

Management, 15e (Robbins/Coulter)
Chapter 1 Managers and You in the Workplace

1) In today's workplace, _____.

- A) women are more likely than men to be promoted into management
- B) many employees perform work that in the past was considered managerial activities
- C) women tend to be more effective supervisors than men
- D) most organizations have eliminated the title of manager

Answer: B

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

2) Because this is her first job, Melanie was unclear about what managers actually do. Fortunately her training materials explained that a manager's job focuses on _____.

- A) performing clerical duties
- B) personal achievement
- C) helping others accomplish their work goals
- D) supervising groups rather than individual employees

Answer: C

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

3) An individual who works with and through other people by coordinating their work activities in order to accomplish organizational goals is _____.

- A) an assembly line worker
- B) a laborer
- C) a manager
- D) a salesperson

Answer: C

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

4) As part of the orientation for her internship, Rebecca was informed that _____ are the people who direct the activities of others in an organization.

- A) directors
- B) managers
- C) subordinates
- D) line workers

Answer: B

Diff: 1

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

5) The organizational chart shows titles such as front-line manager, plant manager, and vice president of operations. It is very likely this organization has a _____.

- A) traditional committee structure
- B) traditional pyramid structure
- C) modern matrix structure
- D) flexible structure

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

6) First-line managers are typically those who _____.

- A) perform the same work as the people they manage but earn more money
- B) are typically involved with producing the organization's products or providing its service
- C) are at the top of the organizational chart
- D) are the first persons new hires meet

Answer: B

Diff: 2

AACSB: Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Analytical

7) Supervisor is another name for _____.

- A) team leader
- B) middle manager
- C) first-line manager
- D) top manager

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

8) A _____ is an example of a first-line manager.

- A) division manager
- B) store manager
- C) regional manager
- D) shift manager

Answer: D

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

9) Kelly, a production supervisor, is responsible for ten employees who assemble components into a finished product. Kelly is a _____.

- A) top manager
- B) nonmanagerial employee
- C) middle manager
- D) first-line manager

Answer: D

Diff: 1

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

10) Managers with titles such as regional manager, project leader, or division manager are _____.

- A) first-line managers
- B) top managers
- C) production managers
- D) middle managers

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

11) Ben, a production plant manager, reports to Dan, a regional manager. Ben and Dan are _____.

- A) top managers
- B) middle managers
- C) supervisors
- D) first-line managers

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

12) _____ are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

- A) Middle managers
- B) Top managers
- C) Production managers
- D) Research managers

Answer: B

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

13) Tom is responsible for project managers who supervise others who perform manual work. He reports to a vice president on another continent. Tom is a _____.

- A) first-line manager
- B) middle manager
- C) top manager
- D) nonmanager

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

14) _____ have titles such as executive vice president, chief operating officer, and chief executive officer.

- A) Supervisors
- B) Middle managers
- C) First-line managers
- D) Top managers

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

15) Kenneth is a vice president of operations. His position would be regarded as a _____.

- A) top manager
- B) supervisor
- C) middle manager
- D) first-line manager

Answer: A

Diff: 2

AACSB: Analytical thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

16) Blue Fin and ChrisCraft, two boat manufacturers, have merged. Top managers now must decide how the work will be divided and who will do what work in the merged firm. The pre-merger firms, and the merged firm, are each examples of _____.

- A) strategic partnerships
- B) coalitions
- C) organizations
- D) affinity groups

Answer: C

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Application

17) Today's managers are just as likely to be women as they are men.

Answer: TRUE

Diff: 1

AACSB: Diverse and multicultural work environments

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

18) A manager must coordinate and oversee the work of other people so that organizational goals can be accomplished.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

19) A manager's job is all about personal achievement.

Answer: FALSE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

20) In traditionally structured organizations, managers can be classified as first-line managers, middle managers, or top managers.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

21) Middle managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

22) Explain briefly how the definition of a manager has changed over time.

Answer: Managers used to be defined as the organizational members who told others what to do and how to do it. In the past, it was easy to differentiate managers from nonmanagerial employees. Nonmanagers were organizational members who worked directly on a job or task and had no one reporting to them. Managers were those who supervised other employees. Today, the changing nature of organizations and work has blurred the distinction between managers and nonmanagerial employees. Many traditional nonmanagerial jobs now include managerial activities. Most employees are multi-skilled and are being cross trained. Within a single shift, an employee can be a team leader, equipment operator, maintenance technician, quality inspector, or improvement planner.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

23) Describe and provide examples of first-line, middle, and top managers.

Answer: a. First-line managers are the lowest level of management and manage the work of nonmanagerial individuals who are directly involved with the production or creation of the organization's products or servicing its customers. First-line managers are often called supervisors or even shift managers, district managers, department managers, or office managers.
b. Middle managers are found between the lowest and top levels of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, store manager, or division manager.
c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, or chief executive officer.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.1: Tell who managers are and where they work.

Classification: Concept

24) Increased environmental complexity and uncertainty make the manager's job even more important now than it was 20 or 30 years ago.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.2: Explain why managers are important to organizations.

Classification: Concept

25) Low-level managers have very little impact on the organization's performance.

Answer: FALSE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.2: Explain why managers are important to organizations.

Classification: Concept

26) A great manager can inspire employees professionally and personally.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.2: Explain why managers are important to organizations.

Classification: Concept

27) Managers play an important role in dealing with various challenges being faced by organizations today.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.2: Explain why managers are important to organizations.

Classification: Concept

28) Identify and discuss three reasons managers are still important even in the changing organizational structures in use today.

Answer:

a. The first reason why managers are important is because *organizations need their managerial skills and abilities* more than ever in uncertain, complex, and chaotic times. As organizations deal with today's challenges—changing workforce dynamics, the worldwide economic climate, changing technology, ever-increasing globalization, and so forth—managers play an important role in identifying critical issues and crafting responses.

b. Another reason why managers are important to organizations is because *they're critical to getting things done*. They create and coordinate the workplace environment and work systems so that others can perform those tasks. Or, if work isn't getting done or isn't getting done as it should be, they're the ones who find out why and get things back on track. And these managers are key players in leading the company into the future.

c. Finally, *managers do matter* to organizations. The single most important variable in employee productivity and loyalty isn't pay or benefits or workplace environment—it's the quality of the relationship between employees and their direct supervisors. The way a company manages and engages its people can significantly affect its financial performance. Leadership is the single largest influence on employee engagement. Managerial ability is important in creating organizational value.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.2: Explain why managers are important to organizations.

Classification: Concept

29) Time should be considered a(n) _____ resource.

- A) abundant
- B) diminishing
- C) limited
- D) renewable

Answer: C

Diff: 2

AACSB: Analytical thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

30) One method to become more efficient in managing your time is to _____.

- A) classify each activity or task as A, B, or C
- B) schedule more in one day than you can reasonably expect to finish
- C) enlist the aid of a management coach to keep you on task
- D) shorten deadlines so you will be pressed to complete tasks early

Answer: A

Diff: 2

AACSB: Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

31) Technology makes it easier to stay connected but _____.

- A) there is always the risk of security breaches and the theft of information necessary for good time management practices
- B) it raises expectations on the part of those to whom we are connected
- C) technology fails, batteries lose power, and their effectiveness wanes
- D) it also presents constant distractions, making it difficult to stay on task

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Critical thinking

32) Andrew is reviewing next week's orders, scheduling orders to machines, and assigning employees to run those machines. Andrew is engaged in _____.

- A) planning
- B) organizing
- C) leading
- D) controlling

Answer: A

Diff: 2

AACSB: Application of knowledge; Analytical thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

33) Donald's ability to complete activities efficiently and effectively with and through other people is known as _____.

- A) management
- B) leadership
- C) entrepreneurship
- D) delegation

Answer: A

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

34) _____ involves ensuring that work activities are completed efficiently and effectively by the people responsible for doing them.

- A) Leading
- B) Managing
- C) Planning
- D) Organizing

Answer: B

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

35) Which one of the following is an example of an efficient manufacturing technique?

- A) Reducing the amount of scrap created in the process of making a product.
- B) Increasing the amount of time to manufacture products.
- C) Increasing product reject rates.
- D) Meeting customers' rigorous demand.

Answer: A

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

36) Wasting resources is considered to be an example of _____.

- A) inefficacy
- B) ineffableness
- C) inefficiency
- D) ineffectiveness

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

37) An automobile manufacturer increased the total number of cars produced while keeping the production costs the same. The manufacturer increased its _____.

- A) equity
- B) efficiency
- C) effectiveness
- D) effort

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

38) Ellen's ability to produce the same amount of product with fewer personnel is a reflection of her _____.

- A) effectiveness
- B) organizing skills
- C) leadership
- D) efficiency

Answer: D

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

39) Effectiveness is associated with _____.

- A) reducing inventory
- B) decreasing production time
- C) doing the right things
- D) doing things right

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

40) Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.

- A) effectiveness; efficiency
- B) efficiency; effectiveness
- C) effort; efficiency
- D) efficiency; experience

Answer: B

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

41) The fact that Eileen achieves her departmental goals is an indication of her _____ as a manager.

- A) leadership
- B) effectiveness
- C) efficiency
- D) attention to detail

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

42) If your team quickly painted the wall but discovered afterward it was the wrong wall, your team would be _____.

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

Answer: A

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

43) If Fiona accomplishes her projects with high-quality results, but takes more time than other managers in the process, as a manager she is _____.

- A) efficient, but ineffective
- B) a leader, but not a top manager
- C) project oriented, but not effective
- D) effective, but inefficient

Answer: D

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

44) More than a hundred years ago, Henri Fayol proposed that managers performed five functions. They were _____.

- A) planning, organizing, directing, evaluating, and controlling
- B) organizing, directing, coordinating, evaluating, and controlling
- C) planning, organizing, directing, coordinating, and controlling
- D) planning, organizing, commanding, coordinating, and controlling

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

45) Today, the basic management functions include _____.

- A) planning, organizing, commanding, and coordinating
- B) planning, organizing, coordinating, and controlling
- C) planning, organizing, directing, and controlling
- D) planning, organizing, leading, and controlling

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

46) Establishing strategies for achieving organizational goals is a part of the _____ function.

- A) leading
- B) coordinating
- C) planning
- D) organizing

Answer: C

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

47) When Gavin decides how many units of output his employees should produce, he is performing which of the following management functions?

- A) Controlling
- B) Leading
- C) Planning
- D) Organizing

Answer: C

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

48) Organizing includes _____.

- A) setting organizational goals
- B) hiring organizational members
- C) motivating organizational members
- D) determining who does what tasks

Answer: D

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

49) The human resources manager is meeting with the production manager to write job descriptions and to decide how to group jobs for a new production line. These two are engaged in _____.

- A) planning
- B) organizing
- C) leading
- D) controlling

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

50) Two of Brent's subordinates have not been getting along, a situation that has now interfered with their productivity. When Brent meets with them to resolve the conflict, he is engaged in _____.

- A) planning
- B) organizing
- C) leading
- D) controlling

Answer: C

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

51) Motivating subordinates is primarily associated with the management function of _____.

- A) planning
- B) organizing
- C) leading
- D) directing

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

52) The _____ roles involve collecting, receiving, and disseminating information, according to Mintzberg's managerial roles.

- A) interpersonal
- B) informational
- C) technical
- D) decisional

Answer: B

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

53) When Fred tells the employees that he is sure they can fulfill the schedule because they are good and skilled employees, he is performing which of the following management functions?

- A) Controlling
- B) Leading
- C) Negotiating
- D) Delegating

Answer: B

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

54) When Brandi is sharing with her team members the information she received at this morning's production meeting, she is performing the Mintzberg role of _____.

- A) liaison
- B) monitor
- C) entrepreneur
- D) disseminator

Answer: D

Diff: 3

AACSB: Application of knowledge; Analytical thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

55) The process of monitoring, comparing, and correcting is called _____.

- A) controlling
- B) planning
- C) leading
- D) evaluating

Answer: A

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

56) When Joe checks the amount of output that the employees have completed and the number of units that have been rejected, he is performing which of the following management functions?

- A) Controlling
- B) Leading
- C) Evaluating
- D) Monitoring

Answer: A

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

57) _____ developed a categorization scheme for defining what managers do, consisting of ten different but highly interrelated roles.

- A) Henri Fayol
- B) Abraham Maslow
- C) Henry Mintzberg
- D) Peter Drucker

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

58) According to Mintzberg's managerial roles, the _____ roles are ones that involve people and other duties that are ceremonial and symbolic in nature.

- A) informational
- B) interpersonal
- C) technical
- D) decisional

Answer: B

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

59) When the mayor officiates at the ribbon-cutting ceremony for the new bridge, he is performing one of Mintzberg's _____ roles.

- A) interpersonal
- B) informational
- C) decisional
- D) organizing

Answer: A

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

60) The _____ role (as Mintzberg defined it) is more important for lower-level managers than it is for either middle- or top-level managers.

- A) leader
- B) figurehead
- C) negotiator
- D) disseminator

Answer: A

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

61) Mark is vice president of finance. At his level of management, he is more likely to use the role of _____ than _____.

- A) leader; disseminator
- B) spokesperson; negotiator
- C) figurehead; liaison
- D) disseminator; leader

Answer: D

Diff: 3

AACSB: Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Critical thinking

62) Connie has an idea for a new product she would like to produce and market. Mintzberg would consider the activities necessary to form and launch her company to be part of the _____ role.

- A) planning
- B) resource allocator
- C) negotiator
- D) entrepreneur

Answer: D

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

63) Technical skills include _____.

- A) experience gained by experiments that are used in performing managerial tasks
- B) job specific knowledge needed to proficiently perform work tasks
- C) the ability to work well with individuals and groups
- D) skills managers use to think and to conceptualize about abstract and complex situations

Answer: B

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

64) One of Calvin's employees is having problems with a production machine so Calvin helps him troubleshoot the problem. Calvin is using his _____ skills.

- A) negotiator
- B) technical
- C) interpersonal
- D) conceptual

Answer: B

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

65) _____ skills tend to be more important for first-line managers since they manage employees who produce the organization's product or service the organization's customers.

- A) Human
- B) Technical
- C) Conceptual
- D) Empirical

Answer: B

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

66) When Paul manages the employees who produce the product, he is utilizing his _____.

- A) conceptual skills
- B) disseminator skills
- C) technical skills
- D) interpersonal skills

Answer: C

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

67) Understanding machine operating instructions would be considered a(n) _____ skill for a production manager.

- A) interpersonal
- B) technical
- C) conceptual
- D) empirical

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

68) _____ skills involve the ability to work well with other people, both individually and in a group.

- A) Technical
- B) Assessment
- C) Planning
- D) Interpersonal

Answer: D

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

69) When Michael meets with the human resources manager to discuss a complaint filed by one of the employees in the production department, he requires which of the following managerial skills?

- A) Conceptual skills
- B) Interpersonal skills
- C) Negotiator skills
- D) Disturbance handler skills

Answer: B

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

70) When Sam Walton visited his Walmart stores, he would often lead the employees in cheers and give inspiring speeches. Sam knew the importance of _____ skills.

- A) decisional
- B) technical
- C) interpersonal
- D) conceptual

Answer: C

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

71) Ralph's search for new technologies that can be used in the production processes of his plant is an example of which type of management skill?

- A) Conceptual
- B) Communication
- C) Effectiveness
- D) Monitor

Answer: A

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

72) Which one of the following is true concerning the three managerial skills?

- A) Technical skills tend to be most important for middle-level managers.
- B) Conceptual skills are most important for lower-level managers.
- C) Interpersonal skills remain equally important to all levels of management.
- D) Technical skills increase and conceptual skills decrease in importance as a manager climbs the organizational chart.

Answer: C

Diff: 2

AACSB: Analytical thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

73) Because Sterling is a shift manager, _____.

- A) his technical skills are of the utmost priority
- B) his conceptual skills are of the utmost priority
- C) his interpersonal skills are not important
- D) he need not have any empirical skills

Answer: A

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

74) Terry has recently been promoted from shift manager to department manager. As a result, _____.

- A) his empirical skills are going to be most important
- B) the importance of his technical skills is reduced
- C) his conceptual skills are going to take the priority
- D) the importance of his interpersonal skills is reduced

Answer: B

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

75) The CEO of MindWerks must understand the industry in which his business competes, the future of that industry, and the competition. This requires strong _____ skills.

- A) technical
- B) interpersonal
- C) conceptual
- D) controlling

Answer: C

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

76) Ethan is the president of his organization. Therefore, _____.

- A) he should be very sound in his technical skills
- B) he can manage with limited financial skills
- C) conceptual skills are the most important skills that Ethan requires
- D) his interpersonal skills are not important

Answer: C

Diff: 2

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Application

77) Managers with good _____ skills know how to communicate, motivate and lead to get the best out of their people.

- A) interpersonal
- B) conceptual
- C) technical
- D) empirical

Answer: A

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

78) Conceptual skills involve _____.

- A) managing employees who use tools to produce the organization's products
- B) communicating with customers
- C) thinking about abstract and complex situations
- D) inspiring enthusiasm and trust among employees

Answer: C

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

79) Effectiveness refers to getting the most output from the least amount of input.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

80) Efficiency is described as "doing things right."

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

81) Determining who reports to whom is part of the planning function of management.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

82) Directing and motivating are part of the organizing function of management.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

83) The four contemporary functions of management are planning, organizing, commanding, and controlling.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

84) As part of Dave's controlling function of management, he must monitor and evaluate performance.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

85) Conceptual skills are less important to top managers.

Answer: FALSE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

86) According to Mintzberg, the leader role is more important for higher-level managers because they have responsibility for more of the organization.

Answer: FALSE

Diff: 2

AACSB: Interpersonal relations and teamwork

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

87) Figurehead, leader, and liaison are all informational managerial roles according to Mintzberg.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

88) Disturbance handler is one of Mintzberg's interpersonal roles.

Answer: FALSE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

89) According to Robert L. Katz, managers need to have technical, interpersonal, and conceptual skills.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

90) Technical skills become less important as a manager moves into higher levels of management.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

91) Briefly discuss the difference between efficiency and effectiveness.

Answer:

a. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs-including resources such as people, money, and equipment-they are concerned with the efficient use of resources. It's often referred to as "doing things right"-that is, not wasting resources. For instance, efficient manufacturing techniques can be implemented by doing things such as cutting inventory levels, decreasing the amount of time to manufacture products, and lowering product reject rates.

b. Effectiveness is often described as "doing the right things"-that is, doing those work activities that will help the organization reach its goals. For instance, goals can include meeting customers' rigorous demands, executing world-class manufacturing strategies, and making employee jobs easier and safer. Through various work initiatives these goals can be pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

92) List and explain the four basic functions of management.

Answer: The four basic functions of management are: (a) Planning, (b) Organizing, (c) Leading, and (d) Controlling.

a. When managers engage in planning, they set goals, establish strategies for achieving those goals, and develop plans to integrate and coordinate activities.

b. When managers organize, they determine what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.

c. When managers engage in leading, they motivate subordinates, help resolve work group conflicts, influence individuals or teams as they work, select the most effective communication channel, or deal in any way with employee behavior issues.

d. When managers control, they ensure that goals are being met and that work is being done as it should be. They monitor and evaluate performance. They compare actual performance with the set goals. If those goals aren't being achieved, it's the manager's job to get work back on track. This process of monitoring, comparing, and correcting is the controlling function.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

93) List the ten managerial roles developed by Mintzberg.

Answer: Mintzberg described ten managerial roles grouped around interpersonal relationships, the transfer of information, and decision making.

A. The interpersonal roles are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include:

- a. figurehead
- b. leader
- c. liaison

B. The informational roles involve collecting, receiving, and disseminating information. The three informational roles include:

- a. monitor
- b. disseminator
- c. spokesperson

C. Finally, the decisional roles entail making decisions or choices. The four decisional roles include:

- a. entrepreneur
- b. disturbance handler
- c. resource allocator
- d. negotiator

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

94) Describe the three main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management, and why?

Answer: Robert L. Katz proposed that managers need three critical skills in managing: technical, interpersonal, and conceptual.

a. Technical skills are the job specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically manage employees who use tools and techniques to produce the organization's products or service the organization's customers. Often, employees with excellent technical skills get promoted to first-line manager.

b. Human skills involve the ability to work well with other people, both individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good interpersonal skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust.

c. Conceptual skills are the skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.3: Describe the functions, roles, and skills of managers.

Classification: Concept

95) Examples of new technologies that are changing the way managers work include;_____.

A) cloud computing

B) artificial intelligence

C) robotics

D) all of these

Answer: D

Diff: 3

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

96) Disruptive innovations; _____.

A) are always beneficial

B) rarely occur in today's world

C) have little impact on managers

D) can make a product obsolete

Answer: D

Diff: 3

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

97) Social media is a communications tool which should be _____.

- A) used to publish one-way messages from managers to employees
- B) banned from the workplace
- C) limited only to top managers
- D) used to foster cooperation and collaboration

Answer: D

Diff: 3

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

98) Which of these examples that a manager might encounter deals with ethical issues?

- A) A bank increases consumer interest rates when market interest rates go up.
- B) An employee is terminated for poor performance.
- C) Product sales increase by 50% due to strong consumer demand.
- D) A major drug company increases prices by 300% to increase profits.

Answer: D

Diff: 3

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

99) Today's manager must deal with a host of new challenges that include _____.

- A) how to organize operations
- B) greater political uncertainty
- C) staffing and employee issues
- D) increasing production efficiency

Answer: B

Diff: 3

AACSB: Analytical thinking; Application of knowledge

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Application

100) One of the most difficult aspects of the increasing use of technology in the workplace has been to make employees comfortable around robots.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Critical thinking

101) Innovation is confined to high-tech and other technologically sophisticated organizations.

Answer: FALSE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

102) Firms that compete in non-technology markets, such as retailers, need not concern themselves with innovation.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

103) In order for organizations to survive successfully, managers must create a customer-responsive organization.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

104) Because of the advances in social media and the extensive use of technology in business communications, social skills have diminished in importance in the workplace.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Critical thinking

105) Managers must understand and manage both the power and the peril of social media.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

106) Briefly describe the importance of disruptive innovation to the manager's job.

Answer: Innovation means doing things differently, exploring new territory, and taking risks. It is not just for high-tech or other technologically sophisticated organizations. Innovative efforts can be found in all types of organizations. If a firm does not innovate, it undertakes great risks. Innovation is critical to today's organizations. Even if a specific organization is not adopting new technologies, the organization will be competing with firms that do utilize new technologies. One example given in the text is how traditional taxi companies have been affected by Uber and Lyft. Managers are continuously challenged to stay competitive using new technologies or challenged with finding ways to compete against new technologies or disruptive innovation.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

107) In a short essay, describe the importance of customers to the manager's job.

Answer: Organizations need customers. Without them, most organizations would cease to exist. Yet, focusing on the customer has long been thought to be the responsibility of marketing types. However, employee attitudes and behaviors play a big role in customer satisfaction. Managers are recognizing that delivering consistent high-quality customer service is essential for survival and success in today's competitive environment and that employees are an important part of that equation. Managers must create a customer-responsive organization where employees are friendly and courteous, accessible, knowledgeable, prompt in responding to customer needs, and willing to do what's necessary to please the customer.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Concept

108) Select three of the focuses of today's managers and discuss its importance to the success of business.

Answer: Students' answers will vary.

a. *Customer*: By listening to customers, businesses can discover new opportunities for products and services. They may also discover why some customers remain loyal to the company and why others leave.

b. *Technology*: Although technology cannot completely replace human interaction and judgment, it can automate routine and hazardous tasks, thereby freeing humans for more complex tasks. Technology can make humans more productive, reducing costs and increasing profitability.

c. *Social Media*: More and more businesses are turning to social media as a way to connect to customers. Employees can use social media to support and promote their employer and to cooperate and collaborate with each other.

d. *Disruptive innovation*: Innovation is critical at all levels in the organization. Customers demand new, better, more robust products and services. Innovation can provide the competitive advantage necessary for continued success. Businesses also compete against disruptive innovation and must learn ways to remain viable.

e. *Ethics*: Doing what's right is becoming increasingly important given today's employee and consumer attitudes. An ethical focus encompasses numerous issues including an increased focus on sustainability and creating an ethical workplace. Customers expect businesses to manage themselves in such a way as to provide quality products and services while using the smallest footprint possible, preserving resources for future generations, and treating everyone equally and with respect and dignity.

f. *Political uncertainty*: Organizations are faced with increased political uncertainty, even in developed countries. New federal, state and city laws force organizations to adapt and change ways of doing business. New trade agreements, trade disputes, and political structures change the cost and manner of doing business with other countries.

Diff: 3

AACSB: Reflective thinking; Application of knowledge; Written and oral communication

Learning Obj: LO 1.4: Describe the factors that are reshaping and redefining the manager's job.

Classification: Synthesis

109) Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the _____.

- A) impartiality of management
- B) neutrality of management
- C) universality of management
- D) reality of management

Answer: C

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

110) Which one of the following represents one of the challenges of management?

- A) Creating an environment in which organizational members can do their best work.
- B) Helping others find meaning and fulfillment in their work.
- C) Influencing organizational outcomes.
- D) Having to deal with a variety of personalities.

Answer: D

Diff: 3

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

111) Which one of the following represents one reward of being a manager?

- A) Operating with limited resources.
- B) Receiving recognition in the organization.
- C) Motivating workers in chaotic situations.
- D) Performing duties that are more clerical than managerial.

Answer: B

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

112) The universality of management means that _____.

- A) all managers in all organizations perform the four management functions
- B) all managers in all organizations perform the same quantity of managerial functions
- C) all managers in all organizations perform managerial functions in similar ways
- D) any manager can work in any organization and perform any management function

Answer: A

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

113) Management is universally needed in all organizations.

Answer: TRUE

Diff: 1

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

114) Research shows that the quality of management has little impact on the success of the business.

Answer: FALSE

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

115) List at least five rewards of being a manager.

Answer: Rewards of Being a Manager:

- a. Managers create a work environment in which organizational members can work to the best of their ability.
- b. Managers have opportunities to think creatively and use their imagination.
- c. Managers help others find meaning and fulfillment in work.
- d. Managers get to support, coach, and nurture others.
- e. Managers get to work with a variety of people.
- f. Managers receive recognition and status in organization and community.
- g. Managers play a role in influencing organizational outcomes.
- h. Managers receive appropriate compensation in the form of salaries, bonuses, and stock options.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

116) What is universality of management? Why is it important?

Answer: Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they're located. This is known as the universality of management. In all organizations, managers must plan, organize, lead, and control.

Management is universally needed in all organizations. So it is necessary to find ways to improve the way organizations are managed. Organizations that are well-managed develop a loyal customer base, grow, and prosper, even during challenging times. Those that are poorly managed find themselves losing customers and revenues. By studying management and its universality, an individual will be able to recognize poor management and work to get it corrected.

Diff: 3

AACSB: Reflective thinking; Written and oral communication

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept

117) Effectively dealing with organizational politics helps you _____.

- A) develop powerful allies
- B) get promoted despite qualifications
- C) find ways to work less
- D) get better performance evaluations

Answer: A

Diff: 2

AACSB: Reflective thinking

Learning Obj: LO 1.5: Explain the value of studying management.

Classification: Concept