

Chapter 1—Understanding the Manager's Job

TRUE/FALSE

1. Google is known for its excellent search engine, rapid growth, and unusual working environment. Based on this information, Google must be an effective company.

ANS: T PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Application

2. Making the right decisions and successfully implementing them is known as effective management.

ANS: T PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Definition

3. First-line management typically contains the largest contingent of managers within an organization.

ANS: F PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

4. Managers can be classified by both the level of the organization at which they work and the area in which they specialize.

ANS: T PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Definition

5. "Vice President" is a common title for a middle manager.

ANS: F PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

6. Kinneri is a general manager for Marriott hotels in Philadelphia. She would best be classified as a first-line manager.

ANS: F PTS: 1 REF: p. 4 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

7. First-line managers typically spend a large portion of their time supervising the work of subordinates.

ANS: T PTS: 1 REF: p. 4 OBJ: 1.1
NAT: AACSB: A TYP: Definition

8. Managers who deal with the marketing aspects of a firm are frequently referred to as financial managers.

ANS: F PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

9. An example of a human resource is the stockholder who invests money in a corporation.

ANS: F PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

10. Managers who select a course of action from among a set of rational alternatives are involved in decision making.

ANS: T PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: A TYP: Definition

11. Managing is a sequential process of planning, organizing, leading, and controlling.

ANS: F PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: R TYP: Comprehension

12. Jacques Torres started Jacques Torres Chocolate. He is an entrepreneur. He used all the management activities: planning, decision making, organizing, leading, and controlling.

ANS: T PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: R TYP: Application

13. Planning is the most challenging of all the managerial activities.

ANS: F PTS: 1 REF: p. 5 OBJ: 1.1
NAT: AACSB: A TYP: Definition

14. The activity of acquiring another company is primarily an outcome of controlling.

ANS: F PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

15. Managers who are able to see the overall relationships among their organization, its competitors, its suppliers, and the economy are said to have good technical skills.

ANS: F PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

16. Kathy Meier is in an apprenticeship program to learn the skills required to be a plumber. She will be learning technical skills.

ANS: T PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

17. Managers should lead by example. Therefore they need all the technical skills to do the jobs of their subordinates.

ANS: F PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: R TYP: Comprehension

18. History is a conceptual framework for organizing knowledge and providing a blueprint for action.

ANS: F PTS: 1 REF: p. 9 OBJ: 1.2
NAT: AACSB: R TYP: Definition

19. Scientific management is called "scientific" because it attempts to use scientific methods such as focused observation, experimentation, and quantifying of results to improve management.

ANS: T PTS: 1 REF: p. 9 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension

20. Melissa Mayer holds informal "office hours" two to three times a week to keep her ears open and build a reputation for being receptive. Her approach reflects application of scientific management.

ANS: F PTS: 1 REF: p. 9 OBJ: 1.2
NAT: AACSB: R TYP: Application

21. Administrative management focuses on improving the output of individual workers as opposed to improving the management of the whole organization.

ANS: F PTS: 1 REF: p. 12 OBJ: 1.2
NAT: AACSB: A TYP: Definition

22. The original Hawthorne studies found expected results—that workers' productivity seemed unrelated to the level of lighting.

ANS: F PTS: 1 REF: p. 13 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension

23. The Hawthorne studies showed that piece-rate pay systems are effective in increasing worker output up to the limit of the workers' physical capacity.

ANS: F PTS: 1 REF: p. 13 OBJ: 1.2
NAT: AACSB: A TYP: Comprehension

24. According to McGregor, Theory X typifies negative managerial thinking.

ANS: T PTS: 1 REF: p. 15 OBJ: 1.2
NAT: AACSB: A TYP: Definition

25. The fundamental premise of the human relations movement is that the social aspects of the workplace are more important to increasing worker productivity than economic incentives.

ANS: T PTS: 1 REF: p. 14 OBJ: 1.2
NAT: AACSB: R TYP: Definition

26. Quantitative management is useful to managers today because it offers insights into individual behavior, motivation, and social interaction in organizations.

ANS: F PTS: 1 REF: p. 16 OBJ: 1.2
NAT: AACSB: R TYP: Definition

27. The concept of synergy suggests that two people can achieve more working together than they can achieve working individually.

ANS: T PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: A TYP: Definition

28. A given organizational unit could be either a system or a subsystem, depending on the context in which you are studying it at a given point in time.

ANS: T PTS: 1 REF: p. 18 OBJ: 1.3
NAT: AACSB: A TYP: Comprehension

29. A company operating solely in the USA will not be impacted by globalization.

ANS: F PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: R TYP: Definition

30. Recent business scandals have focused more attention on corporate governance.

ANS: T PTS: 1 REF: p. 20 OBJ: 1.3
NAT: AACSB: E TYP: Definition

MULTIPLE CHOICE

31. The primary purpose of the management process is to
- develop organizational goals and make logical decisions.
 - organize the various functions in a logical manner.
 - ensure that all employees are working together effectively.
 - achieve organizational goals efficiently and effectively.
 - make sure things go as planned.

ANS: D PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Definition

32. Google, the Federal Trade Commission, Girl Scouts, and the Detroit Pistons are all examples of:
- bureaucracies
 - corporations
 - organizations
 - managerial hierarchies
 - centralized units of operation

ANS: C PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: R TYP: Application

33. Achieving organizational goals efficiently and effectively
- is necessary to make logical decisions.
 - is the primary purpose of the management process.
 - ensures that all employees will work together effectively.
 - rarely occurs in private sector organizations.
 - is not necessary for successful management but is desirable.

ANS: B PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: R TYP: Definition

34. Emmitt Smith owns 51% of Smith/Cypress Partners LP, a real estate development enterprise. Smith created a(n)
- corporation.
 - organization.
 - managerial hierarchy.
 - bureaucracy.
 - organizational matrix.

ANS: B PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: R TYP: Application

35. Which of the following is an example of an organizational goal?
- Profit
 - Innovation
 - Security
 - Social responsibility
 - All of these.

ANS: E PTS: 1 REF: p. 3 OBJ: 1.1
NAT: AACSB: A TYP: Application

36. ____ is more necessary for long-term success than is ____; although both are desirable.
- Efficiency, effectiveness
 - Effectiveness, efficiency

- c. Pervasiveness, tenacity
- d. Complexity, expansion
- e. Simplicity, expansion

ANS: B PTS: 1 REF: p. 3 OBJ: 1.1
 NAT: AACSB: R TYP: Definition

37. Movien worked 10 hours and produced 50 units of a product. Allen worked 15 hours and produced 50 units of the same product. Compared to Allen, Movien was:
- a. equally efficient but not as effective.
 - b. equally effective and efficient.
 - c. equally effective but not as efficient.
 - d. neither effective nor efficient.
 - e. more efficient and of unknown effectiveness.

ANS: E PTS: 1 REF: p. 3 OBJ: 1.1
 NAT: AACSB: A TYP: Application

38. How do top managers spend most of their time?
- a. Overseeing day-to-day operations
 - b. Routine administrative tasks
 - c. Implementing plans of first-line managers
 - d. Making decisions and creating goals
 - e. Coordinating the work of first-line managers

ANS: D PTS: 1 REF: p. 3 OBJ: 1.1
 NAT: AACSB: R TYP: Definition

39. Which of the following persons is a manager?
- a. Barack Obama, President of the United States of America
 - b. Dan Issel, coach of the Denver Nuggets, a professional basketball team
 - c. Linda Kaplan Thaler, chief creative officer of Kaplan Thaler Group
 - d. Dorothy Cann Hamilton, CEO of the French Culinary Institute
 - e. All of these.

ANS: E PTS: 1 REF: p. 3 OBJ: 1.1
 NAT: AACSB: R TYP: Application

40. Which of the following involve management?
- a. Jacques reorganizes his department.
 - b. Jorge plans his company's holiday party.
 - c. Annabelle introduces the CEO at the annual board meeting.
 - d. Su-Lin monitors and enforces her company's policies regarding personal use of the Internet.
 - e. All of these.

ANS: E PTS: 1 REF: p. 3 OBJ: 1.1
 NAT: AACSB: R TYP: Application

41. Lynne is responsible for training in a South Brunswick School District. Her job requirements are not associated with any particular management specialty. Lynne is working in what functional area?
- a. Operations
 - b. Finance
 - c. Production
 - d. Marketing
 - e. Administration

ANS: E PTS: 1 REF: p. 4 OBJ: 1.1
 NAT: AACSB: A TYP: Application

42. Jim Whaley is responsible for communications at Siemens. He is a(n)
- operations manager.
 - general manager.
 - human resource manager.
 - research and development manager.
 - public relations manager.
- ANS: E PTS: 1 REF: p. 5 OBJ: 1.1
 NAT: AACSB: C TYP: Application
43. Jacques Torres decided he will not expand his chocolate business outside New York because he doesn't want to spend his time in airports. What is this manager doing?
- Planning
 - Organizing
 - Controlling
 - Leading
 - Communicating
- ANS: A PTS: 1 REF: p. 5 OBJ: 1.1
 NAT: AACSB: A TYP: Application
44. Dean Tracy is director of international transportation for Lowe's home improvement company. He is a(n)
- operations manager.
 - general manager.
 - human resource manager.
 - research and development manager.
 - public relations manager.
- ANS: A PTS: 1 REF: p. 5 OBJ: 1.1
 NAT: AACSB: R TYP: Application
45. Microsoft decided to stop supporting Windows XP Service Pack 2 with updates, which makes the system more vulnerable to hacking. The increase in viruses will likely slow the system and prompt users to upgrade to new computers. Microsoft managers were *primarily* engaged in which activity?
- Coordinating
 - Soldiering
 - Organizing
 - Controlling
 - Planning
- NS: E PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: R TYP: Application
46. Apple sold 1.7 million iPhone 4s in three days. It sold out everywhere and customers had to wait three weeks or longer. The failure to meet demand was a problem with
- planning.
 - organizing.
 - leading.
 - controlling.
 - communicating.
- ANS: A PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: R TYP: Application
47. Jacques Torres decided he will not expand his chocolate business outside New York because it will be too hard to manage the quality of the product. Which management function is he doing?

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

ANS: D PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: R TYP: Application

48. When Toyota executive Takeshi Uchiyamada gathered 1,000 engineers into his quality-review group to motivate them to use new quality improvement processes in their divisions, he is engaged in
- a. planning.
 - b. organizing.
 - c. leading.
 - d. controlling.
 - e. analyzing.

NS: C PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: R TYP: Application

49. Which of the following would be included in the management function of planning?
- a. Selecting the course of action most likely to lead to success
 - b. Monitoring progress toward the achievement of goals
 - c. Motivating others to higher levels of achievement
 - d. Communicating company policies to subordinates
 - e. None of these.

ANS: A PTS: 1 REF: p. 5 OBJ: 1.1
 NAT: AACSB: A TYP: Comprehension

50. Leading involves each of the following EXCEPT
- a. understanding individual and interpersonal processes.
 - b. motivating and influencing others.
 - c. technical understanding and control.
 - d. interpersonal relations and communication.
 - e. managing work groups and teams.

ANS: C PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: A TYP: Comprehension

51. Julia assigns Jason a project to be completed and then holds periodic meetings with Jason to determine whether target dates for subparts of the project are being met. Which management function do these meetings represent?

- a. Coordinating
- b. Controlling
- c. Organizing
- d. Leading
- e. Planning and decision-making

ANS: B PTS: 1 REF: p. 6 OBJ: 1.1
 NAT: AACSB: R TYP: Application

52. Chocolate makers sell 40% of their product in December. They start preparing for the increase in July. This represents which function of management?

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

e. Organizing

ANS: A PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: R TYP: Application

53. Aviation officers in the Army know how to fly and manage people. Flying is one of their ____ skills.
- a. human
 - b. organizational
 - c. conceptual
 - d. technical
 - e. None of these.

ANS: D PTS: 1 REF: p. 7 OBJ: 1.1
NAT: AACSB: R TYP: Application

54. ____ skills are needed for specialized tasks within the organization.
- a. Human
 - b. Organizational
 - c. Conceptual
 - d. Technical
 - e. None of these.

ANS: D PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: A TYP: Definition

55. Carlyn is monitoring expenditures and the budget to recognize problems early. She is drawing mainly on her ____ skills.
- a. interpersonal
 - b. conceptual
 - c. technical
 - d. decision-making
 - e. communication

ANS: D PTS: 1 REF: p. 6 OBJ: 1.1
NAT: AACSB: R TYP: Application

56. Empathy is a(n) ____ skill.
- a. conceptual
 - b. technical
 - c. analytic
 - d. interpersonal
 - e. diagnostic

ANS: D PTS: 1 REF: p. 7 OBJ: 1.1
NAT: AACSB: A TYP: Comprehension

57. The top managers of a company are most likely to need ____ skills.
- a. technical
 - b. interpersonal
 - c. conceptual
 - d. diagnostic
 - e. analytic

ANS: C PTS: 1 REF: p. 7 OBJ: 1.1
NAT: AACSB: R TYP: Comprehension

58. Which managerial skill is likely to be especially important to managers who occupy roles such as disturbance handler, negotiator, and resource allocator?

- a. Conceptual
- b. Technical
- c. Interpersonal
- d. Analytic
- e. Diagnostic

ANS: C PTS: 1 REF: p. 7 OBJ: 1.1
 NAT: AACSB: R TYP: Comprehension

59. Interpersonal skills enable managers

- a. to take an overall view of how the parts of the organization interrelate and to think strategically.
- b. to solve detailed problems for their subordinates.
- c. to understand and interact effectively with others in the organization.
- d. to diagnose organizational problems correctly.
- e. None of these.

ANS: C PTS: 1 REF: p. 7 OBJ: 1.1
 NAT: AACSB: A TYP: Definition

60. Many business school professors extensively use the case method of teaching, in which students are asked to solve various kinds of business-related problems. Which managerial skills are most likely to improve by this teaching method?

- a. Diagnostic and conceptual
- b. Communication and time-management
- c. Diagnostic and decision-making
- d. Time-management and conceptual
- e. Decision-making and time-management

ANS: C PTS: 1 REF: p. 7 OBJ: 1.1
 NAT: AACSB: R TYP: Comprehension

61. Which of the following is NOT one of the management skills mentioned in the text?

- a. Diagnostic skills
- b. Commanding skills
- c. Decision-making skills
- d. Time-management skills
- e. Conceptual skills

ANS: B PTS: 1 REF: p. 7 OBJ: 1.1
 NAT: AACSB: A TYP: Definition

62. Winston interacts with his subordinates with ease, but he is often intimidated and uncomfortable with his superiors. Winston needs to develop his ____ skills.

- a. time-management
- b. communication
- c. interpersonal
- d. conceptual
- e. diagnostic

ANS: C PTS: 1 REF: p. 7 OBJ: 1.1
 NAT: AACSB: R TYP: Definition

63. The ability to effectively convey and receive ideas is a(n) ____ skill.

- a. technical
- b. human
- c. conceptual
- d. operational
- e. communication

ANS: E PTS: 1 REF: p. 8 OBJ: 1.1
 NAT: AACSB: C TYP: Definition

64. According to the science of management, management tasks should be approached in all of the following ways EXCEPT
- rational.
 - logical.
 - objective.
 - systematic.
 - intuitive.
- ANS: E PTS: 1 REF: p. 9 OBJ: 1.1
 NAT: AACSB: R TYP: Definition
65. _____ provide(s) a conceptual framework for organizing knowledge.
- The classical management perspective
 - History
 - Administrative management
 - Theory
 - All of these
- ANS: D PTS: 1 REF: p. 9 OBJ: 1.2
 NAT: AACSB: R TYP: Definition
66. The classical management perspective consists of
- scientific management and administrative management.
 - management science and scientific management.
 - behavioral management and the operations management.
 - contemporary management and behavioral management.
 - contingency management and universal management.
- ANS: A PTS: 1 REF: p. 10 OBJ: 1.2
 NAT: AACSB: A TYP: Definition
67. Scientific management focuses on
- improving the efficiency of the individual worker.
 - managing the overall organization.
 - using capital more efficiently.
 - enhancing the social aspects of the workplace.
 - creating mathematical models of organization processes.
- ANS: A PTS: 1 REF: p. 11 OBJ: 1.2
 NAT: AACSB: A TYP: Comprehension
68. Lillian Gilbreth was the first woman inducted into the National Academy of Engineering. She invented the electric food mixer, shelves in refrigerator doors, and the trash can with a foot pedal to open it. She focused on ergonomics and time, motion studies. She was also one of the earliest advocates of
- contingency theory.
 - scientific management.
 - administrative management.
 - theory X and Y.
 - Hawthorne studies.
- ANS: B PTS: 1 REF: p. 11 OBJ: 1.2
 NAT: AACSB: A TYP: Comprehension
69. The first person to identify the managerial functions of planning, organizing, leading, and controlling was
- Elton Mayo.
 - Lillian Gilbreth.
 - Henri Fayol.
 - Hugo Munsterberg.
 - Mary Parker Follett.
- ANS: C PTS: 1 REF: p. 12 OBJ: 1.2
 NAT: AACSB: A TYP: Definition

70. Which of the following focuses on the management of the entire firm as opposed to the jobs of individual workers?
- Contingency theory
 - Scientific management
 - Administrative management
 - Theory X
 - Hawthorne studies
- ANS: C PTS: 1 REF: p. 12 OBJ: 1.2
 NAT: AACSB: A TYP: Definition
71. What was Henri Fayol attempting to do when he developed his principles of management?
- Provide managers with an exhaustive list of management principles that were not to be violated
 - Develop the foundation for contemporary organization theory
 - Specify four basic functions in which managers should engage
 - Systematize the practice of management by giving managers guidelines he had found useful
 - Propose a theory about subordinates' acceptance of authority
- ANS: D PTS: 1 REF: p. 12 OBJ: 1.2
 NAT: AACSB: A TYP: Comprehension
72. Jessica tries to increase the efficiency of her production workers by paying them a piecework rate, with higher pay for higher output. Jessica's workers then develop informal standards for production, such that the slowest and fastest workers are rejected by the majority of the group. This outcome is predicted by
- scientific management.
 - systems theory.
 - behavioral management.
 - contingency theory.
 - administrative management.
- ANS: C PTS: 1 REF: p. 13 OBJ: 1.2
 NAT: AACSB: R TYP: Application
73. The management pioneer who performed the Hawthorne studies at Western Electric was
- Lillian Gilbreth.
 - Elton Mayo.
 - Henry Gantt.
 - Frank Gilbreth.
 - Frederick Taylor.
- ANS: B PTS: 1 REF: p. 13 OBJ: 1.2
 NAT: AACSB: A TYP: Definition
74. When Dave was in college he worked summers for the NY Department of Transportation. Charlie, a full year employee, told Dave to slow down. In Elton Mayo's studies, Charlie would be called a(n) _____ by the other members of the group.
- soldier
 - slacker
 - rate buster
 - chiseler
 - administrative manager
- ANS: D PTS: 1 REF: p. 13 OBJ: 1.2
 NAT: AACSB: A TYP: Comprehension
75. Which of the following draws from psychology, sociology, anthropology, economics, and medicine?
- Organizational behavior
 - Scientific management
 - Classical management perspective
 - Systems perspective

- e. Contingency perspective
 ANS: A PTS: 1 REF: p. 15 OBJ: 1.2
 NAT: AACSB: A TYP: Definition
76. Annette solves a set of mathematical models, performing a breakeven analysis to determine the required level of sales for a new product to make a profit. Annette is using which of the following?
- Classical management perspective
 - Systems perspective
 - Quantitative management perspective
 - Behavioral management perspective
 - Contingency perspective
- ANS: C PTS: 1 REF: p. 16 OBJ: 1.2
 NAT: AACSB: R TYP: Definition
77. When a manufacturing plant uses mathematical models to plan production schedules and to schedule equipment maintenance, it is drawing upon
- scientific management.
 - administrative management.
 - management science.
 - TQM.
 - Theory X.
- ANS: C PTS: 1 REF: p. 16 OBJ: 1.2
 NAT: AACSB: R TYP: Comprehension
78. Which of the following represent the two branches of quantitative management theory?
- Scientific management and administrative management
 - Human relations movement and organizational behavior
 - Contingency theory and systems theory
 - Theory X and Theory Y
 - Management science and operations management
- ANS: E PTS: 1 REF: p. 16 OBJ: 1.2
 NAT: AACSB: A TYP: Definition
79. Subsystems
- are autonomous.
 - are interdependent.
 - have some autonomy and interdependence.
 - are closed systems.
 - none of these answers.
- ANS: C PTS: 1 REF: p. 18 OBJ: 1.3
 NAT: AACSB: A TYP: Definition
80. In systems theory, the raw materials, human resources, and financial resources of an organization are examples of
- inputs.
 - feedback loops.
 - transformation processes.
 - outputs.
 - sources of error.
- ANS: A PTS: 1 REF: p. 18 OBJ: 1.3
 NAT: AACSB: A TYP: Definition
81. Sweden's Hexagon acquired Intergraph. Hexagon is attempting to produce more with the two subsystems working together than they would alone. This is an example of
- entropy.
 - feedback loops.
 - transformation processes.
 - inputs.
 - synergy.

ANS: E PTS: 1 REF: p. 18 OBJ: 1.3

NAT: AACSB: R TYP: Application

82. Microsoft is no longer supporting Windows XP Service Pack 2 because it released Service Pack 3 and launched Windows 7. Service Pack 2 is an example of
- equifinality.
 - synergy.
 - entropy.
 - subsystem interdependence.
 - a closed system.

ANS: C PTS: 1 REF: p. 18 OBJ: 1.3

NAT: AACSB: R TYP: Application

83. Google has the largest share of the search market. Google introduced Android to the smartphone market and rapidly gained market share. Google is benefiting from
- open systems.
 - closed systems.
 - synergy.
 - entropy.
 - contingencies.

ANS: C PTS: 1 REF: p. 18 OBJ: 1.3

NAT: AACSB: R TYP: Application

84. Emilio says, "Employees and situations are unique. Sometimes I get good results by trying one approach, sometimes I decide to do something completely different." Emilio is using which of the following?
- Systems theory
 - Administrative management
 - Indecisive management
 - Theory X
 - The contingency perspective

ANS: E PTS: 1 REF: p. 19 OBJ: 1.3

NAT: AACSB: R TYP: Application

85. Internet providers and Airlines are examples of
- the erratic economy.
 - globalization.
 - employee diversity.
 - the service economy.
 - ethics and social responsibility.

ANS: D PTS: 1 REF: p. 21 OBJ: 1.3

NAT: AACSB: R TYP: Comprehension

COMPLETION

86. Doing the right job is, _____; doing the job right is _____.
ANS: effectiveness, efficiency

PTS: 1 REF: p. 3 OBJ: 1.1 NAT: AACSB: A

TYP: Comprehension

87. A family is a group of people working together in structured and coordinated fashion to achieve a set of goals. It is also a(n) _____.

ANS: organization

PTS: 1 REF: p. 3 OBJ: 1.1 NAT: AACSB: R

TYP: Comprehension

88. _____ managers set overall organizational goals and determine strategy and operating policies.

ANS: Top

- PTS: 1 REF: p. 3 OBJ: 1.1 NAT: AACSB: A
TYP: Definition
89. Roberta manages an H&R Block office that prepares personal income tax returns. She is a(n) _____ manager.
ANS: first-line
- PTS: 1 REF: p. 4 OBJ: 1.1 NAT: AACSB: A
TYP: Application
90. _____ managers implement company policies while also supervising lower-level managers.
ANS: Middle
- PTS: 1 REF: p. 4 OBJ: 1.1 NAT: AACSB: A
TYP: Definition
91. Lars Reno Jakobsen, is head of network and products for Maersk Line, the number one shipping company. Jakobsen's management area is _____.
ANS: operations
- PTS: 1 REF: p. 5 OBJ: 1.1 NAT: AACSB: A
TYP: Application
92. Airlines in the United States were struggling to make a profit when one airline started charging for baggage. Other airlines followed the idea. This is an example of the basic management function of _____.
ANS: decision making
- PTS: 1 REF: p. 6 OBJ: 1.1 NAT: AACSB: A
TYP: Application
93. CEOs and legal counselors monitor the Supreme Court rulings about the Sarbanes-Oxley Act because it affects corporate accountability. The managers are using _____ skills.
ANS: conceptual
- PTS: 1 REF: p. 6 OBJ: 1.1 NAT: AACSB: A
TYP: Application
94. _____ skills refer to a manager's ability to visualize the most appropriate response to a situation.
ANS: Diagnostic
- PTS: 1 REF: p. 7 OBJ: 1.1 NAT: AACSB: C
TYP: Definition
95. _____ skills refer to a manager's ability to prioritize, work efficiently, and delegate appropriately.
ANS: Time-management
- PTS: 1 REF: p. 8 OBJ: 1.1 NAT: AACSB: A
TYP: Definition
96. If we do not learn from _____, we are likely to repeat it.
ANS: history
- PTS: 1 REF: p. 9 OBJ: 1.2 NAT: AACSB: R
TYP: Comprehension
97. James believes his managers function best if he assigns them a task and gives them freedom to decide how to get it done. He exhibits _____ behavior.
ANS: Theory Y
- PTS: 1 REF: p. 15 OBJ: 1.2 NAT: AACSB: R
TYP: Application
98. _____ focuses on the development of mathematical models to study management behavior.
ANS: Management Science
- PTS: 1 REF: p. 16 OBJ: 1.2 NAT: AACSB: A

TYP: Definition

99. Helping the organization to produce its products in a more efficient manner is the proper area of study of _____.

ANS: operations management

PTS: 1 REF: p. 16 OBJ: 1.2 NAT: AACSB: A

TYP: Definition

100. Once the PT Cruiser was Chrysler's top seller, now it is no longer in production. Chrysler did almost nothing to maintain the brand. This is an example of _____.

ANS: Entropy

PTS: 1 REF: p. 18 OBJ: 1.3 NAT: AACSB: A

TYP: Application

101. If a manager has two employees who commit the same offense, but she realizes that she will have to take a different approach to correcting the behavior of each person, she obviously understands the concept of the _____ perspective.

ANS: contingency

PTS: 1 REF: p. 19 OBJ: 1.3 NAT: AACSB: R

TYP: Comprehension

102. Uncertainty created by government debt and a sluggish job market has caused a(n) _____ economy that constrains managers' ability to plan for the future.

ANS: erratic

PTS: 1 REF: p. 21 OBJ: 1.3 NAT: AACSB: R

TYP: Comprehension

103. When an organization moves from a live-operator phone response system to one in which a computer responds to customers' prompts, this is an example of the contemporary management challenge of _____.

ANS: new technology

PTS: 1 REF: p. 21 OBJ: 1.3 NAT: AACSB: T

TYP: Comprehension

104. A management challenge that has taken on renewed importance is _____ and _____ and their relationship to corporate governance.

ANS:

ethics, social responsibility

social responsibility, ethics

PTS: 1 REF: p. 20 OBJ: 1.3 NAT: AACSB: E

TYP: Definition

105. Traditionally, most businesses in the United States were in the _____ sector, but today our society is shifting toward becoming a(n) _____ economy.

ANS: manufacturing, service

PTS: 1 REF: p. 21 OBJ: 1.3 NAT: AACSB: R
TYP: Definition

MATCHING

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- a. Organization
- b. Management functions
- c. Managerial roles
- d. Areas of management
- e. Management

- 106. People working together to achieve a set of goals
- 107. Marketing, finance, operations, human resources, administration
- 108. Set of activities directed at resources to achieve goals
- 109. Planning, organizing, leading, and controlling

- | | | | | |
|------|---------------|-----------------|-----------|----------|
| 106. | ANS: A | PTS: 1 | REF: p. 3 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Definition | | |
| 107. | ANS: D | PTS: 1 | REF: p. 4 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Definition | | |
| 108. | ANS: E | PTS: 1 | REF: p. 3 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Definition | | |
| 109. | ANS: B | PTS: 1 | REF: p. 5 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Definition | | |

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- a. Conceptual skills
- b. Technical skills
- c. Diagnostic skills
- d. Interpersonal skills
- e. Decision-making skills

- 110. Preparing a personal income tax return
- 111. Persuading others to work harder
- 112. Noticing a decline in sales when competitor's sales increased slightly
- 113. Monitoring the political climate and its potential affect on business

- | | | | | |
|------|---------------|------------------|-----------|----------|
| 110. | ANS: B | PTS: 1 | REF: p. 6 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Application | | |
| 111. | ANS: D | PTS: 1 | REF: p. 7 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Application | | |
| 112. | ANS: C | PTS: 1 | REF: p. 7 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Application | | |
| 113. | ANS: A | PTS: 1 | REF: p. 7 | OBJ: 1.1 |
| | NAT: AACSB: A | TYP: Application | | |

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- a. The contingency perspective
- b. The classical perspective
- c. Administrative management theory

- d. Scientific management
- e. Management science

- 114. Concerned with improving the output of individual workers
- 115. Appropriate managerial behavior depends on a wide variety of elements
- 116. Focuses on managing the total organization

- | | | | | |
|------|---------------|-----------------|------------|----------------|
| 114. | ANS: D | PTS: 1 | REF: p. 11 | OBJ: 1.2 1.3 |
| | NAT: AACSB: R | TYP: Definition | | |
| 115. | ANS: A | PTS: 1 | REF: p. 19 | OBJ: 1.2 1.3 |
| | NAT: AACSB: R | TYP: Definition | | |
| 116. | ANS: C | PTS: 1 | REF: p. 12 | OBJ: 1.2 1.3 |
| | NAT: AACSB: R | TYP: Definition | | |

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- a. Ethics and social responsibility
- b. Globalization
- c. Quality
- d. Employee diversity
- e. Service economy

- 117. Property ownership arrangements vary widely
- 118. Corporate governance
- 119. Financial planning, transportation, and legal advice
- 120. Increasing pressure on businesses to improve products and services

- | | | | | |
|------|---------------|------------------|------------|----------|
| 117. | ANS: B | PTS: 1 | REF: p. 20 | OBJ: 1.3 |
| | NAT: AACSB: R | TYP: Definition | | |
| 118. | ANS: A | PTS: 1 | REF: p. 20 | OBJ: 1.3 |
| | NAT: AACSB: E | TYP: Definition | | |
| 119. | ANS: E | PTS: 1 | REF: p. 21 | OBJ: 1.3 |
| | NAT: AACSB: R | TYP: Application | | |
| 120. | ANS: C | PTS: 1 | REF: p. 21 | OBJ: 1.3 |
| | NAT: AACSB: R | TYP: Definition | | |

ESSAY

- 121. In what ways are parents managers?

ANS:

Answer not provided.

PTS: 1 REF: p. 3 | p. 4 | p. 5 | p. 6 | p. 7 | p. 8 OBJ: 1.1

NAT: AACSB: R TYP: Comprehension

- 122. Describe at least three functional areas of management, and give one example of a type of manager from each functional area.

ANS:

Answer not provided.

PTS: 1 REF: p. 4 | p. 5 OBJ: 1.1 NAT: AACSB: R

TYP: Definition

- 123. Managers can be classified according to both the level of the organization at which they work and their area of expertise. Discuss these two classification schemes and how they are interrelated, and give a specific business example of this idea.

ANS:

Answer not provided.

PTS: 1 REF: p. 3 | p. 4 | p. 5

OBJ: 1.1

NAT: AACSB: R TYP: Application

124. Describe the four management functions. Which of the functions of management is the most important? Support your answer.

ANS:

Answer not provided.

PTS: 1 REF: p. 5 | p. 6

OBJ: 1.1

NAT: AACSB: R

TYP: Comprehension

125. Is management more art or science? Defend your decision.

ANS:

Answer not provided.

PTS: 1 REF: p. 8 | p. 9

OBJ: 1.1

NAT: AACSB: R

TYP: Comprehension

126. Why do managers study management history and theory?

ANS:

Answer not provided.

PTS: 1 REF: p. 9 | p. 10

OBJ: 1.2

NAT: AACSB: R

TYP: Comprehension

127. Imagine you have two professors, one subscribes to Theory X and the other to Theory Y. What behaviors would you expect from them in the classroom?

ANS:

Answer not provided.

PTS: 1 REF: p. 14-15

OBJ: 1.2

NAT: AACSB: R

TYP: Application

128. Describe the quantitative approach to management. Include in your answer the distinction between management science and operations management.

ANS:

Answer not provided.

PTS: 1 REF: p. 16-17

OBJ: 1.2

NAT: AACSB: R

TYP: Definition

129. In 2009-2010 Toyota faced multiple recalls of its automobiles. Use the systems perspective to analyze where quality problems probably occurred.

ANS:

Answer not provided.

PTS: 1 REF: p. 17-19

OBJ: 1.3

NAT: AACSB: R

TYP: Comprehension

130. Describe how the recession of 2008-2010 impacted the new workplace, work force diversity and organizational change.

ANS:

Answer not provided.

PTS: 1

REF: p. 20-21

OBJ: 1.3

NAT: AACSB: R

TYP: Comprehension