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| 1. Efficient managers make the right decisions and successfully implement them.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 2. A cross country running team is an example of an organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 3. An example of a physical resource is the drilling platform used by an oil company.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. Jeanne's department has the lowest production cost because her people keep the scrap rate and direct labor costs low. From this information, we know her department is an efficient operation.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 5. Leading means setting an organization's goals and deciding how best to achieve them.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 6. Managers who select a course of action from a set of rational alternatives are involved in decision making.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 7. To be an effective manager, you must first do your planning, then your organizing, then your leading, and finally your controlling.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 8. If American Airlines was to eliminate drink service on its flights, outlining and following such a strategy would be the responsibility of the organizing function of management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 9. At John Deere & Company, Tim starts lawnmowers to see that they meet John Deere's standards. Tim's job in the factory involves the controlling function.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. Managers can be classified according to their level in the organization and the area in which they specialize.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 11. Bonnie Babson holds the title of plant manager of the Green Tree Manufacturing Company. She is likely a first-line manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 12. Operations managers are concerned with creating and managing the systems that create an organization's products and services.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 13. Overseeing timely delivery of your daily newspaper would be the responsibility of managers in the newspaper's operations function.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 14. Ann Honeycutt has specialized training for coordinating the various recreational activities at a retirement village and nursing home. Because she is involved with all such activities, she likely is an administrative manager.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 15. The concept of a management role is similar to the role an actor plays in a theatrical production.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 16. When your boss goes to the company president's home for a Christmas party, your boss is engaged in the political role as defined by Mintzberg.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 17. Pragna is in charge of a call center. She is always at her desk and ready to start work at 8:00 a.m., and she never leaves before 5:00 p.m. The people who work for her have noticed this pattern, and they model their attendance behavior after her. Pragna's actions are part of the monitor role as defined by Mintzberg.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 18. When Tom testifies before Congress about his company's philanthropic support for math and science education, he is fulfilling the disseminator role.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 19. Chris Cadott sees an opportunity to increase sales of his company's new machinery by sending a salesperson to talk to a representative of the Iowa Agricultural Department. In this case Chris is engaging in the role of an entrepreneur.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 20. When a manager reaches agreement with a union on the terms for a new labor contract, the manager has been serving primarily in the negotiator role.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 21. William Wilson is in an apprenticeship program to learn the skills required to be an electrician. He will be learning technical skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 22. Technical skills are more important at the level of the middle manager than at other management levels.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 23. To be a successful manager, good interpersonal skills are essential.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 24. Conceptual skills are more important to first-line managers than to managers at other levels of the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 25. Managers who are able to see the overall relationships among their organization, its competitors, its suppliers, and the economy are said to have good diagnostic skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 26. Juan has strong diagnostic skills. He is good at developing a *big picture* perspective.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 27. Communication skills help the manager listen to what others say and to understand the real meaning behind e-mails, letters, reports, and other written communication.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 28. Managerial work follows an orderly, systematic progression through the workweek.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 29. If you were to study every management book, you could then step into a top management position and immediately be effective.  ​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 30. Diversity may be reflected along numerous dimensions, but most managers tend to focus on age, gender, and ethnicity, but not physical abilities and disabilities.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 31. The management skills required for success in the not-for-profit sector are essentially the same as the for-profit sector.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 32. The News Corporation, Smile Train, Delta Airlines and Gucci are all examples of   |  |  |  | | --- | --- | --- | |  | a. | bureaucracies. | |  | b. | not-for-profit corporations. | |  | c. | organizations. | |  | d. | managerial diversity. | |  | e. | centralized units of operation. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 33. Which of the following is an example of an organization?   |  |  |  | | --- | --- | --- | |  | a. | The Department of Education | |  | b. | Princeton University track team | |  | c. | Starbucks | |  | d. | Swoopo, online auction site | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 34. Amy, Frank, Puz, and Tiaro started a Bible study group. They are engaged in   |  |  |  | | --- | --- | --- | |  | a. | starting a corporation. | |  | b. | starting an organization. | |  | c. | creating a managerial hierarchy. | |  | d. | creating a bureaucracy. | |  | e. | creating an organizational matrix. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 35. Ken and Jan Robelot have started an organization to sell Kenny's Cajun Popcorn, a peppery-flavored popcorn. The startup process for this organization included   |  |  |  | | --- | --- | --- | |  | a. | deciding on a product to make. | |  | b. | identifying potential competitors for the flavored popcorn. | |  | c. | finding an initial location in which to house the organization. | |  | d. | making financial arrangements to order supplies. | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 36. Which of the following is NOT an example of a physical resource needed to operate the company that produces Kenny's Cajun Popcorn, a "low-calorie snack with a high-voltage flavor"?   |  |  |  | | --- | --- | --- | |  | a. | An industrial-size popcorn popper | |  | b. | Cajun spices needed for flavoring popcorn | |  | c. | The help of family members who serve as taste-testers | |  | d. | Popcorn | |  | e. | An inventory of cans of market-ready Kenny's Cajun Popcorn |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 37. All of the following are physical resources EXCEPT   |  |  |  | | --- | --- | --- | |  | a. | raw materials. | |  | b. | a robotic welder. | |  | c. | labor used in production. | |  | d. | an inventory of finished goods. | |  | e. | an office building. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 38. In the Women's National Basketball Association, the coaches, managers, and players are  \_\_\_\_ resources.   |  |  |  | | --- | --- | --- | |  | a. | physical | |  | b. | financial | |  | c. | human | |  | d. | information | |  | e. | intellectual |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 39. Managers use all of the following types of resources to achieve organizational goals EXCEPT   |  |  |  | | --- | --- | --- | |  | a. | competitive. | |  | b. | physical. | |  | c. | human. | |  | d. | financial. | |  | e. | information. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 40. In the National Football League, the stadiums are \_\_\_\_ resources.   |  |  |  | | --- | --- | --- | |  | a. | competitive | |  | b. | physical | |  | c. | human | |  | d. | financial | |  | e. | information |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 41. In the National Football League, the ticket revenues are \_\_\_\_ resources.   |  |  |  | | --- | --- | --- | |  | a. | competitive | |  | b. | physical | |  | c. | human | |  | d. | financial | |  | e. | informational |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 42. In the National Football League, the promotional ads are  \_\_\_\_ resources.   |  |  |  | | --- | --- | --- | |  | a. | competitive | |  | b. | physical | |  | c. | human | |  | d. | financial | |  | e. | informational |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 43. The fact that managers use four classes of inputs to perform organizational processes suggests that management is   |  |  |  | | --- | --- | --- | |  | a. | resource-based. | |  | b. | an ineffective process. | |  | c. | an inefficient process. | |  | d. | a conversion process. | |  | e. | not using its environment wisely. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 44. The primary purpose of the management process is to   |  |  |  | | --- | --- | --- | |  | a. | develop organizational goals and make logical decisions. | |  | b. | achieve organizational goals efficiently and effectively. | |  | c. | ensure that all employees are working together effectively. | |  | d. | organize the various functions in a logical manner. | |  | e. | make sure things go as planned. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 45. The definition of management considers   |  |  |  | | --- | --- | --- | |  | a. | goals. | |  | b. | effectiveness. | |  | c. | resources. | |  | d. | efficiency. | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 46. Achieving organizational goals efficiently and effectively   |  |  |  | | --- | --- | --- | |  | a. | is necessary to make logical decisions. | |  | b. | is not necessary for successful management but is desirable. | |  | c. | ensures that all employees will work cohesively. | |  | d. | rarely occurs in private sector organizations. | |  | e. | is the primary purpose of the management process. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 47. Maine Cookies is a small company that bakes and ships gifts of cookies from parents to their children who are college students. The company produces high-quality products made with the best ingredients. As little as possible is wasted, and it uses little overtime because it operates   |  |  |  | | --- | --- | --- | |  | a. | effectively. | |  | b. | with reliability. | |  | c. | with flexibility. | |  | d. | efficiently. | |  | e. | bureaucratically. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 48. \_\_\_\_ refers to doing a job without wasting resources.   |  |  |  | | --- | --- | --- | |  | a. | Complexity | |  | b. | Effectiveness | |  | c. | Pervasiveness | |  | d. | Efficiency | |  | e. | Reliability |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 49. Rajiv just completed a project in which he restructured sales territories, met with sales representatives to help them set goals, scheduled motivational meetings, and started a program of quarterly performance review for the sales force. His goals are to reduce waste and provide improved customer service. Rajiv is engaged in   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | organizing. | |  | c. | managing. | |  | d. | controlling. | |  | e. | leading. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 50. Rebecca worked 20 hours and produced 50 units of a product. Randy worked 15 hours and produced 50 units of the same product. Compared to Randy, Rebecca was   |  |  |  | | --- | --- | --- | |  | a. | equally efficient but not as effective. | |  | b. | equally effective and efficient. | |  | c. | of unknown effectiveness but not as efficient. | |  | d. | neither effective nor efficient. | |  | e. | busy managing other workers. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 51. \_\_\_\_ means making the right decisions and then successfully implementing them.   |  |  |  | | --- | --- | --- | |  | a. | Efficiency | |  | b. | Effectiveness | |  | c. | Pervasiveness | |  | d. | Controlling | |  | e. | Leading |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 52. Which of the following statements describes individuals engaged in management?   |  |  |  | | --- | --- | --- | |  | a. | The worker welds parts together. | |  | b. | The quality control employee inspects boxes of cake mix as they come off the line. | |  | c. | The auto repair worker changes the oil in a customer's car. | |  | d. | The plant manager has set an organizational goal of reducing plant waste by 5 percent during the next fiscal year. | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 53. Which of the following correctly lists all of the basic management functions?   |  |  |  | | --- | --- | --- | |  | a. | Decision making, controlling, leading, and coordinating | |  | b. | Planning, decision making, organizing, and controlling | |  | c. | Planning and decision making, leading, and organizing | |  | d. | Planning and decision making, organizing, leading, and controlling | |  | e. | Managing, leading, directing, staffing, and evaluating |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 54. \_\_\_\_ is one of the four basic management functions.   |  |  |  | | --- | --- | --- | |  | a. | Organizing | |  | b. | Disciplining | |  | c. | Improvising | |  | d. | Correcting | |  | e. | Motivating |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 55. Advertising and subscription revenues at U.S. newspapers have been decreasing. A CEO sets a goal of stopping the decline. The CEO is engaged in   |  |  |  | | --- | --- | --- | |  | a. | organizing. | |  | b. | planning. | |  | c. | controlling. | |  | d. | leading. | |  | e. | communicating. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 56. \_\_\_\_ involves determining an organization's goals and deciding how best to achieve them.   |  |  |  | | --- | --- | --- | |  | a. | Coordinating | |  | b. | Controlling | |  | c. | Organizing | |  | d. | Leading | |  | e. | None of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 57. The correct sequence in which a manager should accomplish the four basic management functions   |  |  |  | | --- | --- | --- | |  | a. | is planning−organizing−leading−controlling. | |  | b. | is organizing−planning−leading−controlling. | |  | c. | is organizing−leading−planning−controlling. | |  | d. | is leading−controlling−organizing−planning. | |  | e. | depends on the prevailing circumstances. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 58. The purpose of planning and decision making is to   |  |  |  | | --- | --- | --- | |  | a. | enhance the company's image. | |  | b. | monitor organizational progress. | |  | c. | structure the organization for effective goal attainment. | |  | d. | get the members of the organization to work together. | |  | e. | serve as a guide for future activities. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 59. Google CEO, Larry Page, created a work culture that seeks employee input and provides plentiful perks, transparency, and flexibility. This is most representative of which management function?   |  |  |  | | --- | --- | --- | |  | a. | Controlling | |  | b. | Organizing | |  | c. | Leading | |  | d. | Planning | |  | e. | Motivating |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 60. Advertising and subscription revenue at U.S. newspapers have been decreasing. A CEO chooses to charge readers for online content. The CEO is engaged in   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | organizing. | |  | c. | leading. | |  | d. | controlling. | |  | e. | decision making. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 61. Google CEO, Larry Page, launched Google+, which lets people group those with whom they interact into different social circles. Distinguishing Google+ from Facebook was part of the  \_\_\_\_ function of management.   |  |  |  | | --- | --- | --- | |  | a. | organizing | |  | b. | controlling | |  | c. | coordinating | |  | d. | leading | |  | e. | planning and decision making |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 62. Many organizations allow employees to work remotely using technology The organization saves money on real-estate. This is a(n) \_\_\_\_ function of management.   |  |  |  | | --- | --- | --- | |  | a. | organizing | |  | b. | controlling | |  | c. | coordinating | |  | d. | leading | |  | e. | planning |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 63. When employees work remotely, conference calls and emails can be used to check on employee availability and productivity. This is part of the \_\_\_\_ function of management.   |  |  |  | | --- | --- | --- | |  | a. | organizing | |  | b. | controlling | |  | c. | coordinating | |  | d. | leading | |  | e. | planning |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 64. In the production department at Chelsea Milling Company, a sample of every product is taken at 15-minute intervals to ensure that standards are maintained. This is an example of   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | controlling. | |  | c. | leading. | |  | d. | organizing. | |  | e. | discriminating. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 65. Editors at publishing companies monitor content for quality and accuracy. They are engaged in   |  |  |  | | --- | --- | --- | |  | a. | planning. | |  | b. | controlling. | |  | c. | leading. | |  | d. | organizing. | |  | e. | discriminating. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 66. Which of the following statements BEST reflects the relationship between management and leadership?   |  |  |  | | --- | --- | --- | |  | a. | Leadership is only one part of management. | |  | b. | Management is only one part of leadership. | |  | c. | Management and leadership are the same thing. | |  | d. | Leadership and management are unrelated concepts. | |  | e. | Both leadership and management are part of controlling. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 67. Google CEO, Larry Page, announced to the media that Google+, its social networking site, gained 10 million users its first 2 weeks. Page leveraged the Google name and expertise in search engines with the new social networking site. Which management function does this represent?   |  |  |  | | --- | --- | --- | |  | a. | Planning | |  | b. | Controlling | |  | c. | Leading | |  | d. | Organizing | |  | e. | Communicating |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 68. The manager of McCaffrey's grocery store has hired eight teenagers to help during the summer season. The teens were divided into two groups. One group is cashiers; the second group is stockers. When the manager meets with stockers to find out why their group is not stocking as quickly as was expected, she is engaged in which management function?   |  |  |  | | --- | --- | --- | |  | a. | Planning | |  | b. | Controlling | |  | c. | Leading | |  | d. | Organizing | |  | e. | Coordinating |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 69. Which of the following is NOT an activity associated with the management function of leading?   |  |  |  | | --- | --- | --- | |  | a. | Trying to get employees to produce at high levels | |  | b. | Settling a dispute between two shifts of workers | |  | c. | Praising workers who show improved performance | |  | d. | Informing employees of corporate goals for next year | |  | e. | Checking on the quality of finished products |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 70. Which of the following is an activity associated with the management function of controlling?   |  |  |  | | --- | --- | --- | |  | a. | Setting a goal to increase sales 25 percent next quarter | |  | b. | Arranging units in an organization according to function | |  | c. | Reviewing yesterday's production reports | |  | d. | Choosing between two alternative communication systems | |  | e. | Deciding to buy ten new robots to weld auto bodies |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 71. The decision by GE to do business, through subsidiaries, with Iran would have been made at what organizational level?   |  |  |  | | --- | --- | --- | |  | a. | First-line management | |  | b. | Administrative management | |  | c. | Middle-level marketing management | |  | d. | Top management | |  | e. | Front-line supervisor |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 72. An officer with the rank of General in the Marine Corps is a(n)   |  |  |  | | --- | --- | --- | |  | a. | supervisor. | |  | b. | first-line supervisor. | |  | c. | top manager. | |  | d. | middle manager. | |  | e. | intermediate manager. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 73. A \_\_\_\_ is an example of a first-line manager.   |  |  |  | | --- | --- | --- | |  | a. | chief executive officer | |  | b. | president | |  | c. | supervisor | |  | d. | chairman of the board | |  | e. | division head |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 74. In most organizations, the \_\_\_\_ level of management contains the largest number of managers.   |  |  |  | | --- | --- | --- | |  | a. | first-line supervision | |  | b. | administrative management | |  | c. | top management | |  | d. | middle management | |  | e. | production management |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 75. Which of the following statements about middle managers is FALSE?   |  |  |  | | --- | --- | --- | |  | a. | Middle managers coordinate supervisors' work. | |  | b. | Middle managers implement top management's policies. | |  | c. | Middle managers serve as a bridge between upper and lower levels of the organization. | |  | d. | The number of middle managers is increasing in most organizations. | |  | e. | Middle managers can also be classified according to functional area. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 76. Middle managers spend most of their time   |  |  |  | | --- | --- | --- | |  | a. | on the telephone. | |  | b. | in meetings. | |  | c. | implementing plans of top managers. | |  | d. | managing inventory. | |  | e. | supervising production employees. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 77. Corporate attorneys are part of the corporate headquarters. Their area of management is part of   |  |  |  | | --- | --- | --- | |  | a. | marketing. | |  | b. | finance. | |  | c. | operations. | |  | d. | human resources. | |  | e. | other kinds of management. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 78. When editors ensure authors meet a deadline, the editors are working in which functional area?   |  |  |  | | --- | --- | --- | |  | a. | Marketing | |  | b. | Finance | |  | c. | Operations | |  | d. | Human resources | |  | e. | Administration |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 79. Eric is an executive coach. He helps executives see their strengths and weaknesses, and improve their performance. Eric is a(n) \_\_\_\_ manager.   |  |  |  | | --- | --- | --- | |  | a. | operations | |  | b. | administration | |  | c. | marketing | |  | d. | finance | |  | e. | human resources |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 80. \_\_\_\_ managers tend to be generalists and not associated with any particular functional area.   |  |  |  | | --- | --- | --- | |  | a. | Administrative | |  | b. | Operations | |  | c. | Production | |  | d. | Marketing | |  | e. | Human resources |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 81. Which of the following is a category of managerial role defined by Henry Mintzberg?   |  |  |  | | --- | --- | --- | |  | a. | Interpersonal | |  | b. | Functional | |  | c. | Leadership | |  | d. | Managerial | |  | e. | Communications |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 82. Which of the following roles is categorized as interpersonal?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur | |  | b. | Figurehead | |  | c. | Monitor | |  | d. | Disseminator | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 83. Which interpersonal role involves serving as a link among people?   |  |  |  | | --- | --- | --- | |  | a. | Leader | |  | b. | Figurehead | |  | c. | Liaison | |  | d. | Negotiator | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 84. Sealed Air packages food.  Donna is the executive responsible for maintaining good relations with environmental groups. She works with them to promote recycling of food packaging.  She is filling the \_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | figurehead | |  | b. | leader | |  | c. | liaison | |  | d. | negotiator | |  | e. | entrepreneur |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 85. The head of HR meets with a candidate to offer a position and finalize salary details. What managerial role was she fulfilling?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Figurehead | |  | c. | Leader | |  | d. | Entrepreneur | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 86. Which of the following roles is categorized as informational?   |  |  |  | | --- | --- | --- | |  | a. | Entrepreneur | |  | b. | Liaison | |  | c. | Leader | |  | d. | Spokesperson | |  | e. | Negotiator |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 87. Which of the following roles is categorized as decisional?   |  |  |  | | --- | --- | --- | |  | a. | Leader | |  | b. | Monitor | |  | c. | Disseminator | |  | d. | Entrepreneur | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 88. Raj is a plant manager for Bell Electronics. This morning he presented two retiring employees with certificates of appreciation and gold watches. What managerial role was Raj fulfilling?   |  |  |  | | --- | --- | --- | |  | a. | Leader | |  | b. | Disseminator | |  | c. | Figurehead | |  | d. | Resource allocator | |  | e. | Spokesperson |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 89. Roberta has just hired two new employees to work in the quality control lab. She is now training them for their jobs. What managerial role is she playing here?   |  |  |  | | --- | --- | --- | |  | a. | Developer | |  | b. | Entrepreneur | |  | c. | Planner | |  | d. | Leader | |  | e. | Monitor |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 90. The owner of RBJ, a small family-owned business that manufactures and markets fruit spreads, has hired a new worker to cook the fruit used to make the spreads. The cooking process requires a large pressure cooker, which must be closely monitored while in operation. As the owner trains the new employee in how to operate the pressure cooker, she is engaged in which managerial role?   |  |  |  | | --- | --- | --- | |  | a. | Developer | |  | b. | Entrepreneur | |  | c. | Planner | |  | d. | Leader | |  | e. | Monitor |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 91. The \_\_\_\_ role is being fulfilled when the CEO reads *The Wall Street Journal*.   |  |  |  | | --- | --- | --- | |  | a. | liaison | |  | b. | spokesperson | |  | c. | leader | |  | d. | disseminator | |  | e. | monitor |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 92. Jerome Peribere, CEO of Sealed Air, announced that the company was moving to Charlotte, NC. He was performing the managerial role of   |  |  |  | | --- | --- | --- | |  | a. | liaison. | |  | b. | spokesperson. | |  | c. | leader. | |  | d. | disseminator. | |  | e. | monitor. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 93. When the monitor role is combined with the \_\_\_\_ role, the manager emerges as a vital link in the organizational chain of communication.   |  |  |  | | --- | --- | --- | |  | a. | disseminator | |  | b. | entrepreneur | |  | c. | liaison | |  | d. | figurehead | |  | e. | leader |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 94. The gecko in the Geico commercials is playing the \_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | disseminator | |  | b. | entrepreneur | |  | c. | liaison | |  | d. | spokesperson | |  | e. | figurehead |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 95. When Sara Blakely started Spanx from scratch in her one bedroom apartment, she was performing the \_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | entrepreneur | |  | b. | leader | |  | c. | resource allocator | |  | d. | negotiator | |  | e. | monitor |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 96. A research and development company has been asked to see if a rare flower found only in the Amazon River Valley has the potential to shrink certain types of brain tumors. Since there is only a limited supply of the flower, the lab supervisor has to take on the decisional role of \_\_\_\_ to make sure that each scientist gets an equitable amount.   |  |  |  | | --- | --- | --- | |  | a. | negotiator | |  | b. | disseminator | |  | c. | monitor | |  | d. | liaison | |  | e. | resource allocator |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 97. Which decisional role involves the manager in resolving conflicts?   |  |  |  | | --- | --- | --- | |  | a. | Negotiator | |  | b. | Disturbance handler | |  | c. | Liaison | |  | d. | Leader | |  | e. | Resource allocator |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 98. Chrysler Group, operated by Fiat, repaid $551 million in one quarter to the U.S. government for a loan provided during bankruptcy reorganization. Fiat's CEO was a(n)   |  |  |  | | --- | --- | --- | |  | a. | disturbance handler. | |  | b. | liaison. | |  | c. | leader. | |  | d. | resource allocator. | |  | e. | entrepreneur. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 99. Bob Lisbonne developed and launched Pixazza, a platform to link web pictures with where to buy the items the person was wearing in the photo. What role was he fulfilling?   |  |  |  | | --- | --- | --- | |  | a. | Leader | |  | b. | Entrepreneur | |  | c. | Liaison | |  | d. | Resource allocator | |  | e. | Figurehead |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 100. Which two roles, when combined, make the manager a vital link in the organization's communication system?   |  |  |  | | --- | --- | --- | |  | a. | Spokesperson and figurehead | |  | b. | Disseminator and liaison | |  | c. | Monitor and disseminator | |  | d. | Figurehead and disseminator | |  | e. | Spokesperson and monitor |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 101. Bill Bowman works in the labor relations department. One of his primary functions is to reach agreement with the labor union regarding the new labor contract. Mintzberg would put this activity in which role category?   |  |  |  | | --- | --- | --- | |  | a. | Decisional | |  | b. | Operations | |  | c. | Interpersonal | |  | d. | Communications | |  | e. | Informational |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 102. Peggy Patterson works in the accounting department. One of her main functions is to determine the costs associated with each component of new sales contracts. How would Mintzberg classify the role Patterson is fulfilling?   |  |  |  | | --- | --- | --- | |  | a. | Interpersonal | |  | b. | Figurehead | |  | c. | Decisional | |  | d. | Leader | |  | e. | Informational |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 103. When Boeing CEO Dennis Mullenburg, answered questions from reporters, he was in the role of \_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | disturbance handler | |  | b. | figurehead | |  | c. | spokesperson | |  | d. | negotiator | |  | e. | monitor |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 104. \_\_\_\_ skills, such as carrying plates of food, typing, or operating a computer-assisted design program, are needed to perform specialized tasks within an organization.   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Organizational | |  | c. | Conceptual | |  | d. | Technical | |  | e. | Strategic |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 105. The managerial skills least important to a top manager are \_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | organizational | |  | b. | human | |  | c. | conceptual | |  | d. | technical | |  | e. | strategic |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 106. Nicole is learning to fly an Army helicopter. She is drawing mainly on her \_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | technical | |  | b. | conceptual | |  | c. | human | |  | d. | organizational | |  | e. | operational |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 107. \_\_\_\_ skills enable a manager to visualize the most appropriate response to a situation.   |  |  |  | | --- | --- | --- | |  | a. | operational | |  | b. | knowledge | |  | c. | conceptual | |  | d. | technical | |  | e. | diagnostic |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 108. At the \_\_\_\_ managerial level, technical skills are particularly important.   |  |  |  | | --- | --- | --- | |  | a. | top management | |  | b. | operational employee | |  | c. | middle management | |  | d. | first-line supervisor | |  | e. | board of directors |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 109. Sanjay recognizes a need to reorganize his company from geographic regions into customer focused divisions. What skills is he using?   |  |  |  | | --- | --- | --- | |  | a. | Technical | |  | b. | Conceptual | |  | c. | Human | |  | d. | Organizational | |  | e. | Operational |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 110. Which managerial skill is likely to be especially important to managers who occupy roles such as disturbance handler, negotiator, and resource allocator?   |  |  |  | | --- | --- | --- | |  | a. | Technical | |  | b. | Diagnostic | |  | c. | Conceptual | |  | d. | Interpersonal | |  | e. | Analytic |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 111. Interpersonal skills are likely to be especially important to managers who are most often called upon to perform the \_\_\_\_ role.   |  |  |  | | --- | --- | --- | |  | a. | entrepreneur | |  | b. | negotiator | |  | c. | resource allocator | |  | d. | leader | |  | e. | analyst |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 112. The founder of an interior decoration firm has a reputation for being open and trustworthy in dealing with his employees. They feel free to talk to him about any problems they have. He has strong \_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | functional | |  | b. | conceptual | |  | c. | technical | |  | d. | interpersonal | |  | e. | diagnostic |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 113. Which of the following statements concerning the relationship between managerial skills and managers' activities is TRUE?   |  |  |  | | --- | --- | --- | |  | a. | Conceptual skills are probably most important at the level of the first-line supervisor. | |  | b. | Good interpersonal skills are absolutely essential to a manager's success. | |  | c. | Diagnostic and analytic skills are important in the leader role. | |  | d. | Technical skills are most important to top managers. | |  | e. | The mix of skills required of a manager depends on the level of management at which he or she works. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 114. Which statement regarding the relationship between managerial skills and managers' activities is FALSE?   |  |  |  | | --- | --- | --- | |  | a. | Technical skills are probably most important at the level of the first-line supervisor. | |  | b. | Conceptual skills are most important to top managers. | |  | c. | Diagnostic and analytic skills are extremely important to the decision-making process. | |  | d. | Good interpersonal skills are essential to a manager's success. | |  | e. | The mix of skills required of a manager depends on the level of management at which he or she works. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 115. A manager's ability to think in the abstract is a(n) \_\_\_\_ skill.   |  |  |  | | --- | --- | --- | |  | a. | technical | |  | b. | human | |  | c. | conceptual | |  | d. | functional | |  | e. | operational |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 116. Which skills are most important for first-line managers?   |  |  |  | | --- | --- | --- | |  | a. | Human | |  | b. | Conceptual | |  | c. | Technical | |  | d. | Functional | |  | e. | Operational |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 117. At the \_\_\_\_ level of management, conceptual skills are most important.   |  |  |  | | --- | --- | --- | |  | a. | top management | |  | b. | operational employee | |  | c. | middle management | |  | d. | first-line supervisor | |  | e. | intermediate |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 118. 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 be improved by this teaching method?   |  |  |  | | --- | --- | --- | |  | a. | Diagnostic and interpersonal | |  | b. | Conceptual and interpersonal | |  | c. | Diagnostic and decision-making | |  | d. | Technical and conceptual | |  | e. | Technical and decision-making |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 119. Which of the following statements about interpersonal skills is TRUE?   |  |  |  | | --- | --- | --- | |  | a. | Interpersonal skills are most important for top-level managers. | |  | b. | Interpersonal skills are most important for middle-level managers. | |  | c. | Interpersonal skills are most important for first-line managers. | |  | d. | Interpersonal skills are used by technical personnel, not managers. | |  | e. | Interpersonal skills are important at all organizational levels. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 120. Which kind of skill enables managers to take an overall view of how the parts of the organization interrelate and to think strategically?   |  |  |  | | --- | --- | --- | |  | a. | Interpersonal | |  | b. | Technical | |  | c. | Conceptual | |  | d. | Time-management | |  | e. | Diagnostic |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 121. Conceptual skills enable managers to   |  |  |  | | --- | --- | --- | |  | a. | take an overall view of how the parts of the organization interrelate and to think strategically. | |  | b. | solve detailed problems for their subordinates. | |  | c. | understand, interact with, and communicate effectively with others in the organization. | |  | d. | correctly diagnose organizational problems. | |  | e. | None of these choices |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 122. The ability to both effectively convey ideas and information to others and effectively receive ideas and information from others is referred to as a(n) \_\_\_\_ skill.   |  |  |  | | --- | --- | --- | |  | a. | communication | |  | b. | knowledge | |  | c. | conceptual | |  | d. | technical | |  | e. | interpersonal |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 123. Ramon is a public relations manager. He manages the image of the company by responding to interview requests and promoting the good work the company and employees do. His most important skills are his \_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | communication | |  | b. | decision-making | |  | c. | conceptual | |  | d. | technical | |  | e. | interpersonal |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 124. The ability to prioritize work, to work efficiently, and to delegate appropriately is a(n) \_\_\_\_ skill.   |  |  |  | | --- | --- | --- | |  | a. | operational | |  | b. | knowledge | |  | c. | conceptual | |  | d. | technical | |  | e. | time-management |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 125. Jeff works remotely on Fridays. He schedules conference calls on those days because he does not need to see others at work. He uses \_\_\_\_ skills.   |  |  |  | | --- | --- | --- | |  | a. | operational | |  | b. | knowledge | |  | c. | conceptual | |  | d. | technical | |  | e. | time-management |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 126. According to the science of management, management tasks should be approached in all of the following ways EXCEPT   |  |  |  | | --- | --- | --- | |  | a. | rational. | |  | b. | logical. | |  | c. | objective. | |  | d. | systematic. | |  | e. | intuitive. |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 127. The skills necessary to become a successful manager usually are attained through   |  |  |  | | --- | --- | --- | |  | a. | education. | |  | b. | experience. | |  | c. | watching films and videos of managers in action. | |  | d. | a combination of education and experience. | |  | e. | computer simulations and video training courses. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 128. Which of the following statements about the role of education in management is TRUE?   |  |  |  | | --- | --- | --- | |  | a. | Formal education is the best way to acquire the skills a manager requires. | |  | b. | Managerial skills are best learned through experience, not formal education. | |  | c. | Once a manager has a master's degree, additional formal education is unnecessary. | |  | d. | The primary advantage of a college education to managers is that a person can become familiar with current research and thinking on management. | |  | e. | College courses are of little value to first-line supervisors. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 129. Educational, healthcare, and international organizations   |  |  |  | | --- | --- | --- | |  | a. | are so different from for-profit businesses that they do not need managers. | |  | b. | have little in common with one another. | |  | c. | require the use of management skills occasionally. | |  | d. | are organized so that managers do not have a role. | |  | e. | None of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 130. Management is practiced in   |  |  |  | | --- | --- | --- | |  | a. | Indiana Heart Hospital. | |  | b. | the Catholic Church. | |  | c. | the International Olympic Committee. | |  | d. | McDonald's. | |  | e. | All of these choices |  |  |  | | --- | --- | | *ANSWER:* | e | |

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| 131. Which of the following statements about management is TRUE?   |  |  |  | | --- | --- | --- | |  | a. | Management occurs solely among individuals at high levels in organizations. | |  | b. | Management exists only in business firms. | |  | c. | Management is relatively unimportant in not-for-profit organizations. | |  | d. | Management exists in organized crime and street gangs. | |  | e. | None of these choices |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 132. All \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, regardless of whether they are large or small, profit-seeking or not-for-profit, domestic or multinational, use some combination of human, financial, physical, and information resources to achieve their goals.   |  |  | | --- | --- | | *ANSWER:* | organizations | |

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| 133. The purpose of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is to ensure that an organization's goals are achieved in an efficient and effective manner.   |  |  | | --- | --- | | *ANSWER:* | management | |

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| 134. When an organization produces its goods or services without unnecessary waste of resources, we say that it is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | efficient | |

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| 135. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the management function that serves as a guide to future activities.   |  |  | | --- | --- | | *ANSWER:* | Planning and decision making | |

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| 136. When a CEO changed the structure of an organization, she was engaging in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | organizing | |

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| 137. Communication, motivation, and working with groups are all parts of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | leading | |

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| 138. As the organization moves toward its goals, managers must \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ progress to ensure that it is performing in such a way as to stay on the path to success.   |  |  | | --- | --- | | *ANSWER:* | monitor | |

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| 139. Choosing a course of action from alternatives is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | decision making | |

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| 140. Top managers make up the relatively \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ group of executives who manage the overall organization.   |  |  | | --- | --- | | *ANSWER:* | small | |

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| 141. Decisions such as United Technologies Corporation's decision to sell its Sikorsky division would be made at the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ level of management.   |  |  | | --- | --- | | *ANSWER:* | top | |

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| 142. Jennifer is the head ER nurse at a large hospital. She is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ manager.   |  |  | | --- | --- | | *ANSWER:* | middle | |

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| 143. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers work in areas related to getting consumers and clients to buy the organization's products or services.   |  |  | | --- | --- | | *ANSWER:* | Marketing | |

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| 144. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers deal primarily with activities such as accounting, cash management, and investments.   |  |  | | --- | --- | | *ANSWER:* | Financial | |

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| 145. The monitor, disseminator, and spokesperson roles make up the group of roles Henry Mintzberg termed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ roles.   |  |  | | --- | --- | | *ANSWER:* | informational | |

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| 146. When a manager encourages employees to improve productivity, she is engaged in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ role.   |  |  | | --- | --- | | *ANSWER:* | leading | |

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| 147. The entrepreneur and disturbance handler roles Mintzberg described would be included in the management category of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | decisional | |

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| 148. When someone develops new ideas for innovation they are in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ role.   |  |  | | --- | --- | | *ANSWER:* | entrepreneur | |

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| 149. Washing dishes, waiting tables, and maintenance are examples of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ skills.   |  |  | | --- | --- | | *ANSWER:* | technical | |

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| 150. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ degrees are common among business executives today.   |  |  | | --- | --- | | *ANSWER:* | MBA | |

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| 151. Most effective managers learn their skills through a combination of education  and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | experience | |

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| 152. When managers use quantitative models and logic they are practicing the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of management.   |  |  | | --- | --- | | *ANSWER:* | science | |

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| 153. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ people entering the workforce often seek work in smaller, more entrepreneurial firms that allow flexibility and individuality.   |  |  | | --- | --- | | *ANSWER:* | Younger | |

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| 154. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to differences among people.   |  |  | | --- | --- | | *ANSWER:* | Diversity | |

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| 155. Describe the four types of organizational resources.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 156. Can an organization be effective without being efficient?  Can it be efficient without being effective?  Describe an example to support your answers.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 157. Use examples to support or refute the following statement, "The manager’s job is unpredictable and fraught with challenges, but it is also filled with opportunities to make a difference."   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 158. Describe the management process.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 159. List and define the four basic management functions.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 160. Which of the functions of management is the most important? Support your answer.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 161. 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.   |  |  | | --- | --- | | *ANSWER:* | Students should recognize that the two schemes are complementary and that a manager could be classified according to both schemes simultaneously. For example, a manager is simultaneously a middle manager and a marketing manager. | |

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| 162. Identify and describe the three levels of management.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 163. Define the term *top manager*, and describe what executives do.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 164. Describe and illustrate the connection between management roles and management skills.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 165. Henry Mintzberg identified three broad categories of roles that managers play. List the three broad categories, and identify and define one of the roles contained in each category.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 166. How are Mintzberg's informational roles related to the monitor role of management?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 167. Bob, an executive at Mars candy corporation, wants to increase revenue. He negotiates with apparel retailers to carry a line of M&M merchandise. Which managerial skills did he use and when did he use them?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 168. Which is more important to successful management: education or experience? Why?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 169. Describe the processes by which managers typically attain the necessary management skills. What are some of the advantages and disadvantages of each process?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 170. Is management in a not-for-profit organization different from management in a profit seeking organization? How?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 171. How is technology affecting management today?   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| 172. Describe three characteristics of the new workplace emerging in organizations today.   |  |  | | --- | --- | | *ANSWER:* | Answer not provided. | |

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| Match the following. You may use a response once, more than once, or not at all.   |  |  | | --- | --- | | a. | Human resource | | b. | Physical resource | | c. | Financial resource | | d. | Informational resource | |

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| 173. Custodial staff   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 174. Tuition   |  |  | | --- | --- | | *ANSWER:* | c | |

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| 175. SAT scores   |  |  | | --- | --- | | *ANSWER:* | d | |

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| 176. Auditorium   |  |  | | --- | --- | | *ANSWER:* | b | |

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| Match the following. You may use a response once, more than once, or not at all.   |  |  | | --- | --- | | a. | Communicating | | b. | Controlling | | c. | Leading | | d. | Organizing | | e. | Planning | |

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| 177. Luminate CEO, Bob Lisbonne, presented his business plan to Google Ventures seeking an investment. The presentation was part of the \_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 178. Luminate was originally called Pixazza, but the name was changed after several calls for pizza delivery. Lisbonne's decision to change the name was part of the \_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | c | |

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| 179. Luminate partners with entertainment sites. Each Luminate manager is dedicated to a corporate partner. This is part of the \_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | d | |

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| 180. Monitoring comments posted on photos for appropriateness is part of the \_\_\_\_ function of management.   |  |  | | --- | --- | | *ANSWER:* | b | |

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| Match the following. You may use a response once, more than once, or not at all.   |  |  | | --- | --- | | a. | Disseminator | | b. | Monitor | | c. | Leader | | d. | Negotiator | | e. | Spokesperson | |

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| 181. Encourages employees to improve productivity   |  |  | | --- | --- | | *ANSWER:* | c | |

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| 182. Scans three papers a day   |  |  | | --- | --- | | *ANSWER:* | b | |

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| 183. Bargains with suppliers for the best deal   |  |  | | --- | --- | | *ANSWER:* | d | |

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| 184. A celebrity hired to perform in advertisements   |  |  | | --- | --- | | *ANSWER:* | e | |

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| Match the following. You may use a response once, more than once, or not at all.   |  |  | | --- | --- | | a. | Increasing | | b. | Decreasing | | c. | Staying the same | |

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| 185. The number of women in the workforce   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 186. The number of Hispanics in the workforce   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 187. The amount of diversity in the workforce   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 188. The amount of flexibility and individuality in the workplace   |  |  | | --- | --- | | *ANSWER:* | a | |

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| **Special Exercises**  ​  Most people begin learning management skills while they are children, as members of a family. Pat and Frank are parents of Louisa and Michael. Match the activity with the role. You may use a response once, more than once, or not at all.   |  |  | | --- | --- | | a. | Figurehead | | b. | Leader | | c. | Liaison | | d. | Monitor | | e. | Disseminator | | f. | Spokesperson | | g. | Entrepreneur | | h. | Disturbance handler | | i. | Resource allocator | | j. | Negotiator | |

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| 189. Louisa describes to her parents why she deserves a bigger allowance   |  |  | | --- | --- | | *ANSWER:* | j | |

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| 190. Pat buys a new watch   |  |  | | --- | --- | | *ANSWER:* | i | |

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| 191. Frank settles an argument   |  |  | | --- | --- | | *ANSWER:* | h | |

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| 192. Pat emails carpool partners the schedule for the week   |  |  | | --- | --- | | *ANSWER:* | e | |

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| 193. Frank checks Power School to find out the kids' current grades   |  |  | | --- | --- | | *ANSWER:* | d | |

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| 194. Grandparents arrive for a visit and Michael shows them around   |  |  | | --- | --- | | *ANSWER:* | a | |

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| 195. Louisa coordinates with Michael for her time on the computer   |  |  | | --- | --- | | *ANSWER:* | c | |

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| 196. Frank motivates the kids to clean their rooms   |  |  | | --- | --- | | *ANSWER:* | b | |

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| 197. Michael listens to his parents' conversation to learn about a job offer that requires a move   |  |  | | --- | --- | | *ANSWER:* | d | |

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| 198. Louisa writes and submits an article to the local paper about her Girls Scout gold award project   |  |  | | --- | --- | | *ANSWER:* | f | |

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| 199. Michael starts a lawn mowing business   |  |  | | --- | --- | | *ANSWER:* | g | |

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| 200. Pat calls the pet sitter to coordinate services when no one is home   |  |  | | --- | --- | | *ANSWER:* | c | |