Chapter 01

The Exceptional Manager: What You Do, How You Do It

**True / False Questions**

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| 1. | Virginia Rometty, CEO of IBM, believes that her success is due in part to her ability to take risks.    True    False |

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| 2. | Exceptional managers have a gift that cannot be taught.    True    False |

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| 3. | Management includes integrating the work of people through planning, organizing, leading, and controlling the organization's resources.    True    False |

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| 4. | To be efficient in management means to use resources wisely and cost effectively.    True    False |

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| 5. | Efficiency and effectiveness are terms used interchangeably and equivalently in management.    True    False |

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| 6. | Automated telephone systems are typically both very effective and very efficient.    True    False |

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| 7. | An effective manager has a multiplier effect on the organization, meaning his or her influence is multiplied beyond the results achievable by just one person.    True    False |

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| 8. | John Hammergren's compensation of $145 million in 2010 as CEO of health care technology firm McKesson is typical for CEOs in North America today.    True    False |

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| 9. | Studying management is likely to help you once you are in a manager role, but is unlikely to be beneficial before then.    True    False |

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| 10. | One of the payoffs of studying management is an improved understanding of how to deal with organizations as a customer.    True    False |

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| 11. | One of the rewards of being a manager is that you can build a catalog of successful products or services.    True    False |

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| 12. | If you enjoy mentoring and helping others to grow, management is a great job.    True    False |

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| 13. | Most people prefer to have a combination of a high level of skill and low level of challenge while at work.    True    False |

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| 14. | Organizations can gain a competitive advantage by matching their competition in terms of quality, responsiveness, and efficiency.    True    False |

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| 15. | The decline in revenue in the newspaper industry is due to a sharp drop in the number of people reading American newspapers.    True    False |

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| 16. | When managing for competitive advantage, the first "law" of business is "take care of the shareholders."    True    False |

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| 17. | Taking care of the customer applies equally well to nonprofit and for-profit businesses.    True    False |

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| 18. | In business, innovation is defined as finding ways to deliver new or better goods or services.    True    False |

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| 19. | Whereas a generation ago organizations rewarded employees for their efficiency, today the emphasis is on length of service.    True    False |

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| 20. | Despite continued immigration, the proportion of racial or ethnic groups in the United States is expected to be stable well into the next century.    True    False |

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| 21. | When he or she does not speak the local language, a manager should rely on gestures and symbols since their consistency of meaning provides a form of universal communication throughout the world.    True    False |

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| 22. | The Internet is a global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world.    True    False |

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| 23. | The buying and selling of goods or services over computer networks is known as e-exchange.    True    False |

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| 24. | One reason e-business is so important is that the Internet dramatically lowers the cost of communication.    True    False |

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| 25. | Text messages and documents transmitted over a computer network are called cyber-messages.    True    False |

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| 26. | Project management software allows managers to plan and schedule the people, costs, and resources to complete a project on time.    True    False |

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| 27. | A problem typically associated with interconnected databases on the Internet is the potential to overwhelm employees with too much information.    True    False |

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| 28. | One advantage of e-business is that organizations and teams are no longer as bound by time zones and locations.    True    False |

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| 29. | Viral staffing is the term used to describe working from home or remote locations using a variety of information technologies.    True    False |

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| 30. | Meetings that are conducted via telecommuting use video and audio links along with computers to let people in different locations see, hear, and talk with one another.    True    False |

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| 31. | Collaborative computing involves using state-of-the-art computer software and hardware to help people work better together.    True    False |

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| 32. | Integration management is the implementation of systems and practices to increase the sharing of knowledge and information throughout an organization.    True    False |

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| 33. | In recent years, white-collar crime in the United States has become very rare.    True    False |

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| 34. | The Josephson Institute suggests a TEAM (Teach, Enforce, Advocate, Model) approach for parents to encourage good financial habits in children.    True    False |

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| 35. | Unsustainable business practices have resulted from an often accepted but untrue notion that natural resources are limitless.    True    False |

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| 36. | Having to attend too many meetings or feeling a lack of respect are typical reasons that some people don't find being a manager fulfilling.    True    False |

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| 37. | One's experience in management remains very insulated from the company's culture.    True    False |

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| 38. | The "management process" is sometimes called the "four management functions."    True    False |

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| 39. | When Barrett, a college administrator, is determining which of several degree programs his campus will offer, he is involved in the management function of controlling.    True    False |

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| 40. | Organizing is the arranging of tasks, people, and other resources to accomplish work.    True    False |

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| 41. | When Carla revises the waitstaff schedule at her restaurant to have more personnel available during the newly busy breakfast rush, she is engaged in organizing.    True    False |

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| 42. | When Shannon reviews reports and determines that she has four underperforming salespeople with whom she will need to talk, she is performing the controlling managerial function.    True    False |

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| 43. | When a manager is motivating others to work hard to achieve the organization's goals, she is engaged in the management function of leading.    True    False |

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| 44. | Tucker recently attended a dinner for the new CEO. He came away feeling very excited and anxious to do his part to help the company achieve its goals. In this instance, the CEO was performing the management function known as planning.    True    False |

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| 45. | According to Peter Drucker, "knowledge workers" have very little technical skill.    True    False |

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| 46. | The traditional organizational model is most often represented by a funnel shape.    True    False |

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| 47. | There are managers at three levels of an organization: top, middle, and first-line.    True    False |

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| 48. | First-line managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it.    True    False |

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| 49. | Mingjin is a branch manager in Albuquerque who reports to the CEO in Denver and to whom three other managers at her facility report, so she would be termed a *middle manager*.    True    False |

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| 50. | A first-line manager directs the daily tasks of nonmanagerial personnel.    True    False |

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| 51. | A vice president of production is a general manager.    True    False |

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| 52. | A general manager typically oversees several departments within an organization.    True    False |

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| 53. | The main purpose of a nonprofit organization is to offer services to some clients.    True    False |

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| 54. | According to Mintzberg's research, managers rely more on verbal than on written communication because of the time it takes to accomplish the latter.    True    False |

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| 55. | Since the 1960s research conducted by Mintzberg, the typical general manager has reduced her work week to the traditional 40 hours.    True    False |

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| 56. | Most managers require lengthy, uninterrupted periods during the regular workday to accomplish their work and make themselves unavailable to subordinates to create them.    True    False |

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| 57. | Time and task management are major challenges for every manager.    True    False |

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| 58. | According to Mintzberg, the three broad types of managerial roles include interpersonal, analytical, and critical.    True    False |

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| 59. | Good executive functioning includes heavy multitasking and answering every e-mail nearly instantly.    True    False |

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| 60. | The monitor function is an example of the informational roles often played by managers.    True    False |

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| 61. | In interpersonal managerial roles, a manager acts as entrepreneur, disturbance handler, or negotiator.    True    False |

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| 62. | Entrepreneurship means taking risks to try to create a new enterprise.    True    False |

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| 63. | Two types of entrepreneurship include the extrapreneur and the intrapreneur.    True    False |

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| 64. | Successful entrepreneurial companies have been called "gazelles" because of a characteristic they possess, namely an acute sensitivity to danger in the environment.    True    False |

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| 65. | Entrepreneurs typically have a much higher need for achievement and a stronger belief in personal control of destiny than do typical managers.    True    False |

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| 66. | Opportunity entrepreneurs are those who start their own business out of a burning desire rather than because they lost a job.    True    False |

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| 67. | Researcher Robert Katz determined that through education and experience managers acquire technical, conceptual, and human skills.    True    False |

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| 68. | Having required technical skills is most important among top managers at the highest leadership levels.    True    False |

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| 69. | Human skills become less critical as one's career progresses, and are least important for top managers.    True    False |

**Multiple Choice Questions**

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| 70. | One way to think of \_\_\_\_\_\_ is "the art of getting things done through people."      |  |  | | --- | --- | | A. | supervision |  |  |  | | --- | --- | | B. | motivation |  |  |  | | --- | --- | | C. | management |  |  |  | | --- | --- | | D. | leadership |  |  |  | | --- | --- | | E. | strategy | |

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| 71. | The pursuit of organizational goals efficiently and effectively by integrating the work of people through planning, organizing, leading, and controlling the organization's resources is called      |  |  | | --- | --- | | A. | employment. |  |  |  | | --- | --- | | B. | career planning. |  |  |  | | --- | --- | | C. | competitive advantage. |  |  |  | | --- | --- | | D. | management. |  |  |  | | --- | --- | | E. | strategic planning. | |

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| 72. | A group of people who work together to achieve some specific purpose is/are called      |  |  | | --- | --- | | A. | managers. |  |  |  | | --- | --- | | B. | a collaboration. |  |  |  | | --- | --- | | C. | a team. |  |  |  | | --- | --- | | D. | an organization. |  |  |  | | --- | --- | | E. | a community. | |

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| 73. | Tracy, a manager at a busy warehouse, was slow to hire new employees, preferring instead to encourage improvements from his current staff. He carefully watched his other costs too, performing equipment maintenance on a regular basis to improve its lifespan. Tracy would best be described as a(n) \_\_\_\_\_ manager.      |  |  | | --- | --- | | A. | efficient |  |  |  | | --- | --- | | B. | ethical |  |  |  | | --- | --- | | C. | innovative |  |  |  | | --- | --- | | D. | effective |  |  |  | | --- | --- | | E. | micro | |

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| 74. | To be \_\_\_\_\_\_ as a manager means to make the right decisions and successfully carry them out to achieve goals.      |  |  | | --- | --- | | A. | productive |  |  |  | | --- | --- | | B. | ethical |  |  |  | | --- | --- | | C. | efficient |  |  |  | | --- | --- | | D. | effective |  |  |  | | --- | --- | | E. | innovative | |

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| 75. | The \_\_\_\_\_\_\_\_\_ effect states that a manager's influence on the organization has implications far beyond the results that can be achieved by one person acting alone.      |  |  | | --- | --- | | A. | proliferation |  |  |  | | --- | --- | | B. | multiplier |  |  |  | | --- | --- | | C. | managerial |  |  |  | | --- | --- | | D. | halo |  |  |  | | --- | --- | | E. | additive | |

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| 76. | According to a *Fortune* article, the scarcest, most valuable resource in business is not financial capital but      |  |  | | --- | --- | | A. | renewable resources. |  |  |  | | --- | --- | | B. | government support. |  |  |  | | --- | --- | | C. | highly innovative technology. |  |  |  | | --- | --- | | D. | a young workforce. |  |  |  | | --- | --- | | E. | skilled, effective managers. | |

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| 77. | Which of the following is the most likely payoff of studying management as a discipline?      |  |  | | --- | --- | | A. | You will understand how to brand your organization. |  |  |  | | --- | --- | | B. | You will understand how to relate to and interact with your supervisors and co-workers. |  |  |  | | --- | --- | | C. | You will understand how to manage your family and close friends more effectively. |  |  |  | | --- | --- | | D. | You will understand how to deal with the media in a crisis. |  |  |  | | --- | --- | | E. | You will understand how to advance your career without guilt. | |

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| 78. | Which of the following is *not* a reward for practicing management?      |  |  | | --- | --- | | A. | You can build a catalog of successful products or services. |  |  |  | | --- | --- | | B. | You and your employees can experience a sense of accomplishment. |  |  |  | | --- | --- | | C. | You can stretch your abilities and magnify your range. |  |  |  | | --- | --- | | D. | You can be rewarded with money and status for your efforts. |  |  |  | | --- | --- | | E. | You can become exempt from many of society's ethical standards. | |

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| 79. | Which of the following is one of the seven primary challenges facing managers today?      |  |  | | --- | --- | | A. | Maintaining good records of what worked in the past. |  |  |  | | --- | --- | | B. | Dealing with a stubbornly static and immobile environment. |  |  |  | | --- | --- | | C. | Staying ahead of competitors through corporate espionage. |  |  |  | | --- | --- | | D. | Managing to achieve one's own happiness and life goals. |  |  |  | | --- | --- | | E. | Collaborating with competitors. | |

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| 80. | Petra is a new manager for a household products company, after getting a promotion from an administrative job that she found boring. But now she frequently experiences \_\_\_\_\_\_, like when she had to explain the new product her team is developing to the CEO and several board members. As psychologist Csikzentmihalyi predicts, her ideal state would be an emotional zone between that and boredom.      |  |  | | --- | --- | | A. | overload |  |  |  | | --- | --- | | B. | anxiety |  |  |  | | --- | --- | | C. | immodesty |  |  |  | | --- | --- | | D. | fear |  |  |  | | --- | --- | | E. | pressure | |

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| 81. | The ability of an organization to outperform others by producing goods or services more effectively than its competitors is called its      |  |  | | --- | --- | | A. | competitive advantage. |  |  |  | | --- | --- | | B. | quality. |  |  |  | | --- | --- | | C. | efficiency. |  |  |  | | --- | --- | | D. | innovation. |  |  |  | | --- | --- | | E. | effectiveness. | |

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| 82. | Which of the following is *not* an area in which an organization must stay ahead of its competitors to achieve competitive advantage?      |  |  | | --- | --- | | A. | Environmental action |  |  |  | | --- | --- | | B. | Being responsive to customers |  |  |  | | --- | --- | | C. | Innovation |  |  |  | | --- | --- | | D. | Quality |  |  |  | | --- | --- | | E. | Efficiency | |

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| 83. | Which of the following is the most likely reason for the decline in fortunes of American newspapers, and their inability to exploit their competitive advantage?      |  |  | | --- | --- | | A. | A poorer standard for news-gathering. |  |  |  | | --- | --- | | B. | Relying too heavily on advertising, rather than customer subscriptions, for revenue. |  |  |  | | --- | --- | | C. | Decline in newspaper readership over the last 70 years. |  |  |  | | --- | --- | | D. | Preference of customers for getting news in a nonverbal format. |  |  |  | | --- | --- | | E. | An increase in salaries and material costs within the industry. | |

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| 84. | In seeking competitive advantage, the first law of business is to      |  |  | | --- | --- | | A. | take care of your shareholders. |  |  |  | | --- | --- | | B. | take care of your stakeholders. |  |  |  | | --- | --- | | C. | take care of the customer. |  |  |  | | --- | --- | | D. | take care of the environment. |  |  |  | | --- | --- | | E. | take care of your employees. | |

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| 85. | Finding ways to deliver new or better goods or services is called      |  |  | | --- | --- | | A. | advancement. |  |  |  | | --- | --- | | B. | streamlining. |  |  |  | | --- | --- | | C. | innovation. |  |  |  | | --- | --- | | D. | efficiency. |  |  |  | | --- | --- | | E. | quality control. | |

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| 86. | Customers are likely to put up with poor-quality products only if your organization is      |  |  | | --- | --- | | A. | underperforming in innovation. |  |  |  | | --- | --- | | B. | using computerized customer service. |  |  |  | | --- | --- | | C. | the only one of its kind. |  |  |  | | --- | --- | | D. | in a very competitive industry. |  |  |  | | --- | --- | | E. | lacking strong environmental policies. | |

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| 87. | By mid-century, the percentage of Hispanics (of any race) in the U.S. population is expected to \_\_\_\_\_\_, and the percentage of non-Hispanic whites is expected to \_\_\_\_\_\_.      |  |  | | --- | --- | | A. | stay the same; increase |  |  |  | | --- | --- | | B. | double; decrease |  |  |  | | --- | --- | | C. | decrease; increase |  |  |  | | --- | --- | | D. | double; increase slightly |  |  |  | | --- | --- | | E. | stay the same; decrease | |

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| 88. | The concept of a "flat" world means      |  |  | | --- | --- | | A. | employees are learning to suppress negative emotion in the workplace. |  |  |  | | --- | --- | | B. | corporations are developing a preference for a new, flatter organizational structure. |  |  |  | | --- | --- | | C. | a recession now slows the economies of most nations simultaneously. |  |  |  | | --- | --- | | D. | globalization has leveled the playing field for emerging economies. |  |  |  | | --- | --- | | E. | businesspeople are now more conservative in their approach to investment. | |

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| 89. | Though many advantages have been linked to e-business, studies show that employees are less productive when dealing with excessive \_\_\_\_\_\_ volume.      |  |  | | --- | --- | | A. | videoconferencing |  |  |  | | --- | --- | | B. | meeting |  |  |  | | --- | --- | | C. | e-mail |  |  |  | | --- | --- | | D. | telecommuting |  |  |  | | --- | --- | | E. | collaborative computing | |

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| 90. | Paul has been tasked with creating a new microsite on his engineering company's intranet. The site will house company-approved design procedures and efficiency strategies for all employees. Creating the design microsite is a form of      |  |  | | --- | --- | | A. | strategy management. |  |  |  | | --- | --- | | B. | e-management. |  |  |  | | --- | --- | | C. | project management. |  |  |  | | --- | --- | | D. | knowledge management. |  |  |  | | --- | --- | | E. | morale management. | |

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| 91. | As a sales manager, you would have to decide how much leeway to give your subordinates in giving gifts to prospective clients in foreign countries. This is an example of the challenge of managing for      |  |  | | --- | --- | | A. | your own happiness. |  |  |  | | --- | --- | | B. | globalization. |  |  |  | | --- | --- | | C. | ethical standards. |  |  |  | | --- | --- | | D. | sustainability. |  |  |  | | --- | --- | | E. | diversity. | |

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| 92. | Economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs is known as      |  |  | | --- | --- | | A. | environmentalism. |  |  |  | | --- | --- | | B. | globalization. |  |  |  | | --- | --- | | C. | ethics. |  |  |  | | --- | --- | | D. | the bottom line. |  |  |  | | --- | --- | | E. | sustainability. | |

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| 93. | The company's culture most directly affects      |  |  | | --- | --- | | A. | the number of competitors a firm has. |  |  |  | | --- | --- | | B. | the number of products a company makes. |  |  |  | | --- | --- | | C. | the amount charged for the firm's products or services. |  |  |  | | --- | --- | | D. | the manager's happiness. |  |  |  | | --- | --- | | E. | the education of the workforce. | |

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| 94. | Which of the following is one of the four principal functions of management, also known as the management process?      |  |  | | --- | --- | | A. | Organizing |  |  |  | | --- | --- | | B. | Scheduling |  |  |  | | --- | --- | | C. | Motivating |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Monitoring | |

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| 95. | Setting goals and deciding how to achieve them is called      |  |  | | --- | --- | | A. | controlling. |  |  |  | | --- | --- | | B. | managing. |  |  |  | | --- | --- | | C. | planning. |  |  |  | | --- | --- | | D. | organizing. |  |  |  | | --- | --- | | E. | leading. | |

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| 96. | When a manager at a software company is determining whether to hire more full-time programmers or possibly more temporary ones, he is engaged in      |  |  | | --- | --- | | A. | planning. |  |  |  | | --- | --- | | B. | organizing. |  |  |  | | --- | --- | | C. | managing. |  |  |  | | --- | --- | | D. | leading. |  |  |  | | --- | --- | | E. | controlling. | |

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| 97. | Because the various groups that help a manager reach company goals often have different needs and wants, resolving conflicts is an essential part of which management function?      |  |  | | --- | --- | | A. | Planning |  |  |  | | --- | --- | | B. | Clarifying |  |  |  | | --- | --- | | C. | Organizing |  |  |  | | --- | --- | | D. | Controlling |  |  |  | | --- | --- | | E. | Leading | |

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| 98. | A general manager at a department store is giving an important presentation to several departments to engage the whole staff in a new customer retention effort beginning this month. This is an example of      |  |  | | --- | --- | | A. | planning. |  |  |  | | --- | --- | | B. | organizing. |  |  |  | | --- | --- | | C. | leading. |  |  |  | | --- | --- | | D. | controlling. |  |  |  | | --- | --- | | E. | marketing. | |

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| 99. | Monitoring performance and taking corrective action as needed is called      |  |  | | --- | --- | | A. | improvising. |  |  |  | | --- | --- | | B. | planning. |  |  |  | | --- | --- | | C. | organizing. |  |  |  | | --- | --- | | D. | improving. |  |  |  | | --- | --- | | E. | controlling. | |

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| 100. | Aziz immediately halted production at his facility after seeing a report indicating the last batch had a high level of product defects, and restarted work only when the problem was discovered and fixed. Aziz is engaged in which management function?      |  |  | | --- | --- | | A. | Repairing |  |  |  | | --- | --- | | B. | Organizing |  |  |  | | --- | --- | | C. | Monitoring |  |  |  | | --- | --- | | D. | Controlling |  |  |  | | --- | --- | | E. | Executing | |

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| 101. | Management theorist Peter Drucker compared the workplace of the future to a      |  |  | | --- | --- | | A. | pyramid. |  |  |  | | --- | --- | | B. | symphony orchestra. |  |  |  | | --- | --- | | C. | flattened oval. |  |  |  | | --- | --- | | D. | chess game. |  |  |  | | --- | --- | | E. | warship. | |

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| 102. | Tonya is a structural engineer who works for a large international firm. She designs the concrete and steel structures that support even the largest and most complex buildings. Because of her high level of technical skills, Tonya is best referred to as a      |  |  | | --- | --- | | A. | knowledge worker. |  |  |  | | --- | --- | | B. | blue-collar worker. |  |  |  | | --- | --- | | C. | self-managed worker. |  |  |  | | --- | --- | | D. | first-line worker. |  |  |  | | --- | --- | | E. | first-line manager. | |

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| 103. | In the traditional management pyramid, managers are classified into \_\_\_\_\_\_ levels.      |  |  | | --- | --- | | A. | two |  |  |  | | --- | --- | | B. | three |  |  |  | | --- | --- | | C. | four |  |  |  | | --- | --- | | D. | five |  |  |  | | --- | --- | | E. | six | |

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| 104. | A senior vice president is an example of what level of manager?      |  |  | | --- | --- | | A. | first-line |  |  |  | | --- | --- | | B. | top |  |  |  | | --- | --- | | C. | leadership |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | E. | merit | |

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| 105. | Managers who are future oriented, dealing with uncertain, highly competitive conditions, and who stay alert to long-run opportunities and problems are most likely to be      |  |  | | --- | --- | | A. | first-line managers. |  |  |  | | --- | --- | | B. | functional managers. |  |  |  | | --- | --- | | C. | middle managers. |  |  |  | | --- | --- | | D. | general managers. |  |  |  | | --- | --- | | E. | top managers. | |

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| 106. | Managers who implement the policies and plans determined at the highest levels and coordinate the activities of lowest-level managers are called      |  |  | | --- | --- | | A. | executional managers. |  |  |  | | --- | --- | | B. | first-line managers. |  |  |  | | --- | --- | | C. | middle managers. |  |  |  | | --- | --- | | D. | functional managers. |  |  |  | | --- | --- | | E. | general managers. | |

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| 107. | Derrick is a clinic director running a downtown Chicago facility for a large nonprofit health organization. He receives most of his strategic direction from the organization and supervises several department managers in his workplace. Derrick is a      |  |  | | --- | --- | | A. | first-line manager. |  |  |  | | --- | --- | | B. | middle manager. |  |  |  | | --- | --- | | C. | tactical manager. |  |  |  | | --- | --- | | D. | functional manager. |  |  |  | | --- | --- | | E. | coordination manager. | |

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| 108. | Managers who make short-term operating decisions and direct the daily tasks of the nonmanagerial employees are called      |  |  | | --- | --- | | A. | first-line managers. |  |  |  | | --- | --- | | B. | middle managers. |  |  |  | | --- | --- | | C. | general managers. |  |  |  | | --- | --- | | D. | functional managers. |  |  |  | | --- | --- | | E. | initial managers. | |

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| 109. | Angelina is a shift supervisor for a successful supermarket chain, directing the work of as many as eight other cashiers. She is a(n)      |  |  | | --- | --- | | A. | directional manager. |  |  |  | | --- | --- | | B. | middle manager. |  |  |  | | --- | --- | | C. | first-line manager. |  |  |  | | --- | --- | | D. | general manager. |  |  |  | | --- | --- | | E. | area manager. | |

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| 110. | A \_\_\_\_\_\_ manager is responsible for just one organizational activity.      |  |  | | --- | --- | | A. | specialist |  |  |  | | --- | --- | | B. | first-line |  |  |  | | --- | --- | | C. | singular |  |  |  | | --- | --- | | D. | functional |  |  |  | | --- | --- | | E. | top-level | |

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| 111. | The United Way and Nature Conservancy are examples of which type of organization?      |  |  | | --- | --- | | A. | For-profit |  |  |  | | --- | --- | | B. | Nonprofit |  |  |  | | --- | --- | | C. | Administrative |  |  |  | | --- | --- | | D. | Mutual-benefit |  |  |  | | --- | --- | | E. | Aid-based | |

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| 112. | Which type of nonprofit organization offers services to all clients within its jurisdiction?      |  |  | | --- | --- | | A. | Administrative |  |  |  | | --- | --- | | B. | Mutual-benefit |  |  |  | | --- | --- | | C. | Aid-based |  |  |  | | --- | --- | | D. | Authority |  |  |  | | --- | --- | | E. | Commonweal | |

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| 113. | Abbie recently joined a professional organization for certified public accountants, and was happy that her firm offered to pay the dues. This type of group is an example of a(n) \_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | for-profit |  |  |  | | --- | --- | | B. | nonprofit |  |  |  | | --- | --- | | C. | administrative |  |  |  | | --- | --- | | D. | mutual-benefit |  |  |  | | --- | --- | | E. | aid-based | |

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| 114. | The primary measure of success of a nonprofit organization is typically      |  |  | | --- | --- | | A. | the total revenue. |  |  |  | | --- | --- | | B. | ROI. |  |  |  | | --- | --- | | C. | the effectiveness of the services delivered. |  |  |  | | --- | --- | | D. | the market share. |  |  |  | | --- | --- | | E. | the number of services available. | |

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| 115. | Which of the following statements about a manager's worklife is *not* among the findings of management scholar Henry Mintzberg?      |  |  | | --- | --- | | A. | Managers work long hours. |  |  |  | | --- | --- | | B. | Most managerial tasks require lengthy periods of time for completion. |  |  |  | | --- | --- | | C. | Managers rely more on verbal than on written communication. |  |  |  | | --- | --- | | D. | Managers work at an intense pace. |  |  |  | | --- | --- | | E. | Managers' work is characterized by variety. | |

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| 116. | According to Mintzberg's work, which of the following is one of the three broad types of roles that managers play?      |  |  | | --- | --- | | A. | Analytical |  |  |  | | --- | --- | | B. | Professional |  |  |  | | --- | --- | | C. | Interdependent |  |  |  | | --- | --- | | D. | Disciplinary |  |  |  | | --- | --- | | E. | Interpersonal | |

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| 117. | Which of the following is an example of a decisional role that managers play?      |  |  | | --- | --- | | A. | Figurehead |  |  |  | | --- | --- | | B. | Spokesperson |  |  |  | | --- | --- | | C. | Resource allocator |  |  |  | | --- | --- | | D. | Liaison |  |  |  | | --- | --- | | E. | Monitor | |

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| 118. | In a \_\_\_\_\_\_ role, you should be constantly alert for useful information, whether gathered from newspaper stories about the competition or discovered in conversations with subordinates.      |  |  | | --- | --- | | A. | figurehead |  |  |  | | --- | --- | | B. | negotiator |  |  |  | | --- | --- | | C. | spokesperson |  |  |  | | --- | --- | | D. | monitor |  |  |  | | --- | --- | | E. | disseminator | |

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| 119. | Matthew, the president of a diesel engine research firm, was welcoming potential partners from a large automobile corporation in Europe. Before handing them off to his technical counterpart, he gave them an extensive tour of his laboratory and field-testing operations as part of which managerial role?      |  |  | | --- | --- | | A. | Figurehead |  |  |  | | --- | --- | | B. | Analytical |  |  |  | | --- | --- | | C. | Monitor |  |  |  | | --- | --- | | D. | Visionary |  |  |  | | --- | --- | | E. | Disseminator | |

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| 120. | After a large chemical fire, Eric took responsibility publicly for the failure of his employees to follow workplace safety standards, and indicated that several of them had been placed on leave. Here, Eric was acting in a \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | leadership |  |  |  | | --- | --- | | B. | negotiator |  |  |  | | --- | --- | | C. | liaison |  |  |  | | --- | --- | | D. | authority |  |  |  | | --- | --- | | E. | entrepreneur | |

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| 121. | Two different project teams recently submitted proposals for very promising ideas, but the budget will not allow both to go forward this year. Amanda is making the tough decisions about which should be the focus this time, as a part of her \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | leadership |  |  |  | | --- | --- | | B. | disseminator |  |  |  | | --- | --- | | C. | resource allocator |  |  |  | | --- | --- | | D. | negotiator |  |  |  | | --- | --- | | E. | entrepreneur | |

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| 122. | Colin takes notes at executive council meetings and prepares summaries to present to middle managers and supervisors at a monthly meeting. This task is part of a(n) \_\_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | disseminator |  |  |  | | --- | --- | | B. | entrepreneur |  |  |  | | --- | --- | | C. | monitor |  |  |  | | --- | --- | | D. | leadership |  |  |  | | --- | --- | | E. | visionary | |

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| 123. | Jocelyn's staff is upset because they normally receive their paychecks or direct deposits on Fridays and occasionally on Thursdays if there is a holiday. Tomorrow is Friday, July 4, and the bank did not process payments today as expected, so Jocelyn is on the phone trying to get the situation resolved as part of which managerial role?      |  |  | | --- | --- | | A. | Disturbance handler |  |  |  | | --- | --- | | B. | Monitor |  |  |  | | --- | --- | | C. | Spokesperson |  |  |  | | --- | --- | | D. | Negotiator |  |  |  | | --- | --- | | E. | Resource allocator | |

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| 124. | Chemka is speaking at a press conference to discuss the company's plans to close three underperforming branches after several years and several rounds of changes in trying to keep them open. Chemka is performing the \_\_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | disseminator |  |  |  | | --- | --- | | B. | monitor |  |  |  | | --- | --- | | C. | liaison |  |  |  | | --- | --- | | D. | spokesperson |  |  |  | | --- | --- | | E. | figurehead | |

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| 125. | To inspire innovation, Jinyuan encourages his employees to devote one afternoon a month to work on pet projects, just to spend time in the lab experimenting and thinking freely. He is acting in the \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | entrepreneur |  |  |  | | --- | --- | | B. | disturbance handler |  |  |  | | --- | --- | | C. | resource allocator |  |  |  | | --- | --- | | D. | negotiator |  |  |  | | --- | --- | | E. | liaison | |

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| 126. | Armed with a stack of market research, Jalen, a marketing department manager, is in the research and development manager's office attempting to convince him to eliminate two features his engineers plan to add to a product, and replace them with two others based on customer preference. Jalen is operating in the \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | entrepreneur |  |  |  | | --- | --- | | B. | resource allocator |  |  |  | | --- | --- | | C. | disturbance handler |  |  |  | | --- | --- | | D. | negotiator |  |  |  | | --- | --- | | E. | liaison | |

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| 127. | Jeremy Stoppelman and Russel Simmons, founders of Yelp, a website with reviews of businesses, created a new type of business that did not exist before their efforts. They would best be described as      |  |  | | --- | --- | | A. | business developers. |  |  |  | | --- | --- | | B. | inventors. |  |  |  | | --- | --- | | C. | sole proprietors. |  |  |  | | --- | --- | | D. | entrepreneurs. |  |  |  | | --- | --- | | E. | intrapreneurs. | |

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| 128. | \_\_\_\_\_\_\_\_\_ means taking risks to try to create a new enterprise.      |  |  | | --- | --- | | A. | Entrepreneurship |  |  |  | | --- | --- | | B. | Incorporation |  |  |  | | --- | --- | | C. | Franchising |  |  |  | | --- | --- | | D. | Joint venturing |  |  |  | | --- | --- | | E. | Acquisition | |

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| 129. | The defining difference between an entrepreneur and an intrapreneur is that the latter      |  |  | | --- | --- | | A. | is the person responsible for funding the former with a startup investment. |  |  |  | | --- | --- | | B. | is working on multiple opportunities simultaneously. |  |  |  | | --- | --- | | C. | works within an existing organization, using its resources to exploit an opportunity. |  |  |  | | --- | --- | | D. | usually runs a small business. |  |  |  | | --- | --- | | E. | works in a team setting to develop an idea to fruition. | |

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| 130. | The development of Google News by Google employees experimenting with ways to facilitate browsing news from several sources is an example of      |  |  | | --- | --- | | A. | business intelligence. |  |  |  | | --- | --- | | B. | intrapreneurship. |  |  |  | | --- | --- | | C. | business invention. |  |  |  | | --- | --- | | D. | corporate design. |  |  |  | | --- | --- | | E. | entrepreneurship. | |

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| 131. | The belief that you control your own destiny is called      |  |  | | --- | --- | | A. | internal locus of control. |  |  |  | | --- | --- | | B. | entrepreneurship. |  |  |  | | --- | --- | | C. | intrapreneurship. |  |  |  | | --- | --- | | D. | power centering. |  |  |  | | --- | --- | | E. | manifest destiny. | |

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| 132. | Research has shown that all of the following are characteristics of an entrepreneur *except* which?      |  |  | | --- | --- | | A. | self-confident |  |  |  | | --- | --- | | B. | highly experienced |  |  |  | | --- | --- | | C. | belief in personal control of destiny |  |  |  | | --- | --- | | D. | high energy level and action orientation |  |  |  | | --- | --- | | E. | high tolerance for ambiguity | |

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| 133. | Which of the following is more characteristic of an entrepreneur than a manager?      |  |  | | --- | --- | | A. | High need for achievement |  |  |  | | --- | --- | | B. | External locus of control |  |  |  | | --- | --- | | C. | Belief in personal control of destiny |  |  |  | | --- | --- | | D. | Motivated by organizational rewards |  |  |  | | --- | --- | | E. | Tolerance for risk | |

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| 134. | After her divorce, Jillian had to go back to work. While she interviewed to return to her previous accounting profession, she began a custom wedding invitation business. Jillian would best be described as a(n)      |  |  | | --- | --- | | A. | motivated entrepreneur. |  |  |  | | --- | --- | | B. | necessity entrepreneur. |  |  |  | | --- | --- | | C. | opportunity entrepreneur. |  |  |  | | --- | --- | | D. | performance entrepreneur. |  |  |  | | --- | --- | | E. | chance entrepreneur. | |

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| 135. | According to researcher Robert Katz, which of the following is one of three principal skills acquired by experienced managers?      |  |  | | --- | --- | | A. | Intuitive |  |  |  | | --- | --- | | B. | Evaluative |  |  |  | | --- | --- | | C. | Human |  |  |  | | --- | --- | | D. | Comprehensive |  |  |  | | --- | --- | | E. | Coordination | |

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| 136. | \_\_\_\_\_\_ skills consist of the job-specific knowledge needed to perform well in a specialized field.      |  |  | | --- | --- | | A. | Technical |  |  |  | | --- | --- | | B. | Action |  |  |  | | --- | --- | | C. | Conceptual |  |  |  | | --- | --- | | D. | Physical |  |  |  | | --- | --- | | E. | Human | |

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| 137. | Marie recently became a managing partner at her law firm. Though her job has changed, she still needs to have the necessary \_\_\_\_\_\_ skills to advise and review the contracts of the real estate attorneys that she manages.      |  |  | | --- | --- | | A. | performance |  |  |  | | --- | --- | | B. | technical |  |  |  | | --- | --- | | C. | conceptual |  |  |  | | --- | --- | | D. | human |  |  |  | | --- | --- | | E. | physical | |

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| 138. | The ability to think analytically is associated with \_\_\_\_\_\_ skills.      |  |  | | --- | --- | | A. | comprehension |  |  |  | | --- | --- | | B. | conceptual |  |  |  | | --- | --- | | C. | human |  |  |  | | --- | --- | | D. | abstract |  |  |  | | --- | --- | | E. | intuitive | |

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| 139. | Despite the appeal of the opportunity, Samantha decided to delay taking her product to foreign markets because she felt that her current personnel did not have enough international experience. She was exhibiting \_\_\_\_\_\_ skills.      |  |  | | --- | --- | | A. | comparative |  |  |  | | --- | --- | | B. | human |  |  |  | | --- | --- | | C. | intangible |  |  |  | | --- | --- | | D. | conceptual |  |  |  | | --- | --- | | E. | intuitive | |

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| 140. | Conceptual skills are particularly important for \_\_\_\_\_\_ managers.      |  |  | | --- | --- | | A. | first-line |  |  |  | | --- | --- | | B. | functional |  |  |  | | --- | --- | | C. | top |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | E. | general | |

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| 141. | \_\_\_\_\_\_ skills consist of the ability to work well in cooperation with other people to get things done.      |  |  | | --- | --- | | A. | Support |  |  |  | | --- | --- | | B. | Conceptual |  |  |  | | --- | --- | | C. | Personal |  |  |  | | --- | --- | | D. | Intuitive |  |  |  | | --- | --- | | E. | Human | |

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| 142. | Tyler has coffee with one of his direct reports almost daily. He does this to inquire in an informal way about progress on the job, and to provide coaching and support, as well as appropriate congratulations for special efforts. Tyler is exhibiting which type of managerial skill?      |  |  | | --- | --- | | A. | Cohesion |  |  |  | | --- | --- | | B. | Conceptual |  |  |  | | --- | --- | | C. | Intuitive |  |  |  | | --- | --- | | D. | Engagement |  |  |  | | --- | --- | | E. | Human | |

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| 143. | Human skills are important for \_\_\_\_\_\_\_\_ managers.      |  |  | | --- | --- | | A. | top |  |  |  | | --- | --- | | B. | functional |  |  |  | | --- | --- | | C. | first-line |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | E. | all levels of | |

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| 144. | Which of the following is *not* a chief skill companies seek in top managers today?      |  |  | | --- | --- | | A. | The ability to motivate and engage others. |  |  |  | | --- | --- | | B. | The ability to communicate. |  |  |  | | --- | --- | | C. | Work experience outside the United States. |  |  |  | | --- | --- | | D. | High energy levels to meet the demands of global travel and a 24/7 world. |  |  |  | | --- | --- | | E. | The ability to give a wide range of orders authoritatively. | |

**Essay Questions**

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| 145. | Studying management can be helpful even before you become a manager. List at least three of the rewards of studying management. |

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| 146. | What is competitive advantage? Explain the importance of each of the four areas in which an organization must stay ahead of its competitors. |

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| 147. | One of the challenges for managers is managing personal happiness and life goals. Explain why this is a challenge for managers. Discuss how you think these ideas apply to you in the future. |

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| 148. | Identify and describe the four managerial functions. Give a specific example of each. |

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| 149. | List the three levels of management in the traditional pyramid. Give an example of a task that a manager at each level might perform. |

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| 150. | List Mintzberg's findings about the nature of managerial work. |

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| 151. | List the characteristics that most entrepreneurs have. |

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| 152. | Define the three types of principal skills that managers need according to Robert Katz. At which level of management is each skill most important? |

Chapter 01 The Exceptional Manager: What You Do, How You Do It Answer Key

**True / False Questions**

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| 1. | Virginia Rometty, CEO of IBM, believes that her success is due in part to her ability to take risks.    **TRUE**  The ability to take risks, to embrace change and to keep going forward despite fears and internal criticism, is important to any manager's survival, regardless of gender. As Rometty says, "Growth and comfort do not coexist." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 2. | Exceptional managers have a gift that cannot be taught.    **FALSE**  Being an exceptional manager is not exactly a gift, like a musician having perfect pitch. In good part it may be an art. Fortunately, it is one that is teachable. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 3. | Management includes integrating the work of people through planning, organizing, leading, and controlling the organization's resources.    **TRUE**  Management is defined as (1) the pursuit of organizational goals efficiently and effectively by (2) integrating the work of people through (3) planning, organizing, leading, and controlling the organization's resources. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 4. | To be efficient in management means to use resources wisely and cost effectively.    **TRUE**  Efficiency is the means of attaining the organization's goals. To be efficient means to use resources like people, money, and raw materials wisely and cost effectively. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 5. | Efficiency and effectiveness are terms used interchangeably and equivalently in management.    **FALSE**  To be efficient means to use resources like people, money, and raw materials wisely and cost effectively. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 6. | Automated telephone systems are typically both very effective and very efficient.    **FALSE**  We're accustomed to having our calls to companies for information and customer support answered not by people but by automated answering systems. This arrangement is efficient for the companies, since they no longer need as many employees to answer the phones. But it's not effective if it leaves us, the customers, fuming and less inclined to continue doing business. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 7. | An effective manager has a multiplier effect on the organization, meaning his or her influence is multiplied beyond the results achievable by just one person.    **TRUE**  In being a manager you have a multiplier effect: your influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 8. | John Hammergren's compensation of $145 million in 2010 as CEO of health care technology firm McKesson is typical for CEOs in North America today.    **FALSE**  The business press frequently reports on the astronomical earnings of top chief executive officers. The top earner was John Hammergren of health care technologies company McKesson, who led the list that year with $145 million. However, this kind of huge payday isn't common. Median compensation for top-ranked CEOs in North America in 2010 was $9 million. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 9. | Studying management is likely to help you once you are in a manager role, but is unlikely to be beneficial before then.    **FALSE**  There are several benefits of studying management that you can use before being a manager. You will better understand how to deal with organizations from the outside, how to relate to your supervisors, how to interact with co-workers, and how to manage yourself in the workplace. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 10. | One of the payoffs of studying management is an improved understanding of how to deal with organizations as a customer.    **TRUE**  Studying management is likely to help you understand how to deal with organizations from the outside. Since we all are in constant interaction with all kinds of organizations, it helps to understand how they work and how the people in them make decisions. Such knowledge may give you some defensive skills that you can use in dealing with organizations as a customer or investor. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 11. | One of the rewards of being a manager is that you can build a catalog of successful products or services.    **TRUE**  There are many rewards, apart from those of money and status, to being a manager. One of these is that you can build a catalog of successful products or services. Every product or service you provide becomes a monument to your accomplishments. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 12. | If you enjoy mentoring and helping others to grow, management is a great job.    **TRUE**  According to productivity-improvement expert Odette Pollar, "If you truly like people and enjoy mentoring and helping others to grow and thrive, management is a great job." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 13. | Most people prefer to have a combination of a high level of skill and low level of challenge while at work.    **FALSE**  The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety, in the view of psychologist Mihaly Csikzentmihalyi. Boredom, he says, may arise because skills and challenges are mismatched: You are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 14. | Organizations can gain a competitive advantage by matching their competition in terms of quality, responsiveness, and efficiency.    **FALSE**  The first challenge of a manager is to manage for competitive advantage. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 15. | The decline in revenue in the newspaper industry is due to a sharp drop in the number of people reading American newspapers.    **FALSE**  American newspapers are more widely read than ever before, with 105.5 million unique visitors a month in 2011 versus 60 million four years earlier. The problem: Many people aren't paying for news; they're getting it free online. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 16. | When managing for competitive advantage, the first "law" of business is "take care of the shareholders."    **FALSE**  Responsiveness to the customer is part of managing for competitive advantage. Here, the first law of business is: Take care of the customer. Without customers, whatever they might be called, sooner or later there will be no organization. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 17. | Taking care of the customer applies equally well to nonprofit and for-profit businesses.    **TRUE**  Nonprofit organizations are well advised to be responsive to their "customers," too, whether they're called citizens, members, students, patients, voters, rate-payers, or whatever, since they are the justification for the organizations' existence. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 18. | In business, innovation is defined as finding ways to deliver new or better goods or services.    **TRUE**  Finding ways to deliver new or better goods or services is called innovation. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 19. | Whereas a generation ago organizations rewarded employees for their efficiency, today the emphasis is on length of service.    **FALSE**  A generation ago, organizations rewarded employees for their length of service. Today, however, the emphasis is on efficiency: Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 20. | Despite continued immigration, the proportion of racial or ethnic groups in the United States is expected to be stable well into the next century.    **FALSE**  Today nearly one in six American workers is foreign-born, the highest proportion since the 1920s. But greater changes are yet to come. By mid-century, the mix of American racial or ethnic groups will change considerably, with the United States becoming half (54%) racial or ethnic minority. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 21. | When he or she does not speak the local language, a manager should rely on gestures and symbols since their consistency of meaning provides a form of universal communication throughout the world.    **FALSE**  Gestures and symbols don't have the same meaning to everyone throughout the world. For example, in Greece the hand-waving gesture commonly used in America for goodbye is considered an insult. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 22. | The Internet is a global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world.    **TRUE**  The Internet is the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks around the world. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 23. | The buying and selling of goods or services over computer networks is known as e-exchange.    **FALSE**  E-commerce, or electronic commerce, is the buying and selling of goods or services over computer networks. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 24. | One reason e-business is so important is that the Internet dramatically lowers the cost of communication.    **TRUE**  Information technology has facilitated e-business, using the Internet to facilitate every aspect of running a business. As one article puts it, "at bottom, the Internet is a tool that dramatically lowers the cost of communication. That means it can radically alter any industry or activity that depends heavily on the flow of information." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 25. | Text messages and documents transmitted over a computer network are called cyber-messages.    **FALSE**  E-mail is the term for text messages and documents transmitted over a computer network. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 26. | Project management software allows managers to plan and schedule the people, costs, and resources to complete a project on time.    **TRUE**  Project management software is a program for planning and scheduling the people, costs, and resources to complete a project on time. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 27. | A problem typically associated with interconnected databases on the Internet is the potential to overwhelm employees with too much information.    **TRUE**  The Internet, with its huge, interconnected databases made up of computerized collections of interrelated files, can overwhelm us with information, much of it useful, much of it not. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 28. | One advantage of e-business is that organizations and teams are no longer as bound by time zones and locations.    **TRUE**  With computers and telecommunications technology, organizations and teams become "virtual"; they are no longer as bound by time zones and locations. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 29. | Viral staffing is the term used to describe working from home or remote locations using a variety of information technologies.    **FALSE**  Telecommuting is working from home or remote locations using a variety of information technologies. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 30. | Meetings that are conducted via telecommuting use video and audio links along with computers to let people in different locations see, hear, and talk with one another.    **FALSE**  Meetings may be conducted via videoconferencing, using video and audio links along with computers to let people in different locations see, hear, and talk with one another. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 31. | Collaborative computing involves using state-of-the-art computer software and hardware to help people work better together.    **TRUE**  Collaborative computing, using state-of-the-art computer software and hardware, will help people work better together. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 32. | Integration management is the implementation of systems and practices to increase the sharing of knowledge and information throughout an organization.    **FALSE**  Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 33. | In recent years, white-collar crime in the United States has become very rare.    **FALSE**  Bernard Madoff is but one of a long list of famous business scoundrels of the early 21st century. Not since sociologist Edwin Sutherland invented the term *white-collar crime* in the 1930s have so many top-level executives been hauled into court as during recent years. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 34. | The Josephson Institute suggests a TEAM (Teach, Enforce, Advocate, Model) approach for parents to encourage good financial habits in children.    **FALSE**  The Josephson Institute suggests that parents can take a TEAM (Teach, Enforce, Advocate, Model) approach to help children learn the importance of honesty. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 35. | Unsustainable business practices have resulted from an often accepted but untrue notion that natural resources are limitless.    **TRUE**  Our economic system has brought prosperity, but it has also led to unsustainable business practices because it has assumed that natural resources are limitless, which they are not. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 36. | Having to attend too many meetings or feeling a lack of respect are typical reasons that some people don't find being a manager fulfilling.    **TRUE**  Many people simply don't find being a manager fulfilling. They may complain that they have to go to too many meetings, that they can't do enough for their employees, that they are caught in the middle between bosses and subordinates. They may feel, at a time when Dilbert cartoons have created such an unflattering portrayal of managers, that they lack respect. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 37. | One's experience in management remains very insulated from the company's culture.    **FALSE**  Productivity-improvement expert Odette Pollar points out that "one's experience in management is greatly affected by the company's culture." Culture, or style, is indeed an important matter, because it affects your happiness within an organization. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 38. | The "management process" is sometimes called the "four management functions."    **TRUE**  The management process can also be called the four management functions: planning, organizing, leading, and controlling. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 39. | When Barrett, a college administrator, is determining which of several degree programs his campus will offer, he is involved in the management function of controlling.    **FALSE**  Planning is defined as setting goals and deciding how to achieve them. A college is established for the purpose of educating students, and its present managers, or administrators, must decide the best way to accomplish this. For example, they must ask which of several possible degree programs should be offered. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 40. | Organizing is the arranging of tasks, people, and other resources to accomplish work.    **TRUE**  Organizing is defined as arranging tasks, people, and other resources to accomplish the work. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 41. | When Carla revises the waitstaff schedule at her restaurant to have more personnel available during the newly busy breakfast rush, she is engaged in organizing.    **TRUE**  Organizing is defined as arranging tasks, people, and other resources to accomplish the work. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 42. | When Shannon reviews reports and determines that she has four underperforming salespeople with whom she will need to talk, she is performing the controlling managerial function.    **TRUE**  Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 43. | When a manager is motivating others to work hard to achieve the organization's goals, she is engaged in the management function of leading.    **TRUE**  Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 44. | Tucker recently attended a dinner for the new CEO. He came away feeling very excited and anxious to do his part to help the company achieve its goals. In this instance, the CEO was performing the management function known as planning.    **FALSE**  Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 45. | According to Peter Drucker, "knowledge workers" have very little technical skill.    **FALSE**  The workplace of the future may resemble a symphony orchestra, famed management theorist Peter Drucker said. Employees, especially so-called knowledge workers, those who have a great deal of technical skills, can be compared to concert musicians. Their managers can be seen as conductors. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 46. | The traditional organizational model is most often represented by a funnel shape.    **FALSE**  The traditional organizational model is pyramid-like, where one leader sits at the top, with layers of managers beneath. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 47. | There are managers at three levels of an organization: top, middle, and first-line.    **TRUE**  Managers of an organization may be classified into three levels: top, middle, and first-line. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 48. | First-line managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it.    **FALSE**  Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 49. | Mingjin is a branch manager in Albuquerque who reports to the CEO in Denver and to whom three other managers at her facility report, so she would be termed a *middle manager*.    **TRUE**  Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. In the for-profit world, the titles may be "division head," "plant manager," and "branch sales manager." |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 50. | A first-line manager directs the daily tasks of nonmanagerial personnel.    **TRUE**  Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 51. | A vice president of production is a general manager.    **FALSE**  If your title is vice president of production, director of finance, or administrator for human resources, you are a functional manager. A functional manager is responsible for just one organizational activity. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 52. | A general manager typically oversees several departments within an organization.    **TRUE**  A general manager may oversee several departments, such as production and finance and human resources. A general manager is responsible for several organizational activities. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 53. | The main purpose of a nonprofit organization is to offer services to some clients.    **TRUE**  Nonprofit organizations' main purpose is to offer services to some clients, not to make a profit. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 54. | According to Mintzberg's research, managers rely more on verbal than on written communication because of the time it takes to accomplish the latter.    **TRUE**  A manager relies more on verbal than on written communication. Writing letters, memos, and reports takes time. Most managers in Mintzberg's research tended to get and transmit information through telephone conversations and meetings. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 55. | Since the 1960s research conducted by Mintzberg, the typical general manager has reduced her work week to the traditional 40 hours.    **FALSE**  According to Mintzberg's research, long hours at work are standard, with 50 hours being typical and up to 90 hours not unheard of. Since then, a 1999 survey by John P. Kotter of the Harvard Business School found that the general managers he studied worked just under 60 hours per week. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 56. | Most managers require lengthy, uninterrupted periods during the regular workday to accomplish their work and make themselves unavailable to subordinates to create them.    **FALSE**  The executive's work time has been characterized as "the interrupt-driven day" and many managers, such as the late Mary Kay Ash, head of the Mary Kay Cosmetics company, get up as early as 5 a.m. so that they will have a quiet period in which to work undisturbed. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 57. | Time and task management are major challenges for every manager.    **TRUE**  It is clear from Mintzberg's work that both time and task management are major challenges for every manager. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 58. | According to Mintzberg, the three broad types of managerial roles include interpersonal, analytical, and critical.    **FALSE**  From his observations and other research, Mintzberg concluded that managers play three broad types of roles or "organized sets of behavior": interpersonal, informational, and decisional. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 59. | Good executive functioning includes heavy multitasking and answering every e-mail nearly instantly.    **FALSE**  Executive functioning includes the ability to focus your thoughts, control your impulses, and avoid distractions. You can drive yourself crazy trying to multitask and answer every e-mail message instantly. Or you can recognize your brain's finite capacity for processing information. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 60. | The monitor function is an example of the informational roles often played by managers.    **TRUE**  In their three informational roles as monitor, disseminator, and spokesperson, managers receive and communicate information with other people inside and outside the organization. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 61. | In interpersonal managerial roles, a manager acts as entrepreneur, disturbance handler, or negotiator.    **FALSE**  In their interpersonal roles, managers interact with people inside and outside their work units. The three interpersonal roles include figurehead, leader, and liaison activities. In their decisional roles, managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 62. | Entrepreneurship means taking risks to try to create a new enterprise.    **TRUE**  Entrepreneurship is the process of taking risks to try to create a new enterprise. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 63. | Two types of entrepreneurship include the extrapreneur and the intrapreneur.    **FALSE**  There are two types of entrepreneurship. An entrepreneur is someone who sees a new opportunity for a product or service and launches a business to try to realize it. An intrapreneur is someone who works inside an existing organization who sees an opportunity for a product or service and mobilizes the organization's resources to try to realize it. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 64. | Successful entrepreneurial companies have been called "gazelles" because of a characteristic they possess, namely an acute sensitivity to danger in the environment.    **FALSE**  Entrepreneurial companies have been called "gazelles" for the two attributes that make them successful: speed and agility. "Gazelles have mastered the art of the quick," says Alan Webber, founding editor of *Fast Company* magazine. "They have internal approaches and fast decision-making approaches that let them move with maximum agility in a fast-changing business environment." |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 65. | Entrepreneurs typically have a much higher need for achievement and a stronger belief in personal control of destiny than do typical managers.    **FALSE**  Both entrepreneurs and managers have a high need for achievement. Also characteristic of both is a belief in personal control of destiny. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 66. | Opportunity entrepreneurs are those who start their own business out of a burning desire rather than because they lost a job.    **TRUE**  So-called opportunity entrepreneurs, about 89%, are those who start their own business out of a burning desire rather than because they lost a job. Unlike necessity types, they tend to be more ambitious and to start firms that can lead to high-growth businesses. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 67. | Researcher Robert Katz determined that through education and experience managers acquire technical, conceptual, and human skills.    **TRUE**  In the mid-1970s, researcher Robert Katz found that through education and experience managers acquire three principal skills: technical, conceptual, and human. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 1 Easy Topic: The Skills Exceptional Managers Need* |

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| 68. | Having required technical skills is most important among top managers at the highest leadership levels.    **FALSE**  Having the requisite technical skills seems to be most important at the lower levels of management; that is, it is critical among first-line managers. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |

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| 69. | Human skills become less critical as one's career progresses, and are least important for top managers.    **FALSE**  Human skills, which include the ability to motivate, to inspire trust, to communicate with others, are necessary for managers of all levels. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |

**Multiple Choice Questions**

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| 70. | One way to think of \_\_\_\_\_\_ is "the art of getting things done through people."      |  |  | | --- | --- | | A. | supervision |  |  |  | | --- | --- | | B. | motivation |  |  |  | | --- | --- | | **C.** | management |  |  |  | | --- | --- | | D. | leadership |  |  |  | | --- | --- | | E. | strategy |   Management, said one pioneer of management ideas, is "the art of getting things done through people." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 71. | The pursuit of organizational goals efficiently and effectively by integrating the work of people through planning, organizing, leading, and controlling the organization's resources is called      |  |  | | --- | --- | | A. | employment. |  |  |  | | --- | --- | | B. | career planning. |  |  |  | | --- | --- | | C. | competitive advantage. |  |  |  | | --- | --- | | **D.** | management. |  |  |  | | --- | --- | | E. | strategic planning. |   Management is defined as (1) the pursuit of organizational goals efficiently and effectively by (2) integrating the work of people through (3) planning, organizing, leading, and controlling the organization's resources. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 72. | A group of people who work together to achieve some specific purpose is/are called      |  |  | | --- | --- | | A. | managers. |  |  |  | | --- | --- | | B. | a collaboration. |  |  |  | | --- | --- | | C. | a team. |  |  |  | | --- | --- | | **D.** | an organization. |  |  |  | | --- | --- | | E. | a community. |   An organization is a group of people who work together to achieve some specific purpose. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 73. | Tracy, a manager at a busy warehouse, was slow to hire new employees, preferring instead to encourage improvements from his current staff. He carefully watched his other costs too, performing equipment maintenance on a regular basis to improve its lifespan. Tracy would best be described as a(n) \_\_\_\_\_ manager.      |  |  | | --- | --- | | **A.** | efficient |  |  |  | | --- | --- | | B. | ethical |  |  |  | | --- | --- | | C. | innovative |  |  |  | | --- | --- | | D. | effective |  |  |  | | --- | --- | | E. | micro |   Efficiency is the means of attaining the organization's goals. To be efficient means to use resources like people, money, and raw materials wisely and cost effectively. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 3 Hard Topic: Management: What It Is, What Its Benefits Are* |

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| 74. | To be \_\_\_\_\_\_ as a manager means to make the right decisions and successfully carry them out to achieve goals.      |  |  | | --- | --- | | A. | productive |  |  |  | | --- | --- | | B. | ethical |  |  |  | | --- | --- | | C. | efficient |  |  |  | | --- | --- | | **D.** | effective |  |  |  | | --- | --- | | E. | innovative |   Effectiveness is the organization's ends, the goals. To be effective means to achieve results, to make the right decisions, and to successfully carry them out so they achieve the organization's goals. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 75. | The \_\_\_\_\_\_\_\_\_ effect states that a manager's influence on the organization has implications far beyond the results that can be achieved by one person acting alone.      |  |  | | --- | --- | | A. | proliferation |  |  |  | | --- | --- | | **B.** | multiplier |  |  |  | | --- | --- | | C. | managerial |  |  |  | | --- | --- | | D. | halo |  |  |  | | --- | --- | | E. | additive |   In being a manager you have a multiplier effect: Your influence on the organization is multiplied far beyond the results that can be achieved by just one person acting alone. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 1 Easy Topic: Management: What It Is, What Its Benefits Are* |

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| 76. | According to a *Fortune* article, the scarcest, most valuable resource in business is not financial capital but      |  |  | | --- | --- | | A. | renewable resources. |  |  |  | | --- | --- | | B. | government support. |  |  |  | | --- | --- | | C. | highly innovative technology. |  |  |  | | --- | --- | | D. | a young workforce. |  |  |  | | --- | --- | | **E.** | skilled, effective managers. |   Exceptional managers are in high demand. "The scarcest, most valuable resource in business is no longer financial capital," says a *Fortune* article. "It's talent. If you doubt that, just watch how hard companies are battling for the best people… Talent of every type is in short supply, but the greatest shortage of all is skilled, effective managers." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 77. | Which of the following is the most likely payoff of studying management as a discipline?      |  |  | | --- | --- | | A. | You will understand how to brand your organization. |  |  |  | | --- | --- | | **B.** | You will understand how to relate to and interact with your supervisors and co-workers. |  |  |  | | --- | --- | | C. | You will understand how to manage your family and close friends more effectively. |  |  |  | | --- | --- | | D. | You will understand how to deal with the media in a crisis. |  |  |  | | --- | --- | | E. | You will understand how to advance your career without guilt. |   A few of the payoffs of studying management as a discipline include understanding how to deal with organizations from the outside, understanding how to relate to your supervisors and co-workers, and understanding how to manage yourself in the workplace. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 78. | Which of the following is *not* a reward for practicing management?      |  |  | | --- | --- | | A. | You can build a catalog of successful products or services. |  |  |  | | --- | --- | | B. | You and your employees can experience a sense of accomplishment. |  |  |  | | --- | --- | | C. | You can stretch your abilities and magnify your range. |  |  |  | | --- | --- | | D. | You can be rewarded with money and status for your efforts. |  |  |  | | --- | --- | | **E.** | You can become exempt from many of society's ethical standards. |   In addition to money and status, there are many rewards to being a manager including experiencing a sense of accomplishment, stretching your abilities and magnifying your range, and building a catalog of successful products or services. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 79. | Which of the following is one of the seven primary challenges facing managers today?      |  |  | | --- | --- | | A. | Maintaining good records of what worked in the past. |  |  |  | | --- | --- | | B. | Dealing with a stubbornly static and immobile environment. |  |  |  | | --- | --- | | C. | Staying ahead of competitors through corporate espionage. |  |  |  | | --- | --- | | **D.** | Managing to achieve one's own happiness and life goals. |  |  |  | | --- | --- | | E. | Collaborating with competitors. |   Seven challenges face any manager: You need to manage for competitive advantage. You need to manage for diversity in race, ethnicity, gender, and so on. You need to manage for the effects of globalization and of information technology. You need to manage to maintain ethical standards, and manage for sustainability, and finally for the achievement for your own happiness and life goals. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 80. | Petra is a new manager for a household products company, after getting a promotion from an administrative job that she found boring. But now she frequently experiences \_\_\_\_\_\_, like when she had to explain the new product her team is developing to the CEO and several board members. As psychologist Csikzentmihalyi predicts, her ideal state would be an emotional zone between that and boredom.      |  |  | | --- | --- | | A. | overload |  |  |  | | --- | --- | | **B.** | anxiety |  |  |  | | --- | --- | | C. | immodesty |  |  |  | | --- | --- | | D. | fear |  |  |  | | --- | --- | | E. | pressure |   The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety, in the view of psychologist Mihaly Csikzentmihalyi. Boredom, he says, may arise because skills and challenges are mismatched: You are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. Anxiety arises when one has low levels of skill but a high level of challenge, such as suddenly being called upon to give a rousing speech to strangers. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 3 Hard Topic: Seven Challenges to Being an Exceptional Manager* |

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| 81. | The ability of an organization to outperform others by producing goods or services more effectively than its competitors is called its      |  |  | | --- | --- | | **A.** | competitive advantage. |  |  |  | | --- | --- | | B. | quality. |  |  |  | | --- | --- | | C. | efficiency. |  |  |  | | --- | --- | | D. | innovation. |  |  |  | | --- | --- | | E. | effectiveness. |   Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 82. | Which of the following is *not* an area in which an organization must stay ahead of its competitors to achieve competitive advantage?      |  |  | | --- | --- | | **A.** | Environmental action |  |  |  | | --- | --- | | B. | Being responsive to customers |  |  |  | | --- | --- | | C. | Innovation |  |  |  | | --- | --- | | D. | Quality |  |  |  | | --- | --- | | E. | Efficiency |   Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency. |

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| 83. | Which of the following is the most likely reason for the decline in fortunes of American newspapers, and their inability to exploit their competitive advantage?      |  |  | | --- | --- | | A. | A poorer standard for news-gathering. |  |  |  | | --- | --- | | **B.** | Relying too heavily on advertising, rather than customer subscriptions, for revenue. |  |  |  | | --- | --- | | C. | Decline in newspaper readership over the last 70 years. |  |  |  | | --- | --- | | D. | Preference of customers for getting news in a nonverbal format. |  |  |  | | --- | --- | | E. | An increase in salaries and material costs within the industry. |   How did newspapers lose their way? First, by giving away the product, and second, by relying too much on advertising for revenue. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 84. | In seeking competitive advantage, the first law of business is to      |  |  | | --- | --- | | A. | take care of your shareholders. |  |  |  | | --- | --- | | B. | take care of your stakeholders. |  |  |  | | --- | --- | | **C.** | take care of the customer. |  |  |  | | --- | --- | | D. | take care of the environment. |  |  |  | | --- | --- | | E. | take care of your employees. |   The first law of business is: Take care of the customer. Without customers, whatever they're called, sooner or later there will be no organization. This is known as responsiveness to customers, an important component of competitive advantage. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 85. | Finding ways to deliver new or better goods or services is called      |  |  | | --- | --- | | A. | advancement. |  |  |  | | --- | --- | | B. | streamlining. |  |  |  | | --- | --- | | **C.** | innovation. |  |  |  | | --- | --- | | D. | efficiency. |  |  |  | | --- | --- | | E. | quality control. |   Finding ways to deliver new or better goods or services is called innovation. No organization, for-profit or nonprofit, can allow itself to become complacent, especially when rivals are coming up with creative ideas. "Innovate or die" is an important adage for any manager. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 86. | Customers are likely to put up with poor-quality products only if your organization is      |  |  | | --- | --- | | A. | underperforming in innovation. |  |  |  | | --- | --- | | B. | using computerized customer service. |  |  |  | | --- | --- | | **C.** | the only one of its kind. |  |  |  | | --- | --- | | D. | in a very competitive industry. |  |  |  | | --- | --- | | E. | lacking strong environmental policies. |   If your organization is the only one of its kind, customers may put up with products or services that are less than stellar but only because they have no choice. But if another organization comes along and offers a better-quality product, you may find your company falling behind. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 87. | By mid-century, the percentage of Hispanics (of any race) in the U.S. population is expected to \_\_\_\_\_\_, and the percentage of non-Hispanic whites is expected to \_\_\_\_\_\_.      |  |  | | --- | --- | | A. | stay the same; increase |  |  |  | | --- | --- | | **B.** | double; decrease |  |  |  | | --- | --- | | C. | decrease; increase |  |  |  | | --- | --- | | D. | double; increase slightly |  |  |  | | --- | --- | | E. | stay the same; decrease |   By mid-century, the mix of American racial or ethnic groups will change considerably, with the United States becoming half (54%) racial or ethnic minority. Non-Hispanic whites are projected to decrease from 66% of the population in 2008 to 46% in 2050. African Americans will increase from 14% to 15%, Asians and Pacific Islanders from 5.1% to 9.2%, and Hispanics from 15% to 30%. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 88. | The concept of a "flat" world means      |  |  | | --- | --- | | A. | employees are learning to suppress negative emotion in the workplace. |  |  |  | | --- | --- | | B. | corporations are developing a preference for a new, flatter organizational structure. |  |  |  | | --- | --- | | C. | a recession now slows the economies of most nations simultaneously. |  |  |  | | --- | --- | | **D.** | globalization has leveled the playing field for emerging economies. |  |  |  | | --- | --- | | E. | businesspeople are now more conservative in their approach to investment. |   American firms have been going out into the world in a major way, even as the world has been coming to us. This has led to what *New York Times* columnist Thomas Friedman has called, in his book *The World Is Flat*, a phenomenon in which globalization has leveled (made "flat") the competitive playing fields between industrial and emerging-market countries. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 89. | Though many advantages have been linked to e-business, studies show that employees are less productive when dealing with excessive \_\_\_\_\_\_ volume.      |  |  | | --- | --- | | A. | videoconferencing |  |  |  | | --- | --- | | B. | meeting |  |  |  | | --- | --- | | **C.** | e-mail |  |  |  | | --- | --- | | D. | telecommuting |  |  |  | | --- | --- | | E. | collaborative computing |   Studies show that employees lose valuable time and productivity when dealing with excessive and unimportant e-mail volume and increasing amounts of cell-phone spam. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 90. | Paul has been tasked with creating a new microsite on his engineering company's intranet. The site will house company-approved design procedures and efficiency strategies for all employees. Creating the design microsite is a form of      |  |  | | --- | --- | | A. | strategy management. |  |  |  | | --- | --- | | B. | e-management. |  |  |  | | --- | --- | | C. | project management. |  |  |  | | --- | --- | | **D.** | knowledge management. |  |  |  | | --- | --- | | E. | morale management. |   Knowledge management is the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 3 Hard Topic: Seven Challenges to Being an Exceptional Manager* |

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| 91. | As a sales manager, you would have to decide how much leeway to give your subordinates in giving gifts to prospective clients in foreign countries. This is an example of the challenge of managing for      |  |  | | --- | --- | | A. | your own happiness. |  |  |  | | --- | --- | | B. | globalization. |  |  |  | | --- | --- | | **C.** | ethical standards. |  |  |  | | --- | --- | | D. | sustainability. |  |  |  | | --- | --- | | E. | diversity. |   With the pressure to meet sales, production, and other targets, managers can find themselves confronting ethical dilemmas. An example would be how much leeway to give employees in giving gifts to prospective clients in a foreign country to try to land a contract. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 92. | Economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs is known as      |  |  | | --- | --- | | A. | environmentalism. |  |  |  | | --- | --- | | B. | globalization. |  |  |  | | --- | --- | | C. | ethics. |  |  |  | | --- | --- | | D. | the bottom line. |  |  |  | | --- | --- | | **E.** | sustainability. |   Sustainability is defined as economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 1 Easy Topic: Seven Challenges to Being an Exceptional Manager* |

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| 93. | The company's culture most directly affects      |  |  | | --- | --- | | A. | the number of competitors a firm has. |  |  |  | | --- | --- | | B. | the number of products a company makes. |  |  |  | | --- | --- | | C. | the amount charged for the firm's products or services. |  |  |  | | --- | --- | | **D.** | the manager's happiness. |  |  |  | | --- | --- | | E. | the education of the workforce. |   One's experience in management is greatly affected by the company's culture. Culture, or style, is indeed an important matter, because it affects your happiness within an organization. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 94. | Which of the following is one of the four principal functions of management, also known as the management process?      |  |  | | --- | --- | | **A.** | Organizing |  |  |  | | --- | --- | | B. | Scheduling |  |  |  | | --- | --- | | C. | Motivating |  |  |  | | --- | --- | | D. | Executing |  |  |  | | --- | --- | | E. | Monitoring |   Managers perform what is known as the management process, also called the four management functions: planning, organizing, leading, and controlling. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 95. | Setting goals and deciding how to achieve them is called      |  |  | | --- | --- | | A. | controlling. |  |  |  | | --- | --- | | B. | managing. |  |  |  | | --- | --- | | **C.** | planning. |  |  |  | | --- | --- | | D. | organizing. |  |  |  | | --- | --- | | E. | leading. |   Planning is defined as setting goals and deciding how to achieve them. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 96. | When a manager at a software company is determining whether to hire more full-time programmers or possibly more temporary ones, he is engaged in      |  |  | | --- | --- | | A. | planning. |  |  |  | | --- | --- | | **B.** | organizing. |  |  |  | | --- | --- | | C. | managing. |  |  |  | | --- | --- | | D. | leading. |  |  |  | | --- | --- | | E. | controlling. |   Organizing is defined as arranging tasks, people, and other resources to accomplish the work. Organizing includes determining the tasks to be done, by whom, and what the reporting hierarchy is to be. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 97. | Because the various groups that help a manager reach company goals often have different needs and wants, resolving conflicts is an essential part of which management function?      |  |  | | --- | --- | | A. | Planning |  |  |  | | --- | --- | | B. | Clarifying |  |  |  | | --- | --- | | C. | Organizing |  |  |  | | --- | --- | | D. | Controlling |  |  |  | | --- | --- | | **E.** | Leading |   Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. The various groups involved often have different needs and wants, so an essential part of leadership is resolving conflicts. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 2 Medium Topic: What Managers Do: The Four Principal Functions* |

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| 98. | A general manager at a department store is giving an important presentation to several departments to engage the whole staff in a new customer retention effort beginning this month. This is an example of      |  |  | | --- | --- | | A. | planning. |  |  |  | | --- | --- | | B. | organizing. |  |  |  | | --- | --- | | **C.** | leading. |  |  |  | | --- | --- | | D. | controlling. |  |  |  | | --- | --- | | E. | marketing. |   Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 99. | Monitoring performance and taking corrective action as needed is called      |  |  | | --- | --- | | A. | improvising. |  |  |  | | --- | --- | | B. | planning. |  |  |  | | --- | --- | | C. | organizing. |  |  |  | | --- | --- | | D. | improving. |  |  |  | | --- | --- | | **E.** | controlling. |   Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 1 Easy Topic: What Managers Do: The Four Principal Functions* |

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| 100. | Aziz immediately halted production at his facility after seeing a report indicating the last batch had a high level of product defects, and restarted work only when the problem was discovered and fixed. Aziz is engaged in which management function?      |  |  | | --- | --- | | A. | Repairing |  |  |  | | --- | --- | | B. | Organizing |  |  |  | | --- | --- | | C. | Monitoring |  |  |  | | --- | --- | | **D.** | Controlling |  |  |  | | --- | --- | | E. | Executing |   Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 101. | Management theorist Peter Drucker compared the workplace of the future to a      |  |  | | --- | --- | | A. | pyramid. |  |  |  | | --- | --- | | **B.** | symphony orchestra. |  |  |  | | --- | --- | | C. | flattened oval. |  |  |  | | --- | --- | | D. | chess game. |  |  |  | | --- | --- | | E. | warship. |   The workplace of the future may resemble a symphony orchestra, famed management theorist Peter Drucker said. Employees, especially so-called knowledge workers, can be compared to concert musicians. Their managers can be seen as conductors. The conductor's role is not to play each instrument but to lead them all through the most effective performance of a particular work. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 102. | Tonya is a structural engineer who works for a large international firm. She designs the concrete and steel structures that support even the largest and most complex buildings. Because of her high level of technical skills, Tonya is best referred to as a      |  |  | | --- | --- | | **A.** | knowledge worker. |  |  |  | | --- | --- | | B. | blue-collar worker. |  |  |  | | --- | --- | | C. | self-managed worker. |  |  |  | | --- | --- | | D. | first-line worker. |  |  |  | | --- | --- | | E. | first-line manager. |   A knowledge worker is one who has a great deal of technical skill such as Tonya has in this example. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 103. | In the traditional management pyramid, managers are classified into \_\_\_\_\_\_ levels.      |  |  | | --- | --- | | A. | two |  |  |  | | --- | --- | | **B.** | three |  |  |  | | --- | --- | | C. | four |  |  |  | | --- | --- | | D. | five |  |  |  | | --- | --- | | E. | six |   Managers may be classified into three levels: top, middle, and first-line. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 104. | A senior vice president is an example of what level of manager?      |  |  | | --- | --- | | A. | first-line |  |  |  | | --- | --- | | **B.** | top |  |  |  | | --- | --- | | C. | leadership |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | E. | merit |   An organization's top managers tend to have titles such as "chief executive officer (CEO)," "chief operating officer (COO)," "president," and "senior vice president." |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 105. | Managers who are future oriented, dealing with uncertain, highly competitive conditions, and who stay alert to long-run opportunities and problems are most likely to be      |  |  | | --- | --- | | A. | first-line managers. |  |  |  | | --- | --- | | B. | functional managers. |  |  |  | | --- | --- | | C. | middle managers. |  |  |  | | --- | --- | | D. | general managers. |  |  |  | | --- | --- | | **E.** | top managers. |   Top managers make long-term decisions about the overall direction of the organization. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 106. | Managers who implement the policies and plans determined at the highest levels and coordinate the activities of lowest-level managers are called      |  |  | | --- | --- | | A. | executional managers. |  |  |  | | --- | --- | | B. | first-line managers. |  |  |  | | --- | --- | | **C.** | middle managers. |  |  |  | | --- | --- | | D. | functional managers. |  |  |  | | --- | --- | | E. | general managers. |   Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 107. | Derrick is a clinic director running a downtown Chicago facility for a large nonprofit health organization. He receives most of his strategic direction from the organization and supervises several department managers in his workplace. Derrick is a      |  |  | | --- | --- | | A. | first-line manager. |  |  |  | | --- | --- | | **B.** | middle manager. |  |  |  | | --- | --- | | C. | tactical manager. |  |  |  | | --- | --- | | D. | functional manager. |  |  |  | | --- | --- | | E. | coordination manager. |   Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them. One title in nonprofit organizations may be "clinic director" for example. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 108. | Managers who make short-term operating decisions and direct the daily tasks of the nonmanagerial employees are called      |  |  | | --- | --- | | **A.** | first-line managers. |  |  |  | | --- | --- | | B. | middle managers. |  |  |  | | --- | --- | | C. | general managers. |  |  |  | | --- | --- | | D. | functional managers. |  |  |  | | --- | --- | | E. | initial managers. |   Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel, who are, of course, all those people who work directly at their jobs but don't oversee the work of others. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 109. | Angelina is a shift supervisor for a successful supermarket chain, directing the work of as many as eight other cashiers. She is a(n)      |  |  | | --- | --- | | A. | directional manager. |  |  |  | | --- | --- | | B. | middle manager. |  |  |  | | --- | --- | | **C.** | first-line manager. |  |  |  | | --- | --- | | D. | general manager. |  |  |  | | --- | --- | | E. | area manager. |   Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel, who are, of course, all those people who work directly at their jobs but don't oversee the work of others. Supervisor is the name often given to first-line managers as a whole. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 110. | A \_\_\_\_\_\_ manager is responsible for just one organizational activity.      |  |  | | --- | --- | | A. | specialist |  |  |  | | --- | --- | | B. | first-line |  |  |  | | --- | --- | | C. | singular |  |  |  | | --- | --- | | **D.** | functional |  |  |  | | --- | --- | | E. | top-level |   A functional manager is responsible for just one organizational activity. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 1 Easy Topic: Pyramid Power: Levels and Areas of Management* |

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| 111. | The United Way and Nature Conservancy are examples of which type of organization?      |  |  | | --- | --- | | A. | For-profit |  |  |  | | --- | --- | | **B.** | Nonprofit |  |  |  | | --- | --- | | C. | Administrative |  |  |  | | --- | --- | | D. | Mutual-benefit |  |  |  | | --- | --- | | E. | Aid-based |   Nonprofit organizations' purpose is to offer services to some clients, not to make a profit. Examples of such organizations are hospitals, colleges, and social-welfare agencies (e.g., the Salvation Army, the Red Cross). |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 112. | Which type of nonprofit organization offers services to all clients within its jurisdiction?      |  |  | | --- | --- | | A. | Administrative |  |  |  | | --- | --- | | B. | Mutual-benefit |  |  |  | | --- | --- | | C. | Aid-based |  |  |  | | --- | --- | | D. | Authority |  |  |  | | --- | --- | | **E.** | Commonweal |   One particular type of nonprofit organization is called the commonweal organization. Unlike nonprofit service organizations, which offer services to some clients, commonweal organizations offer services to all clients within their jurisdictions. Examples are the military services, the U.S. Postal Service, and your local fire and police departments. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 113. | Abbie recently joined a professional organization for certified public accountants, and was happy that her firm offered to pay the dues. This type of group is an example of a(n) \_\_\_\_\_\_ organization.      |  |  | | --- | --- | | A. | for-profit |  |  |  | | --- | --- | | B. | nonprofit |  |  |  | | --- | --- | | C. | administrative |  |  |  | | --- | --- | | **D.** | mutual-benefit |  |  |  | | --- | --- | | E. | aid-based |   Mutual-benefit organizations are voluntary collections of members such as political parties, farm cooperatives, labor unions, trade associations, and clubs whose purpose is to advance members' interests. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 114. | The primary measure of success of a nonprofit organization is typically      |  |  | | --- | --- | | A. | the total revenue. |  |  |  | | --- | --- | | B. | ROI. |  |  |  | | --- | --- | | **C.** | the effectiveness of the services delivered. |  |  |  | | --- | --- | | D. | the market share. |  |  |  | | --- | --- | | E. | the number of services available. |   In a nonprofit organization, although income and expenditures are very important concerns, the measure of success is usually the effectiveness of the services delivered. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 2 Medium Topic: Pyramid Power: Levels and Areas of Management* |

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| 115. | Which of the following statements about a manager's worklife is *not* among the findings of management scholar Henry Mintzberg?      |  |  | | --- | --- | | A. | Managers work long hours. |  |  |  | | --- | --- | | **B.** | Most managerial tasks require lengthy periods of time for completion. |  |  |  | | --- | --- | | C. | Managers rely more on verbal than on written communication. |  |  |  | | --- | --- | | D. | Managers work at an intense pace. |  |  |  | | --- | --- | | E. | Managers' work is characterized by variety. |   Managers tend to work long hours at an intense pace; their work is characterized by fragmentation, brevity, and variety; and they rely more on verbal than on written communication. Only about a tenth of the managerial activities observed by Mintzberg took more than an hour; about half were completed in under 9 minutes. Phone calls averaged 6 minutes, informal meetings 10 minutes, and desk-work sessions 15 minutes. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 2 Medium Topic: Roles Managers Must Play Successfully* |

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| 116. | According to Mintzberg's work, which of the following is one of the three broad types of roles that managers play?      |  |  | | --- | --- | | A. | Analytical |  |  |  | | --- | --- | | B. | Professional |  |  |  | | --- | --- | | C. | Interdependent |  |  |  | | --- | --- | | D. | Disciplinary |  |  |  | | --- | --- | | **E.** | Interpersonal |   From his observations and other research, Mintzberg concluded that managers play three broad types of roles or "organized sets of behavior": interpersonal, informational, and decisional. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 117. | Which of the following is an example of a decisional role that managers play?      |  |  | | --- | --- | | A. | Figurehead |  |  |  | | --- | --- | | B. | Spokesperson |  |  |  | | --- | --- | | **C.** | Resource allocator |  |  |  | | --- | --- | | D. | Liaison |  |  |  | | --- | --- | | E. | Monitor |   In their decisional roles, managers use information to make decisions to solve problems or take advantage of opportunities. The four decision-making roles are entrepreneur, disturbance handler, resource allocator, and negotiator. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 118. | In a \_\_\_\_\_\_ role, you should be constantly alert for useful information, whether gathered from newspaper stories about the competition or discovered in conversations with subordinates.      |  |  | | --- | --- | | A. | figurehead |  |  |  | | --- | --- | | B. | negotiator |  |  |  | | --- | --- | | C. | spokesperson |  |  |  | | --- | --- | | **D.** | monitor |  |  |  | | --- | --- | | E. | disseminator |   As a monitor, you should be constantly alert for useful information, whether gathered from newspaper stories about the competition or gathered from snippets of conversation with subordinates you meet in the hallway. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 119. | Matthew, the president of a diesel engine research firm, was welcoming potential partners from a large automobile corporation in Europe. Before handing them off to his technical counterpart, he gave them an extensive tour of his laboratory and field-testing operations as part of which managerial role?      |  |  | | --- | --- | | **A.** | Figurehead |  |  |  | | --- | --- | | B. | Analytical |  |  |  | | --- | --- | | C. | Monitor |  |  |  | | --- | --- | | D. | Visionary |  |  |  | | --- | --- | | E. | Disseminator |   In your figurehead role, you may show visitors around your company. In general, you perform symbolic tasks that represent your organization. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 120. | After a large chemical fire, Eric took responsibility publicly for the failure of his employees to follow workplace safety standards, and indicated that several of them had been placed on leave. Here, Eric was acting in a \_\_\_\_\_\_ role.      |  |  | | --- | --- | | **A.** | leadership |  |  |  | | --- | --- | | B. | negotiator |  |  |  | | --- | --- | | C. | liaison |  |  |  | | --- | --- | | D. | authority |  |  |  | | --- | --- | | E. | entrepreneur |   In a role of leader, you are responsible for the actions of your subordinates, since their successes and failures reflect on you. Your leadership is expressed in your decisions about training, motivating, and disciplining people. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 121. | Two different project teams recently submitted proposals for very promising ideas, but the budget will not allow both to go forward this year. Amanda is making the tough decisions about which should be the focus this time, as a part of her \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | leadership |  |  |  | | --- | --- | | B. | disseminator |  |  |  | | --- | --- | | **C.** | resource allocator |  |  |  | | --- | --- | | D. | negotiator |  |  |  | | --- | --- | | E. | entrepreneur |   Because you'll never have enough time, money, and so on, you'll need to be a resource allocator as a manager, setting priorities about use of resources. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 122. | Colin takes notes at executive council meetings and prepares summaries to present to middle managers and supervisors at a monthly meeting. This task is part of a(n) \_\_\_\_\_\_\_ role.      |  |  | | --- | --- | | **A.** | disseminator |  |  |  | | --- | --- | | B. | entrepreneur |  |  |  | | --- | --- | | C. | monitor |  |  |  | | --- | --- | | D. | leadership |  |  |  | | --- | --- | | E. | visionary |   Workers complain they never know what's going on if a supervisor fails in the role of disseminator. Managers need to constantly disseminate important information to employees, as via e-mail and meetings. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 123. | Jocelyn's staff is upset because they normally receive their paychecks or direct deposits on Fridays and occasionally on Thursdays if there is a holiday. Tomorrow is Friday, July 4, and the bank did not process payments today as expected, so Jocelyn is on the phone trying to get the situation resolved as part of which managerial role?      |  |  | | --- | --- | | **A.** | Disturbance handler |  |  |  | | --- | --- | | B. | Monitor |  |  |  | | --- | --- | | C. | Spokesperson |  |  |  | | --- | --- | | D. | Negotiator |  |  |  | | --- | --- | | E. | Resource allocator |   Unforeseen problems, from product defects to international currency crises, require a manager to be a disturbance handler, fixing problems. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 124. | Chemka is speaking at a press conference to discuss the company's plans to close three underperforming branches after several years and several rounds of changes in trying to keep them open. Chemka is performing the \_\_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | disseminator |  |  |  | | --- | --- | | B. | monitor |  |  |  | | --- | --- | | C. | liaison |  |  |  | | --- | --- | | **D.** | spokesperson |  |  |  | | --- | --- | | E. | figurehead |   You are expected, of course, to be a diplomat, to put the best face on the activities of your work unit or organization to people outside it. This is the informational role of spokesperson. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 125. | To inspire innovation, Jinyuan encourages his employees to devote one afternoon a month to work on pet projects, just to spend time in the lab experimenting and thinking freely. He is acting in the \_\_\_\_\_\_ role.      |  |  | | --- | --- | | **A.** | entrepreneur |  |  |  | | --- | --- | | B. | disturbance handler |  |  |  | | --- | --- | | C. | resource allocator |  |  |  | | --- | --- | | D. | negotiator |  |  |  | | --- | --- | | E. | liaison |   A good manager is expected to be an entrepreneur, to initiate and encourage change and innovation. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 126. | Armed with a stack of market research, Jalen, a marketing department manager, is in the research and development manager's office attempting to convince him to eliminate two features his engineers plan to add to a product, and replace them with two others based on customer preference. Jalen is operating in the \_\_\_\_\_\_ role.      |  |  | | --- | --- | | A. | entrepreneur |  |  |  | | --- | --- | | B. | resource allocator |  |  |  | | --- | --- | | C. | disturbance handler |  |  |  | | --- | --- | | **D.** | negotiator |  |  |  | | --- | --- | | E. | liaison |   To be a manager is to be a continual negotiator, working with others inside and outside the organization to accomplish your goals. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 3 Hard Topic: Roles Managers Must Play Successfully* |

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| 127. | Jeremy Stoppelman and Russel Simmons, founders of Yelp, a website with reviews of businesses, created a new type of business that did not exist before their efforts. They would best be described as      |  |  | | --- | --- | | A. | business developers. |  |  |  | | --- | --- | | B. | inventors. |  |  |  | | --- | --- | | C. | sole proprietors. |  |  |  | | --- | --- | | **D.** | entrepreneurs. |  |  |  | | --- | --- | | E. | intrapreneurs. |   Most small businesses originate with people like Stoppelman and Simmons. They are the entrepreneurs, the people with the idea, the risk takers. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 128. | \_\_\_\_\_\_\_\_\_ means taking risks to try to create a new enterprise.      |  |  | | --- | --- | | **A.** | Entrepreneurship |  |  |  | | --- | --- | | B. | Incorporation |  |  |  | | --- | --- | | C. | Franchising |  |  |  | | --- | --- | | D. | Joint venturing |  |  |  | | --- | --- | | E. | Acquisition |   Entrepreneurship is the process of taking risks to try to create a new enterprise. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 129. | The defining difference between an entrepreneur and an intrapreneur is that the latter      |  |  | | --- | --- | | A. | is the person responsible for funding the former with a startup investment. |  |  |  | | --- | --- | | B. | is working on multiple opportunities simultaneously. |  |  |  | | --- | --- | | **C.** | works within an existing organization, using its resources to exploit an opportunity. |  |  |  | | --- | --- | | D. | usually runs a small business. |  |  |  | | --- | --- | | E. | works in a team setting to develop an idea to fruition. |   An entrepreneur is someone who sees a new opportunity for a product or service and launches a business to try to realize it. An intrapreneur is someone who works inside an existing organization who sees an opportunity for a product or service and mobilizes the organization's resources to try to realize it. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 130. | The development of Google News by Google employees experimenting with ways to facilitate browsing news from several sources is an example of      |  |  | | --- | --- | | A. | business intelligence. |  |  |  | | --- | --- | | **B.** | intrapreneurship. |  |  |  | | --- | --- | | C. | business invention. |  |  |  | | --- | --- | | D. | corporate design. |  |  |  | | --- | --- | | E. | entrepreneurship. |   An example of an intrapreneur is Marissa Mayer of Google developing a researcher's personal news reading program into Google News. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 131. | The belief that you control your own destiny is called      |  |  | | --- | --- | | **A.** | internal locus of control. |  |  |  | | --- | --- | | B. | entrepreneurship. |  |  |  | | --- | --- | | C. | intrapreneurship. |  |  |  | | --- | --- | | D. | power centering. |  |  |  | | --- | --- | | E. | manifest destiny. |   Internal locus of control is the belief that you control your own destiny, that external forces will have little influence. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 132. | Research has shown that all of the following are characteristics of an entrepreneur *except* which?      |  |  | | --- | --- | | A. | self-confident |  |  |  | | --- | --- | | **B.** | highly experienced |  |  |  | | --- | --- | | C. | belief in personal control of destiny |  |  |  | | --- | --- | | D. | high energy level and action orientation |  |  |  | | --- | --- | | E. | high tolerance for ambiguity |   An entrepreneur has a high need for achievement, a belief in personal control of destiny, a high energy level and action orientation, a high tolerance for ambiguity, and self-confidence and tolerance for risk. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 133. | Which of the following is more characteristic of an entrepreneur than a manager?      |  |  | | --- | --- | | A. | High need for achievement |  |  |  | | --- | --- | | B. | External locus of control |  |  |  | | --- | --- | | C. | Belief in personal control of destiny |  |  |  | | --- | --- | | D. | Motivated by organizational rewards |  |  |  | | --- | --- | | **E.** | Tolerance for risk |   More characteristic of entrepreneurs than managers are self-confidence and tolerance for risk. Precisely because they are willing to take risks in the pursuit of new opportunities and even risk personal financial failure, entrepreneurs need the confidence to act decisively. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 2 Medium Topic: The Entrepreneurial Spirit* |

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| 134. | After her divorce, Jillian had to go back to work. While she interviewed to return to her previous accounting profession, she began a custom wedding invitation business. Jillian would best be described as a(n)      |  |  | | --- | --- | | A. | motivated entrepreneur. |  |  |  | | --- | --- | | **B.** | necessity entrepreneur. |  |  |  | | --- | --- | | C. | opportunity entrepreneur. |  |  |  | | --- | --- | | D. | performance entrepreneur. |  |  |  | | --- | --- | | E. | chance entrepreneur. |   So-called necessity entrepreneurs are people such as laid-off corporate workers, discharged military people, immigrants, and divorced homemakers who suddenly must earn a living and are simply trying to replace lost income. These make up about 11% of entrepreneurs. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 3 Hard Topic: The Entrepreneurial Spirit* |

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| 135. | According to researcher Robert Katz, which of the following is one of three principal skills acquired by experienced managers?      |  |  | | --- | --- | | A. | Intuitive |  |  |  | | --- | --- | | B. | Evaluative |  |  |  | | --- | --- | | **C.** | Human |  |  |  | | --- | --- | | D. | Comprehensive |  |  |  | | --- | --- | | E. | Coordination |   In the mid-1970s, researcher Robert Katz found that through education and experience managers acquire three principal skills: technical, conceptual, and human. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 1 Easy Topic: The Skills Exceptional Managers Need* |

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| 136. | \_\_\_\_\_\_ skills consist of the job-specific knowledge needed to perform well in a specialized field.      |  |  | | --- | --- | | **A.** | Technical |  |  |  | | --- | --- | | B. | Action |  |  |  | | --- | --- | | C. | Conceptual |  |  |  | | --- | --- | | D. | Physical |  |  |  | | --- | --- | | E. | Human |   Technical skills consist of the job-specific knowledge needed to perform well in a specialized field. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 1 Easy Topic: The Skills Exceptional Managers Need* |

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| 137. | Marie recently became a managing partner at her law firm. Though her job has changed, she still needs to have the necessary \_\_\_\_\_\_ skills to advise and review the contracts of the real estate attorneys that she manages.      |  |  | | --- | --- | | A. | performance |  |  |  | | --- | --- | | **B.** | technical |  |  |  | | --- | --- | | C. | conceptual |  |  |  | | --- | --- | | D. | human |  |  |  | | --- | --- | | E. | physical |   Technical skills consist of the job-specific knowledge needed to perform well in a specialized field. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 3 Hard Topic: The Skills Exceptional Managers Need* |

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| 138. | The ability to think analytically is associated with \_\_\_\_\_\_ skills.      |  |  | | --- | --- | | A. | comprehension |  |  |  | | --- | --- | | **B.** | conceptual |  |  |  | | --- | --- | | C. | human |  |  |  | | --- | --- | | D. | abstract |  |  |  | | --- | --- | | E. | intuitive |   Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and understand how the parts work together. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 1 Easy Topic: The Skills Exceptional Managers Need* |

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| 139. | Despite the appeal of the opportunity, Samantha decided to delay taking her product to foreign markets because she felt that her current personnel did not have enough international experience. She was exhibiting \_\_\_\_\_\_ skills.      |  |  | | --- | --- | | A. | comparative |  |  |  | | --- | --- | | B. | human |  |  |  | | --- | --- | | C. | intangible |  |  |  | | --- | --- | | **D.** | conceptual |  |  |  | | --- | --- | | E. | intuitive |   Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and understand how the parts work together. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 3 Hard Topic: The Skills Exceptional Managers Need* |

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| 140. | Conceptual skills are particularly important for \_\_\_\_\_\_ managers.      |  |  | | --- | --- | | A. | first-line |  |  |  | | --- | --- | | B. | functional |  |  |  | | --- | --- | | **C.** | top |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | E. | general |   Conceptual skills are particularly important for top managers, who must deal with problems that are ambiguous but that could have far-reaching consequences. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |

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| 141. | \_\_\_\_\_\_ skills consist of the ability to work well in cooperation with other people to get things done.      |  |  | | --- | --- | | A. | Support |  |  |  | | --- | --- | | B. | Conceptual |  |  |  | | --- | --- | | C. | Personal |  |  |  | | --- | --- | | D. | Intuitive |  |  |  | | --- | --- | | **E.** | Human |   Human skills consist of the ability to work well in cooperation with other people to get things done. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 1 Easy Topic: The Skills Exceptional Managers Need* |

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| 142. | Tyler has coffee with one of his direct reports almost daily. He does this to inquire in an informal way about progress on the job, and to provide coaching and support, as well as appropriate congratulations for special efforts. Tyler is exhibiting which type of managerial skill?      |  |  | | --- | --- | | A. | Cohesion |  |  |  | | --- | --- | | B. | Conceptual |  |  |  | | --- | --- | | C. | Intuitive |  |  |  | | --- | --- | | D. | Engagement |  |  |  | | --- | --- | | **E.** | Human |   Human skills consist of the ability to work well in cooperation with other people to get things done. They include the ability to motivate, to inspire trust, and to communicate with others. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 3 Hard Topic: The Skills Exceptional Managers Need* |

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| 143. | Human skills are important for \_\_\_\_\_\_\_\_ managers.      |  |  | | --- | --- | | A. | top |  |  |  | | --- | --- | | B. | functional |  |  |  | | --- | --- | | C. | first-line |  |  |  | | --- | --- | | D. | middle |  |  |  | | --- | --- | | **E.** | all levels of |   Human skills, including the ability to motivate, to inspire trust, and to communicate with others, are necessary for managers of all levels. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |

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| 144. | Which of the following is *not* a chief skill companies seek in top managers today?      |  |  | | --- | --- | | A. | The ability to motivate and engage others. |  |  |  | | --- | --- | | B. | The ability to communicate. |  |  |  | | --- | --- | | C. | Work experience outside the United States. |  |  |  | | --- | --- | | D. | High energy levels to meet the demands of global travel and a 24/7 world. |  |  |  | | --- | --- | | **E.** | The ability to give a wide range of orders authoritatively. |   Instead of someone who gives orders, companies seek top managers with these chief skills: the ability to motivate and engage others, the ability to communicate, work experience outside the United States, and high energy levels to meet the demands of global travel and a 24/7 world. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |

**Essay Questions**

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| 145. | Studying management can be helpful even before you become a manager. List at least three of the rewards of studying management.     (1) You will understand how to deal with organizations from the outside. It helps to understand how organizations work and how the people in them make decisions. (2) You will understand how to relate to your supervisors. Since most of us work in organizations and most of us have bosses, studying management will enable you to understand the pressures managers deal with and how they will best respond to you. (3) You will understand how to interact with co-workers. Studying management can give you the understanding of teams and teamwork, cultural differences, conflict and stress, and negotiation and communication skills that will help you get along with fellow employees. (4) You will understand how to manage yourself in the workplace. Management courses give you the opportunity to realize insights about yourself—your personality, emotions, values, perceptions, needs, and goals. We help you build your skills in areas such as self-management, listening, handling change, managing stress, avoiding groupthink, and coping with organizational politics. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-01 What are the rewards of being an exceptional manager? Level of Difficulty: 2 Medium Topic: Management: What It Is, What Its Benefits Are* |

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| 146. | What is competitive advantage? Explain the importance of each of the four areas in which an organization must stay ahead of its competitors.     Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thus outperforming them. This means an organization must stay ahead in four areas: customer responsiveness, innovation, quality, and efficiency.  Being responsive to customers. The first law of business is: Take care of the customer. Without customers—buyers, clients, consumers, shoppers, users, patrons, guests, investors, or whatever they're called—sooner or later there will be no organization.  Innovation is finding ways to deliver new or better goods or services.  Quality. If your organization is the only one of its kind, customers may put up with products or services that are less than stellar. However, if you are not a unique organization, which is more likely, customers will begin to buy from the company with better quality for the same price.  Efficiency. In today's organizations, the emphasis is on efficiency: Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 2 Medium Topic: Seven Challenges to Being an Exceptional Manager* |

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| 147. | One of the challenges for managers is managing personal happiness and life goals. Explain why this is a challenge for managers. Discuss how you think these ideas apply to you in the future.     Every person must consider whether his job (managerial or otherwise) helps him or her reach his or her own happiness and goals. Many managers find the job of management to be unfulfilling—they often feel they have to give up too much of their personal lives because of the long hours or travel, or they don't enjoy the constant activity that management entails. Also, many managers feel caught in the middle between upper levels of management and their employees. The student should offer an example of how this may or may not affect her in the future. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-02 Challenges can make one feel alive. What are seven challenges I could look forward to as a manager? Level of Difficulty: 3 Hard Topic: Seven Challenges to Being an Exceptional Manager* |

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| 148. | Identify and describe the four managerial functions. Give a specific example of each.     Planning is setting goals and deciding how to achieve them. Organizing is arranging tasks, people, and other resources to accomplish the work. Leading is motivating, directing, and otherwise influencing people to work hard to achieve the goals. Controlling is monitoring performance, comparing it to goals, and taking corrective action as needed. The student should give an example of each. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-03 What would I actually do-that is; what would be my four principal functions-as a manager? Level of Difficulty: 3 Hard Topic: What Managers Do: The Four Principal Functions* |

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| 149. | List the three levels of management in the traditional pyramid. Give an example of a task that a manager at each level might perform.     Managers may be classified into three levels: top, middle, and first-line.  Top managers make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it. They need to pay a lot of attention to the environment outside the organization, being alert for long-run opportunities and problems and devising strategies for dealing with them. Thus, executives at this level must be future oriented, dealing with uncertain, highly competitive conditions.  Middle managers implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.  Following the plans of middle and top managers, first-line managers make short-term operating decisions, directing the daily tasks of nonmanagerial personnel. |

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| *AACSB: Analytic Blooms: Apply Learning Objective: 01-04 What are the levels and areas of management I need to know to move up; down; and sideways? Level of Difficulty: 3 Hard Topic: Pyramid Power: Levels and Areas of Management* |

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| 150. | List Mintzberg's findings about the nature of managerial work.     A manager relies more on verbal than on written communication. A manager works long hours at an intense pace. A manager's work is characterized by fragmentation, brevity, and variety. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-05 To be an exceptional manager; what roles must I play successfully? Level of Difficulty: 1 Easy Topic: Roles Managers Must Play Successfully* |

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| 151. | List the characteristics that most entrepreneurs have.   The characteristics that most entrepreneurs have include: high need for achievement, belief in personal control of destiny, high energy level and action orientation, high tolerance for ambiguity, and self-confidence and tolerance for risk. |

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| *AACSB: Analytic Blooms: Remember Learning Objective: 01-06 Do I have what it takes to be an entrepreneur? Level of Difficulty: 1 Easy Topic: The Entrepreneurial Spirit* |

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| 152. | Define the three types of principal skills that managers need according to Robert Katz. At which level of management is each skill most important?     Technical skills consist of job-specific knowledge needed to perform well in a specialized field. Having the requisite technical skills seems to be most important at the lower levels of management—that is, among first-line managers.  Conceptual skills consist of the ability to think analytically, to visualize an organization as a whole and understand how the parts work together. Conceptual skills are particularly important for top managers, who must deal with problems that are ambiguous but that could have far-reaching consequences.  Human skills are the ability to work well with others to get things done. These skills—the ability to motivate, to inspire trust, to communicate with others—are necessary for managers of all levels. |

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| *AACSB: Analytic Blooms: Understand Learning Objective: 01-07 To be a terrific manager; what skills should I cultivate? Level of Difficulty: 2 Medium Topic: The Skills Exceptional Managers Need* |