

Multiple Choice

1. A person who supports and is responsible for the work of others is called a(n)

- _____.
- a) leader
 - b) manager
 - c) employee
 - d) shareholder

Ans: b

Response: See page 4

Level: Easy

2. The three levels of management are

- a) first, second and third.
- b) technical, conceptual and human.
- c) top, middle and bottom.
- d) top, middle and first line.

Ans: d

Response: See page 4

Level: Easy

3. Managers who oversee the work of large departments or divisions are called

- a) supervisors.
- b) first line managers.
- c) directors.
- d) middle managers.

Ans: d

Response: See page 4

Level: Medium

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

4. The level of management tasked with supervising people performing non-managerial jobs is reflected in titles such as:*

- a) top level managers.
- b) first line managers.
- c) directors.
- d) middle managers.

Ans: b

Response: See page 4

Level: Easy

5. Which of the following would a middle manager report to?

- a) First line manager
- b) Vice president
- c) Chairman of the board
- d) All of the above

Ans: b

Response: See page 4

Level: Easy

6. Tom is responsible for a group of manufacturing assembly workers who report to him. Tom is a _____ manager.

- a) top
- b) first line
- c) middle
- d) senior

Ans: b

Response: See page 4

Level: Easy

7. Top level managers focus on

- a) short term plans.
- b) long term success.
- c) middle managers.
- d) the board of directors.

Ans: b

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Response: See page 5
Level: Medium

8. A person who guides the performance of an organization as a whole or of one of its major parts is called a
- a) supervisor.
 - b) first line manager.
 - c) top level manager.
 - d) middle manager.

Ans: c
Response: See page 5
Level: Easy

9. Top managers are directly accountable to:*
- a) the employees.
 - b) the stockholders.
 - c) the government.
 - d) the board of directors.
 - e) the marketplace.

Ans: d
Response: See page 5; Directors represent the stockholders/owners.
Level: Medium

10. The board of directors of a corporation are elected by the*
- a) employees.
 - b) senior managers.
 - c) local community.
 - d) stockholders.

Ans: d
Response: See page 5
Level: Easy

11. The responsibility of the board of directors is to _____.
- a) tell top management what to do
 - b) oversee the affairs of the organization

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- c) make daily operational decisions
- d) do strategic planning

Ans: b

Response: See page 5

Level: Medium

12. _____ is the requirement to show performance results to a supervisor.

- a) Dependability
- b) Durability
- c) Delegation
- d) Accountability

Ans: d

Response: See page 6

Level: Easy

13. Managers have a(n) _____ on those who report to them.

- a) accountability
- b) dependency
- c) fondness
- d) none of the above

Ans: b

Response: See page 6

Level: Easy

14. Quality of work life (QWL) issues include all of the following except:

- a) being respected and valued.
- b) fair pay.
- c) safe work conditions.
- d) opportunities to learn.
- e) all of the above.

Ans: e

Response: See page 6

Level: Medium

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

15. Effective managers help others to achieve high performance and _____ in their work.

- a) salary
- b) profits
- c) rewards
- d) satisfaction

Ans: d

Response: See page 6

Level: Medium

16. Which of the following management issues is most associated with the concept of "quality of work life" or QWL?

- a) Continuous improvement
- b) Job satisfaction
- c) Total quality management
- d) Customer service

Ans: b

Response: See page 6

Level: Medium

17. The upside-down view of organizations suggests that organizations exist to serve:*

- a) the customers.
- b) the employees.
- c) the top managers.
- d) the stockholders.
- e) the government.

Ans: a

Response: See page 7

Level: Medium

18. The upside down pyramid clearly shows that the job of top level managers is to support

- a) middle managers.
- b) first line managers.
- c) operating workers.
- d) all of the above.

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Ans: d

Response: See page 7

Level: Medium

19. The upside down pyramid suggests that the style of managers should be one of*

- a) directing.
- b) coaching.
- c) ordering.
- d) all of the above.

Ans: b

Response: See page 7

Level: Medium

20. _____ is the process of setting goals and objectives.*

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

Ans: c

Response: See page 9

Level: Easy

21. The process of arousing enthusiasm and inspiring efforts to achieve goals is called

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

Ans: a

Response: See page 10

Level: Easy

22. The managerial function focused on measuring performance and correcting as necessary is known as the:

- a) control function.
- b) technical skills function.

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- c) organizing function.
- d) planning function.
- e) leading function.

Ans: a

Response: See page 10

Level: Easy

23. Company reports such as budget versus actual expenses are part of the _____ process.

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

Ans: d

Response: See page 10

Level: Medium

24. Mintzberg described the three roles of management as informational, decisional and* _____.

- a) doctoral
- b) directing
- c) emotional
- d) interpersonal

Ans: d

Response: See page 11

Level: Easy

25. When a manager is acting as a spokesperson for his / her organization, he / she is acting in a(n) _____ role.*

- a) entrepreneurial
- b) decisional
- c) interpersonal
- d) informational

Ans: d

Response: See page 11

Level: Medium

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

26. Which of the following sets of skills are most important at lower organizational levels?

- a) Planning
- b) Conceptual
- c) Technical
- d) Human

Ans: c

Response: See page 13

Level: Medium

27. The ability to manage ourselves and our relationships effectively is a(n) _____ skill.

- a) conceptual
- b) decisional
- c) technical
- d) human/emotional intelligence
- e) informational

Ans: d

Response: See page 13

Level: Medium

28. Which of the following skills are least necessary to senior managers?

- a) Technical
- b) Leading
- c) Conceptual
- d) Interpersonal

Ans: a

Response: See page 13

Level: Medium

29. Emotional intelligence includes all of the following facets except:*

- a) self awareness.
- b) selfishness.
- c) self regulation.
- d) motivation.

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e) empathy.

Ans: b

Response: See chart on page 13

Level: Easy

30. The worldwide interdependence of resource flows, product markets, and business competition is called

- a) nation building.
- b) corporate dominance.
- c) globalization.
- d) strategic marketing.

Ans: c

Response: See Page 16

Level: Easy

31. Contracting for work that is performed by workers in other countries is called

- _____.
- a) subcontracting
 - b) job migration
 - c) global marketing
 - d) global outsourcing

Ans: d

Response: See page 16

Level: Easy

32. All of the following are positive aspects of globalization for the U.S. except:*

- a) borderless world for businesses.
- b) job migration to other countries.
- c) interdependence of resources flows and markets.
- d) global outsourcing.
- e) global markets.

Ans: b

Response: See page 16

Level: Medium

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

33. Ethics is a set of _____ that establishes standards for what is good and right.*

- a) laws
- b) policies
- c) practices
- d) moral principals

Ans: d

Response: See Page 17

Level: Medium

34. The oversight of corporate management by the board of directors is called _____.

- a) organizational control
- b) corporate governance
- c) strategic planning
- d) management interference

Ans: b

Response: See Page 18

Level: Easy

35. _____ describes the composition of a workforce based on factors such as race, gender, age, religious affiliation and sexual orientation.

- a) Discrimination
- b) Prejudice
- c) Intellectual capital
- d) Workforce diversity

Ans: d

Response: See Page 18

Level: Easy

36. _____ is the display of negative irrational attitudes toward women or minorities.

- a) Discrimination
- b) Fairness
- c) Attitude
- d) Prejudice

Ans: d

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

Response: See page 19
Level: Medium

37. _____ actively denies women and minorities the full benefits of organizational membership.*
- a) Discrimination
 - b) Prejudice
 - c) Affirmative action
 - d) Attitude

Ans: a
Response: See page 19
Level: Medium

38. The lack of women and minorities in senior management positions can be explained by _____.
- a) senior management
 - b) the glass ceiling effect
 - c) statistics
 - d) historical data

Ans: b
Response: See Page 18
Level: Medium

39. Employees who use primarily their minds and intellects rather than their physical capabilities are referred to as _____.*
- a) managers
 - b) direct supervisors
 - c) knowledge workers
 - d) psychology workers

Ans: c
Response: See page 20
Level: Easy

40. The collective brainpower or shared knowledge of a workforce is called _____.
a) intellectual capital

*Note to Professor: All questions that have an asterisk are also questions that appear in the student quizzes for this text on the student companion website.

- b) individual knowledge
- c) personality traits
- d) group think

Ans: a

Response: See Page 19

Level: Easy

41. Refusing to hire or promote a person in a minority group for reasons other than their qualifications is called

- a) affirmative action.
- b) prejudice.
- c) discrimination.
- d) intellectual freedom.

Ans: c

Response: See Page 19

Level: Medium

42. Which of the following is a violation of U.S. laws regarding women and minorities?*

- a) Affirmative action
- b) Prejudice
- c) Discrimination
- d) Firing without cause

Ans: c

Response: See Page 19

Level: Difficult

43. Intellectual capital = _____ x _____.

- a) Competency x Commitment
- b) Personality x Effort
- c) Competency x Money
- d) Personality x Commitment

Ans: a

Response: See Page 19

Level: Medium

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44. A Shamrock organization consists of _____.

- a) full time workers
- b) part time employees
- c) independent contractors
- d) all of the above

Ans: d

Response: See page 20

Level: Easy

45. The _____ is a situation in which many people change jobs often and work as independent contractors for a number of employers.*

- a) open society
- b) global economy
- c) self directed employee
- d) free-agent economy

Ans: d

Response: See page 20

Level: Medium

True/False

46. It is likely that we will all be “managers” at some point in our lives.

Ans: True

Response: See section subtitle and page 4

Level: Easy

47. Positions and responsibilities of managers only exist in business organizations.

Ans: False

Response: See page 4

Level: Easy

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48. The levels of work and responsibility remain fairly constant in management, regardless of position in the organization.

Ans: False

Response: See Figure 1.1, page 4

Level: Easy

49. In nonprofit organizations, the “Board of Directors” is often called the Board of Trustees.

Ans: True

Response: See Figure 1.1, page 4

Level: Easy

50. In the traditional organization, accountability flows downward.

Ans: False

Response: See page 6; managers are held accountable by those above them.

Level: Medium

51. Your text author defines effective management as helping others to be both high performing and satisfied with their work.

Ans: True

Response: See page 6

Level: Easy

52. Today, the “best” managers are order-givers, who focus mainly on giving clear directions.

Ans: False

Response: See page 7

Level: Medium

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53. While there are four functions of management, only the top managers are involved in the planning function.

Ans: False

Response: See page 9

Level: Medium

54. It is in the organizing function that people are inspired and commitments are built to achieve the goals set in the planning function.

Ans: False

Response: See page 10; the leading function is where people are inspired

Level: Medium

55. Measuring performance and taking action to get the desired results is called leading.

Ans: False

Response: See page 10

Level: Easy

56. Another way of looking at the work of managers is to consider their key “roles,” primarily the informational, technical, and decisional roles.

Ans: False

Response: See page 11

Level: Medium

57. Since much of what a manager needs to get done is beyond their capabilities alone, effective networking can often mean the difference between success and failure.

Ans: True

Response: See page 12

Level: Medium

58. Upon entry into a career, one’s technical skills tend to be critical.

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Ans: True
Response: See page 12
Level: Easy

59. The two primary areas of skill in emotional intelligence are connection with self and connection with others.

Ans: True
Response: See page 13
Level: Medium

60. Once you have completed your college degree, you will finally be free of the need to keep learning!

Ans: False
Response: See page 13 your degree is just a license to keep learning! (lifelong learning)
Level: Easy

Fill-in-the-Blank

61. _____ are persons who directly supervise, support, and help activate work efforts of others to achieve performance goals.

Ans: Managers
Response: See page 4
Level: Easy

62. The Board of Directors in a business organization is elected by the _____.

Ans: stockholders
Response: See page 5
Level: Medium

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63. _____ describes the requirement of one person to answer to a higher authority for performance achieved in their area of responsibility.

Ans: Accountability

Response: See page 6

Level: Easy

64. A manager is held accountable by _____ and is dependent upon his/her _____.

Ans: upper or top management, subordinates or employees

Response: See chart on page 6

Level: Easy

65. Today, managers are more often seen as _____ than as order-givers.

Ans: coordinators or coaches

Response: See page 7

Level: Medium

66. The four key functions of management are _____, _____, _____, and _____.

Ans: planning, organizing, leading, controlling

Response: See page 9

Level: Easy

67. Katz argues that managers need three essential skill sets to be successful, including _____, _____, and _____ skills.

Ans: technical, human, conceptual

Response: See page 12

Level: Easy

68. One approach to evaluating the human skill of a manager is to look at their level of _____.

Ans: emotional intelligence

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Response: See page 13
Level: Medium

69. Of the skills required in management, the one that typically grows in importance as one moves up in managerial responsibility is _____ skill.

Ans: conceptual
Response: See page 13
Level: Medium

70. _____ is the continuous learning from daily experiences.

Ans: Lifelong learning
Response: See page 13
Level: Medium

Essay

71. Why is the job of managing so challenging?

Ans: Managers have to work through other people to accomplish work. In addition, the environment in which they work is changing, accountability is increasing, and the pace of work is hectic. Added to this, the work being done is critical to society.
Response: See pages 5, 6, 9
Level: Medium

72. Why might emotional intelligence be so important in a managerial position?

Ans: Since managers work through other people, and since actions speak louder than words, effective managers must be touch with and in control of themselves first, in order to set the example for their followers. In addition, managers need to be able to reach out to where their followers are, understand where they are, and be able to lead them to where they would like the followers to be. All of this is based on the ability of the manager to understand self and connect with others, the essence of emotional intelligence.
Response: See page 13

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Level: Medium

73. Name the three levels of management and define their primary responsibilities.

Ans. The levels of management are top, middle and first-line. **Top level** managers are responsible for the overall performance of the organization, overseeing middle managers and long term strategic planning. **Middle** managers report to the top level managers and are responsible for overseeing the first-line managers and short term strategic planning. **First-line** managers oversee non-managerial employees and are responsible for day to day tactical operations.

Response: See pages 4, 5

Level: Easy

74. Name the four steps in the management process and define each of them.

Ans: The four steps in the management process are planning, organizing, leading and controlling. **Planning** involves setting performance objectives and the strategies for meeting them. **Organizing** involves arranging tasks and assigning the responsibilities and other resources required to complete them. **Leading** includes inspiring and motivating employees who must do the work. **Controlling** involves measuring performance and taking necessary corrective actions.

Response: See pages 9, 10

Level: Medium

75. Name the three types of skills that managers need and define each of them.

Ans: The skills that managers need are conceptual, human and technical. **Conceptual** skills include analytical decision making and integrative problem solving. **Human** skills are interpersonal skills and include the ability to communicate and work well with others. **Technical** skills are the professional skills necessary to effectively and efficiently perform a task.

Response: See page 13

Level: Medium

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