motivator

ANS: B PTS: 1 REF: 1.6 OBJ: 1.6
TOP: AACSB Analytic

8. After six months as a manager, new managers typically believe their job is:
- a. to provide negative reinforcement
 - b. to exercise formal authority
 - c. to maintain control and avoid delegation
 - d. people development
 - e. to solve problems for subordinates

ANS: E

See also Exhibit 1.5.

PTS: 1

REF: 1.7

OBJ: 1.7

TOP: AACSB Analytic