

Modern Management, 15e (Certo)

Chapter 1 Introducing Modern Management: Concepts and Skills

1) _____ managers are those who lead manufacturing operations that produce the clothes we wear, the food we eat, and the automobiles we drive.

- A) Personnel
- B) Plant
- C) Sales
- D) Accounting
- E) Human Resources

Answer: B

Learning Obj: LO 1.1: An understanding of a manager's task

Difficulty: Moderate

Classification: Concept

2) Sara is a manager in a food processing company. Her primary function is to see that organizational goals are achieved. Which of the following must she discourage in order to promote this?

- A) Ben spends a lot of time on Facebook, but gets his work done on time.
- B) Ted organizes an interdepartmental soccer game every month.
- C) Ashley's consumer relations activities for the company sometimes delay her work.
- D) During lull periods at work, Sally works on her Master's thesis.
- E) Clare is the top performer in the department, but has no interest in the industry.

Answer: C

Learning Obj: LO 1.1: An understanding of a manager's task

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

3) Management strives to encourage individual activity that will _____.

- A) promote the individual's growth
- B) always produce outstanding results
- C) utilize the maximum amount of resources
- D) lead to reaching organizational goals
- E) always generate the highest revenue

Answer: D

Learning Obj: LO 1.1: An understanding of a manager's task

Difficulty: Moderate

Classification: Concept

4) When devising goals for his team to achieve, which of the following points should Kevin consider most important?

- A) his career goals
- B) individual abilities
- C) internal politics
- D) organizational goals
- E) employee goals

Answer: D

Learning Obj: LO 1.1: An understanding of a manager's task

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

5) Which of the following statements is true for the management function?

- A) It refers to the activities that make up the management process.
- B) It is a one-time function in an organization.
- C) It is a series of continuing and unrelated activities.
- D) It involves and concentrates on reaching individual goals.
- E) It does not consider the people aspect of organizations.

Answer: A

Learning Obj: LO 1.1: An understanding of a manager's task

Difficulty: Challenging

Classification: Concept

6) Jacob, an upper-level manager, recently saw a project fail because he did not establish objectives for all important organizational areas during the initial stages. Jacob made a mistake during the _____ stage of the management process.

- A) organizing
- B) influencing
- C) controlling
- D) monitoring
- E) planning

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

- 7) Which of the following is an error managers make during the planning stage of management?
- A) not establishing departments appropriately
 - B) not emphasizing coordination of organization members
 - C) not exploring enough viable alternatives for reaching objectives
 - D) not monitoring progress in carrying out plans
 - E) not taking the time to communicate properly with organization members

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

- 8) _____ involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed.

- A) Organizing
- B) Influencing
- C) Controlling
- D) Monitoring
- E) Planning

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

- 9) _____ includes determining tasks and groupings of work. It should not be rigid, but adaptable and flexible to meet challenges as circumstances change.

- A) Organizing
- B) Influencing
- C) Controlling
- D) Monitoring
- E) Planning

Answer: A

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

10) Neil is the plant manager at Serieux Manufacturing. He has just been given the production targets for the month and has determined the activities necessary to achieve these. He now has to decide who will perform the various activities best so that the output will be maximized, and he must assign the activities to those workers. Neil is performing the _____ function of management.

- A) organizing
- B) influencing
- C) controlling
- D) monitoring
- E) planning

Answer: A

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

11) Which of the following is an error managers make during the organizing stage of management?

- A) not exploring enough viable alternatives for reaching objectives
- B) not establishing appropriate performance standards
- C) establishing improper communication networks
- D) not monitoring progress in carrying out plans
- E) establishing inappropriate spans of management

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

12) Seth, a manager in a growing organization, believes that creating departments leads to the formation of barriers in an organization. Not establishing departments appropriately can be a huge management mistake in the _____.

- A) organizing process
- B) influencing process
- C) controlling process
- D) monitoring process
- E) planning process

Answer: A

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

13) Which of the following situations best demonstrates an error made during the organizing stage of management?

A) LMN Tree has embarked on a new long-term project. Though the project is progressing, employees feel that there were many better ways to achieve the desired result.

B) Vista International took on a project at short notice and wasn't able to go into details of the strategy. As a result, some departments have clear objectives, while others do not.

C) The project team at Walton's is dissatisfied with the functioning of the department, but has no communication system through which they can convey their concerns to the management.

D) Though DLB's projects are usually very similar, employees have no way of comparing performance as there are no set standards.

E) Two teams at Crimson Blue had been working separately on a project for three weeks before they discovered that there was a lot of duplicated effort.

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

14) _____ can be defined as guiding the activities of organization members in appropriate directions.

A) Organizing

B) Influencing

C) Controlling

D) Monitoring

E) Planning

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

15) Roland, a firm believer in management policies, always manages his team by the book. His team members agree that he is more of a manager than a leader. This indicates that Roland should work on _____ his team.

A) organizing

B) influencing

C) controlling

D) monitoring

E) planning

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

16) Becky's department has seen a number of layoffs in the last two months, and employee morale is very low. This is affecting the work atmosphere and productivity is declining. In this situation, the department manager's primary task will be to _____.

- A) organize
- B) influence
- C) control
- D) monitor
- E) plan

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

17) Motivating employees to perform better so that they can achieve the organization's goals is known as _____.

- A) organizing
- B) influencing
- C) controlling
- D) monitoring
- E) planning

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

18) _____ is the management function through which managers compare present performance to pre-established performance standards.

- A) Organizing
- B) Influencing
- C) Controlling
- D) Monitoring
- E) Planning

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

19) Gathering information that measures recent performance within the organization is part of the _____ management function.

- A) motivating
- B) controlling
- C) influencing
- D) organizing
- E) planning

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

20) Gayle has not established appropriate performance standards for her team. This is a fault in the _____ function of management.

- A) organizing
- B) influencing
- C) controlling
- D) monitoring
- E) planning

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Application

21) Which of the following is an error managers frequently make during the controlling function of management?

- A) not establishing departments appropriately
- B) not taking the time to communicate properly with organization members
- C) establishing improper communication networks
- D) not monitoring progress in carrying out plans
- E) not exploring enough viable alternatives for reaching objectives

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

22) George is identifying what tasks need to be completed and how many tasks each employee can effectively complete each day. George's activities are a part of the _____ function.

- A) planning
- B) organizing
- C) influencing
- D) evaluating
- E) controlling

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Concept

23) Which managerial function is primarily focused on motivating, leading, directing, or actuating activities?

- A) planning
- B) organizing
- C) influencing
- D) evaluating
- E) controlling

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

24) Influencing as a managerial function is also commonly referred to as Motivating, Leading, Directing, or _____.

- A) Driving
- B) Controlling
- C) Actuating
- D) Monitoring
- E) Designing

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Challenging

Classification: Concept

25) The four basic management functions are planning, organizing, influencing, and controlling.

Answer: TRUE

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

26) Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed.

Answer: TRUE

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

27) Planning is concerned with setting objectives for organizational success, while controlling is concerned with monitoring the actual performance of the organization's success.

Answer: TRUE

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Challenging

Classification: Concept

28) Define management and explain how the four functions of management are related.

Answer: Management is the process of reaching organizational goals by working with and through people and other organizational resources.

Planning, organizing, influencing, and controlling, the four functions of management, are integrally related and therefore cannot be separated in practice. Managers use these activities solely for reaching organizational goals. Organizing is based on well-thought-out plans developed during the planning process, and influencing systems must be tailored to reflect both these plans and the organizational design used to implement them. The fourth function, controlling, involves possible modifications to existing plans, organizational structure, or the motivation system used to develop a more successful effort.

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

29) Discuss common mistakes managers may make when carrying out the various management functions.

Answer: In the planning function, managers may make their plans too risky and not explore alternatives for reaching objectives. In the organizing process, managers may work to structure their organizations without reflecting on the firm's overall plans and strategy. Additionally, in organizing a manager may not emphasize coordination of the firm's resources. In the leading function, managers may not take the time to communicate the firm's overall plans and goals with employees throughout the levels of the organization. Additionally, managers may not understand the value of their leading and instead just be focused on managing. In the controlling function, managers sometimes do not clearly see the connection between the planning and controlling functions and therefore may not be monitoring the firm's progress in carrying out the organization's goals or establish appropriate performance standards towards attainment of those goals.

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

30) _____ refers to all the organizational assets available for activation during the production process.

- A) Supplies
- B) Plans
- C) Technologies
- D) Strategies
- E) Resources

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

31) _____ resources are those ingredients that are used directly in the manufacturing of products.

- A) Hardware
- B) Capital
- C) Technology
- D) Raw material
- E) Monetary

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

32) _____ resources refer to the machines used during the manufacturing process.

- A) Hardware
- B) Capital
- C) Technology
- D) Raw material
- E) Monetary

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

33) Capital resources can be a major factor in _____.

- A) the net profits the organization generates at the end of the financial year
- B) the ingredients used directly in the manufacturing of products
- C) maintaining desired production levels
- D) all the financial assets that the organization possesses
- E) the amounts of money that managers use to purchase goods and services for the organization

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Challenging

Classification: Concept

34) Ben is a manager at Transit Logistics, a logistics company involved in transportation and storage. He is in charge of monitoring the schedules of the truck drivers who transport the goods. In this scenario, the capital resource(s) of the organization is/are the _____.

- A) work-schedule
- B) transported goods
- C) manager
- D) drivers
- E) trucks

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

35) Green Energy Inc. (GEI) is involved in obtaining energy from natural resources. As a manager at this organization, Jim must use his resources and strive to be both effective and efficient. To be an effective manager, Jim must _____.

- A) focus on GEI's monetary resources more than its human resources
- B) expand GEI's capital and help the organization's growth, even if that is not their goal
- C) update knowledge by organizing training for all managers
- D) use GEI's resources to attain the organization's goals
- E) maximize the use of GEI's human and capital resources

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

36) When referring to efficiency during the manufacturing process, being efficient means that _____.

- A) a small proportion of total resources contributes to productivity
- B) a small proportion of total skilled employees contributes to productivity
- C) an equal proportion of skilled and unskilled employees contributes to productivity
- D) a large proportion of resources contributes to productivity
- E) a small proportion of total human and capital resources contributes to productivity

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

37) The more resources unused during the production process, the more _____ the manager.

- A) inefficient
- B) efficient
- C) ineffective
- D) effective
- E) efficient and ineffective

Answer: A

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

38) As a manager in a manufacturing plant, Rex is not utilizing all his resources during the production process, but due to the high demand for the plant's products, he can get an extremely high price per unit sold and thus absorb inefficiency costs. In this scenario, as a manager Rex is _____.

- A) efficient without being effective
- B) effective without being efficient
- C) effective and efficient
- D) neither effective nor efficient
- E) highly efficient but not effective

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

39) Managerial efficiency is the proportion of total organizational resources that contribute to productivity during the manufacturing process. The _____ this proportion, the more _____ the manager.

- A) lower; effective
- B) higher; efficient
- C) lower; efficient
- D) higher; ineffective
- E) higher; inefficient

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

- 40) Which of the following situations demonstrates effectiveness but not efficiency?
- A) Workers at MNS worked overtime for two weeks, but were unable to achieve their target production.
 - B) Managers at MNS aimed to complete a particular project by August, but only completed it in September.
 - C) The manager told Stella to do a report, even though Ray was better qualified for the task. However, Stella managed it successfully.
 - D) Following a number of layoffs, Gianna's team was very demotivated and hence the performance of the department suffered.
 - E) MNS aimed to complete construction of the new plant in two weeks, but a workers' strike delayed construction.

Answer: C

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

- 41) A manager is considered efficient and effective if the manager _____.

- A) does not reach goals and does not waste resources
- B) reaches goals and does not waste resources
- C) does not reach goals and wastes resources
- D) reaches goals and wastes resources
- E) wastes resources on unattainable goals

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Easy

Classification: Concept

- 42) If a manager reaches goals but wastes resources doing so, the manager is considered to be _____.

- A) efficient and effective
- B) neither effective nor ineffective
- C) ineffective and efficient
- D) effective and inefficient
- E) inefficient and ineffective

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

43) Management principles are considered to be universal because _____.

- A) production processes and strategies remain the same across organizations
- B) employees in all organizations have the same skill sets
- C) all organizations have the same organizational hierarchy
- D) organizational goals and methods do not change from organization to organization
- E) the principles of planning, organizing, influencing, and controlling are the same across organizations

Answer: E

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Easy

Classification: Concept

44) Roger is assessing the amount of time and costs involved in completing today's production. Roger is assessing his unit's _____.

- A) effectiveness
- B) efficiency
- C) performance
- D) lost revenue
- E) allocations

Answer: B

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Concept

45) When the principles of management apply to all types of organizations and organizational levels, the principles are said to be _____.

- A) practical
- B) worthwhile
- C) usable
- D) universal
- E) important

Answer: D

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Concept

46) Efficient means that a small proportion of total resources contributes to productivity during the manufacturing process; inefficient means that a large proportion of resources contributes to productivity.

Answer: FALSE

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

47) Management jobs vary but management principles are universal. They apply to all types of organization and organizational levels.

Answer: TRUE

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

Difficulty: Moderate

Classification: Concept

48) List the basic types of organizational resources. Give an example for each organizational resource in any one organization of your choice.

Answer: Management must always be aware of the status and use of organizational resources. These resources, composed of all assets available for activation during the production process, are of four basic types:

1. Human
2. Monetary
3. Raw materials
4. Capital

As an example, in a shoe-making organization the human resources are the employees, monetary resources are the amounts of money that managers use to purchase goods and services for that organization, raw materials are the leather, sole, glue, rivets, etc. that are required for manufacturing and packing shoes, and the capital is the machinery used for manufacturing shoes.

Learning Obj: LO 1.2: Knowledge about the management process and organizational resources

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

49) Which of the following best describes the concept of management skill?

- A) the specialized knowledge employees require to complete their tasks
- B) the ability to carry out the process of reaching organizational goals by working with and through people and other organizational resources
- C) the method by which managers plan for unforeseen projects
- D) the efficiency and effectiveness with which managers interact with the environment outside the company
- E) a product of the culture of a certain country that is limited to managers of that culture

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

50) According to Robert Katz, technical skills involve _____.

- A) working with people, both individuals and groups, to achieve organizational goals
- B) understanding how the organization relates to its environment
- C) working with people, but not their attitudes and communication
- D) applying specialized knowledge and expertise to work-related techniques and procedures
- E) understanding how changes in one part of the organization affect the rest of it

Answer: D

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

51) Nathan is the plant manager for Arwen Manufacturing. Though he does not work hands-on on the manufacturing process, he needs to know the ins and outs of the processes so that he can guide his employees effectively and help them if necessary. According to Robert Katz, this involves developing Nathan's _____ skills.

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

Answer: A

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

52) According to Robert Katz, applying specialized knowledge and expertise to work-related techniques is a characteristic of _____.

- A) interpersonal skills
- B) human skills
- C) conceptual skills
- D) technical skills
- E) strategic skills

Answer: D

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Easy

Classification: Concept

53) According to Robert Katz, human skills are required for _____.

- A) designing work processes and procedures
- B) understanding how the organization relates to its environment
- C) understanding how changes in one part of the organization affect the rest of it
- D) applying specialized knowledge and expertise to work-related techniques
- E) working with individual and group interests

Answer: E

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Easy

Classification: Concept

54) Sarah's team is relatively new and inexperienced. As the manager, she needs to motivate the team and encourage them to cooperate with each other to perform better. According to Katz, this involves using _____ skills.

- A) technical
- B) moral
- C) conceptual
- D) human
- E) technological

Answer: D

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

55) Sandra holds a top-level post in her organization and is a part of the top management at Silica Inc. A key policy governing the manufacturing processes was recently changed, and Sandra needs to analyze the effects of the change on the various departments of the company and predict the effect on the output. This process involves using her _____ skills.

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

Answer: C

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

56) According to Robert Katz, conceptual skills involve _____.

- A) working with people, both individuals and groups, to achieve organizational goals
- B) working with processes or physical objects dealing with production
- C) working with groups, but not individuals, to achieve organizational goals
- D) applying specialized knowledge and expertise to work-related techniques
- E) understanding how various functions of the organization complement one another

Answer: E

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

57) Which of the following skills become more important when a manager moves from lower-level management to upper-level management?

- A) conceptual skills
- B) technical skills
- C) interpersonal skills
- D) communication skills
- E) presentation skills

Answer: A

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Easy

Classification: Concept

58) Which of the following activities include short-term planning, clarifying objectives of jobs in organizations, and monitoring operations and performance?

- A) people-related activities
- B) change-related activities
- C) task-related activities
- D) skill-related activities

Answer: C

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

59) In an organization, task-related activities include _____.

- A) empowering others to solve problems
- B) consulting when making decisions
- C) providing recognition for achievements and contributions
- D) encouraging innovative thinking
- E) short-term planning

Answer: E

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Easy

Classification: Concept

60) People-related activities within an organization include _____.

- A) clarifying objectives of jobs in organizations
- B) consulting when making decisions
- C) proposing new strategies and vision
- D) encouraging innovative thinking
- E) short-term planning

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

61) Which of the following is an example of a people-related activity in an organization?

- A) Jonathan plans the team's schedule for the next three months.
- B) Anoa Systems awards employees who perform well each month.
- C) FRO keeps track of changes in government policy that could affect the company.
- D) Faced with a volatile market, Tiffany has invited employees to provide suggestions to change the company strategy.
- E) Claire monitors production to see if it meets company targets.

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

62) Which of the following skills should Randy work on if his intentions are to develop his ability to see the organization as a whole and therefore better understand how a change in one part of the organization affects the rest of the organization?

- A) political skills
- B) economic skills
- C) ethical skills
- D) technological skills
- E) conceptual skills

Answer: E

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

63) In developing management skills, managers should keep in mind that the value of individual management skills will tend to vary from manager to manager, depending on the _____.

- A) corresponding supervisor
- B) specific organizational situations faced
- C) amount of recognition and reward given
- D) the skills of employees
- E) attitudes of those involved

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Challenging

Classification: Concept

64) Asking colleagues and other acquaintances about yourself and your behaviors that could be improved is a great way to develop your _____ managerial skills.

- A) technical
- B) human
- C) conceptual
- D) effective
- E) efficient

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Concept

65) A manager's ability to take actions that increase the contributions of individuals within their organization is known as their _____ skills.

- A) organizing
- B) team
- C) human resource management
- D) leadership
- E) communication

Answer: C

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

66) First-line managers tend to have strong _____ skills since they work with operational employees on a daily basis.

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

Answer: A

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

67) Top-level managers tend to have strong _____ skills since they set the strategies for the firm as a whole and need to see how the organizational pieces all fit together.

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

Answer: C

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

68) _____ skills are necessary across all levels of management.

- A) Technical
- B) Human
- C) Conceptual
- D) Task-related
- E) Change-related

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

69) As a first-line supervisor at his company, George will most likely need a high level of _____ skills as he directs his employees in the carrying out of their _____-related activities.

- A) technical; people
- B) technical; task
- C) conceptual; task
- D) human; change
- E) conceptual; change

Answer: B

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Application

70) Technical skills involve the ability to apply specialized knowledge and expertise to work-related techniques and procedures.

Answer: TRUE

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Easy

Classification: Concept

71) Human skills, unlike technical skills, involve the ability to see the organization as a whole.

Answer: FALSE

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

72) As a manager's career advances from lower-level management to upper-level management, conceptual skills become more important and technical skills less important while at the same time their time spent planning increases and daily leading of operational employees decreases.

Answer: TRUE

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Challenging

Classification: Concept

73) In an organization, short-term planning, clarifying objectives of jobs in organizations, and monitoring operations and performance are task-related activities.

Answer: TRUE

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Concept

74) When Danny is recognizing the achievements and contributions of his employees and also developing the skill and confidence of those same employees, he is involved in change-related activities.

Answer: FALSE

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Challenging

Classification: Concept

75) What are human skills and why are they important at all levels of management? Which of these three skills — human, technical and conceptual — should a CEO of an organization focus on and why?

Answer: Human skills build cooperation within the team being led. They involve working with attitudes and communication, individual and group interests — in short, working with people.

Human skills are extremely important to managers at top, middle, and lower (or supervisory) levels because the common denominator of all management levels, after all, is people.

The CEO of an organization should focus on human and conceptual skills because human skills will help him in dealing with people and conceptual skills will help him in guiding the organization as a whole rather than focusing on just actual production activity or technical areas.

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

Difficulty: Moderate

Classification: Application

76) Briefly explain the three major activities that modern managers typically perform.

Answer: The major activities that modern managers typically perform are of three basic types.

1. Task-related activities are management efforts aimed at carrying out critical management-related duties in organizations. Such activities include short-term planning, clarifying objectives of jobs in organizations, and monitoring operations and performance.

2. People-related activities are management efforts aimed at managing people in organizations. Such activities include providing support and encouragement to others, providing recognition for achievements and contributions, developing skill and confidence of organization members, consulting when making decisions, and empowering others to solve problems.

3. Change-related activities are management efforts aimed at modifying organizational components. Such activities include monitoring the organization's external environment, proposing new strategies and vision, encouraging innovative thinking, and taking risks to promote needed change.

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Critical Thinking

77) Megan has asked Danny to come to her office to discuss the many comments she has been hearing about his inability to get along with his employees. What advice can Megan offer to Danny in terms of enhancing and refining his managerial skills in this area?

Answer: Danny needs to work on developing his human skills. Megan should explain to Danny that even though he has excellent problem-solving skills that doesn't necessarily mean he can ignore the human side of management. Danny needs to be aware of controlling his emotions, practicing ways to be calm in tense situations, seek input from his colleagues, and read books on emotional intelligence.

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Interpersonal Relations and Teamwork

Difficulty: Challenging

Classification: Application

78) Why is it often said managerial skills are too broad to be practical in a manager's daily task completion?

Answer: The three categories of managerial skills – technical, human, and conceptual – are often said to be too broad to be practical. The reality is these three broad sets of skills contain more narrowly focused skills that represent the more practical and essential abilities for successfully practicing management. The three categories of skills should actually be viewed as tools in a manager's tool bag to draw from in their daily interactions with their stakeholders as they meet challenges and carry out the planning, organizing, influencing, and controlling functions of management.

Learning Obj: LO 1.3: An understanding of management skill as the key to management success

AACSB: Analytical Thinking

Difficulty: Challenging

Classification: Analytical

79) In building a career, an individual should be focused on _____ to qualify for the next planned job and not simply taking a job with the highest salary.

- A) making the most money
- B) developing skills necessary
- C) the application process
- D) interviews
- E) unit performance

Answer: B

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

80) Which of the following is the correct order representing the stages in a career?

- A) establishment; exploration; maintenance; decline
- B) exploration; maintenance; establishment; decline
- C) establishment; maintenance; plateauing; decline
- D) exploration; establishment; maintenance; decline
- E) establishment; plateauing; exploration; maintenance

Answer: D

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Moderate

Classification: Concept

81) The first stage in career evolution is the _____ stage.

- A) establishment
- B) decline
- C) exploration
- D) plateauing
- E) maintenance

Answer: C

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Easy

Classification: Concept

82) The _____ stage is characterized by self-analysis and the exploration of different types of available jobs.

- A) decline
- B) career plateauing
- C) maintenance
- D) establishment
- E) exploration

Answer: E

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Easy

Classification: Concept

83) At what stage do individuals commonly move to different jobs within the same company, to different companies, or even to different industries?

- A) exploration stage
- B) establishment stage
- C) maintenance stage
- D) career plateauing stage
- E) decline stage

Answer: B

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Easy

Classification: Concept

84) Sarah has been working full-time at Eve's Golf Inc. for three years. While at college, she worked as a part-time employee at Burger King and as an office assistant for a manufacturing organization. She was recently promoted to manager, and manages a small team that is responsible for procuring raw materials for their line of golf bags, hats, and other accessories. Considering that careers evolve through a series of stages, in this scenario Sarah's career is at the _____ stage.

- A) exploration
- B) establishment
- C) maintenance
- D) plateauing
- E) decline

Answer: B

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

85) Jonah has been a team manager for eight years now. In that time, his performance has remained consistently satisfactory, but there have been no drastic changes. A junior colleague was recently promoted to department head and Jonah now reports to him. Jonah's career can best be described as being in the _____ stage.

- A) exploration
- B) establishment
- C) exponential
- D) plateauing
- E) decline

Answer: D

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Application

86) People in the _____ stage may find it difficult to maintain prior performance levels, perhaps because they have lost interest in their careers or have failed to keep their job skills up-to-date.

- A) exploration
- B) establishment
- C) maintenance
- D) decline
- E) plateauing

Answer: D

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Moderate

Classification: Concept

87) What should a person do to enhance his career success?

- A) be proactive
- B) be reactive
- C) be adventurous
- D) be knowledgeable
- E) be submissive

Answer: A

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Moderate

Classification: Concept

88) Explain how managers help in enhancing their employees' career development?

Answer: A manager can assist in employee career development by assuming responsibility for employee development. The manager can provide information by holding up a mirror of reality: helping the employee see how the manager views the employee, how others view the employee, how things work in the organization. The manager can help employees assess their career development plans and can provide coaching and relevant information on opportunities.

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

AACSB: Analytical Thinking

Difficulty: Moderate

Classification: Concept

89) What challenges exist for women choosing careers in management?

Answer: Because women have not traditionally had the opportunity to become managers in their firms, they may lack the social and networking contacts that men have traditionally had throughout their careers. Women have traditionally been expected to manage families and households while simultaneously handling the pressures and competition of paid employment. The prevalence of sexual harassment in today's workplaces often includes women, though we are seeing a definite increase in male and same gender harassment.

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

Difficulty: Moderate

Classification: Concept

90) Michael is seeking to help increase the likelihood women in his organization have the same managerial opportunities as their male counterparts. What steps should Michael take to make this happen?

Answer: Today's managers can help increase managerial positions for women through taking the following steps: Making sure women are aware of the strategic goals of the firm; Making sure women have an understanding of career planning; Teaching women to be better time managers; Assigning outstanding mentors to women; Having career discussions with women; Providing opportunities for women to make contributions to the community; Encouraging women to take the initiative in pursuing managerial positions.

Learning Obj: LO 1.4: Insights concerning what management careers are and how they evolve

AACSB: Reflective Thinking

Difficulty: Moderate

Classification: Application