

Name \_\_\_\_\_

**MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.**

- 1) Management does NOT occur in \_\_\_\_\_. 1) \_\_\_\_\_  
A) non-profit organizations  
B) small businesses with less than 25 employees  
C) isolation  
D) none of the above
- 2) Effective managers \_\_\_\_\_. 2) \_\_\_\_\_  
A) prefer working with groups rather than with individuals  
B) accept existing resource limits and co-workers' levels of motivation  
C) match people's capabilities with appropriate responsibilities  
D) all of the above
- 3) Effective managers MUST \_\_\_\_\_. 3) \_\_\_\_\_  
A) employ a good sense of humor  
B) perform well on standardized tests  
C) read quickly  
D) be adept at motivating people
- 4) In forming the strategy of the major units of an organization, \_\_\_\_\_. 4) \_\_\_\_\_  
A) managers are responsible  
B) a heavy focus on the human factor is essential since the strategy has to be implemented by people in the organization  
C) conflicting conditions should not be considered since it is highly unlikely that such situations will be encountered  
D) A and B
- 5) A small toaster manufacturer produces toaster ovens designed to accommodate locally produced, oversized bagels. However, sales are dropping because a nationwide bagel company has begun promotion for its bagel chain by financing local supermarkets giving away cheap toasters. In this case, the toaster manufacturer demonstrates a failure to master which duality? 5) \_\_\_\_\_  
A) global perspective and local understanding  
B) action and reflection  
C) integration and fragmentation  
D) consistency and flexibility
- 6) To compete effectively in a global marketplace, managers MUST \_\_\_\_\_. 6) \_\_\_\_\_  
A) standardize some aspects of a product and adapt others  
B) trade global standardization for local appeal  
C) monopolize the market that accepts a standard product most willingly  
D) design products for the widest possible appeal

- 7) In general, which of the following does NOT define management? 7) \_\_\_\_\_
- A) Management is the group of people in an organization who oversee the management process.
  - B) Management is the group of people in the organization solely responsible for profits and losses.
  - C) Management is the group of people who negotiate with union leaders.
  - D) Management is a goal-directed process within an organization.
- 8) The managing process includes assembling and using resources and defining and accomplishing goals within \_\_\_\_\_. 8) \_\_\_\_\_
- A) economies
  - B) organizations
  - C) boundaries
  - D) time frames
- 9) The term "resources" in management does NOT refer to \_\_\_\_\_. 9) \_\_\_\_\_
- A) raw materials
  - B) people
  - C) information
  - D) a means of spending one's leisure time
- 10) In terms of the textbook's managerial job dimensions, a manager who adheres to deadlines and follows established procedures is working well within which job dimension? 10) \_\_\_\_\_
- A) constraints
  - B) organization
  - C) demands
  - D) choices
- 11) Which of the following is NOT a typical managerial constraint? 11) \_\_\_\_\_
- A) performance standards
  - B) budgets
  - C) attitudes of subordinates
  - D) time
- 12) When a manager estimates responses to future conditions and circumstances, she is most likely engaging in which job function? 12) \_\_\_\_\_
- A) directing
  - B) controlling
  - C) planning
  - D) organizing
- 13) A manager submits a rough draft of his work unit's five-year plan. In doing so, this manager engages in which managerial function? 13) \_\_\_\_\_
- A) operational planning
  - B) controlling operations
  - C) directing operations
  - D) strategic planning
- 14) \_\_\_\_\_ involves estimating future conditions and deciding which activities to do; \_\_\_\_\_ involves systematically assembling resources to accomplish tasks. 14) \_\_\_\_\_
- A) Planning; organizing
  - B) Organizing; planning
  - C) Organizing; directing
  - D) Planning; directing
- 15) According to the functional approach to management, reports that identify the actions needed to accomplish the goals of particular units of the organization are part of: 15) \_\_\_\_\_
- A) directing operations
  - B) strategic planning
  - C) operational planning
  - D) controlling operations
- 16) When a department manager formally observes a team manager during team meetings, the department manager engages in which managerial function? 16) \_\_\_\_\_
- A) directing
  - B) organizing
  - C) controlling
  - D) planning
- 17) Managerial job functions usually \_\_\_\_\_. 17) \_\_\_\_\_
- A) are reciprocal and recurring
  - B) occur only once
  - C) are recurring
  - D) occur independently

- 18) Given the task of proposing a childcare facility in a rapidly expanding firm, a manager surveys similar organizations' facilities before writing the proposal. While surveying, the manager is most likely playing the \_\_\_\_\_ role. 18) \_\_\_\_\_  
A) monitor B) negotiator  
C) entrepreneurial D) liaison
- 19) To function well in the informational roles they must play, managers must establish strong interpersonal relations. Acting as a figurehead establishes \_\_\_\_\_; acting as a liaison establishes \_\_\_\_\_. 19) \_\_\_\_\_  
A) lateral relationships; vertical relationships  
B) vertical relationships; lateral relationships  
C) authority; subordination  
D) subordination; authority
- 20) In Mintzberg's model of management, the entrepreneurial, disturbance handler, resource allocator, and negotiator roles all belong to which umbrella category? 20) \_\_\_\_\_  
A) leader roles B) informational roles  
C) interpersonal roles D) decisional roles
- 21) When a manager assesses the progress of a new venture in order to decide whether to continue or abandon it, the manager is most clearly playing the \_\_\_\_\_ role. 21) \_\_\_\_\_  
A) liaison B) monitor  
C) negotiator D) entrepreneurial
- 22) To increase visitor numbers, a zoo and a nearby natural history museum agree to run a short-term promotion offering discount combination tickets to the two venues. The zoo managers who approved the project and who authorized the work hours and capital to support the promotion played which of the following two roles? 22) \_\_\_\_\_  
A) negotiator and resource allocator B) negotiator and figurehead  
C) spokesperson and negotiator D) entrepreneurial and figurehead
- 23) A team member reports to his supervisor that a project has stalled because necessary information is unobtainable. The manager procures the information, and the project moves forward. In this case, which role did the manager most obviously play? 23) \_\_\_\_\_  
A) liaison B) disseminator C) spokesperson D) monitor
- 24) According to Mintzberg's model, the spokesperson's role is largely a(n) \_\_\_\_\_ role. 24) \_\_\_\_\_  
A) interpersonal B) figurehead C) decisional D) informational
- 25) According to Mintzberg's model, which of the following is inevitably a manager's most important role? 25) \_\_\_\_\_  
A) negotiator  
B) leader  
C) disturbance handler  
D) None of the above roles is inevitably the most important.
- 26) \_\_\_\_\_ skills are often the major factor that determines who reaches the highest levels of the organization. 26) \_\_\_\_\_  
A) Decision-making B) Conceptual  
C) Interpersonal D) Technical

- 27) Within an organization, change does NOT \_\_\_\_\_. 27) \_\_\_\_\_  
A) require both a global and local focus  
B) require the constant attention of managers  
C) prevent managers from planning strategically  
D) require an understanding of the impact of technology on managerial functions and processes
- 28) Which of the following do NOT help to define an organization's personality? 28) \_\_\_\_\_  
A) problems and opportunities B) strengths and weaknesses  
C) size and complexity D) none of the above
- 29) Which of the following statements do NOT apply to entrepreneurship within an organization? 29) \_\_\_\_\_  
A) Businesses cannot survive without being entrepreneurial. Managers must develop an entrepreneurial mindset, which allows them to develop  
B) Entrepreneurial activity is mostly limited to new, small firms that operate in highly competitive environments.  
C) Entrepreneurship involves identifying new opportunities and exploiting them.  
D) actions to take advantage of uncertainty.
- 30) Managerial "hubris" may be demonstrated when \_\_\_\_\_. 30) \_\_\_\_\_  
A) an overconfident manager of a large organization fails to address new challenges  
B) interpersonal skills are used within all managerial levels of the organization.  
C) every manager within an organization becomes committed to continuous learning  
D) an organization achieves its productivity goals
- 31) According to Hitt, Black, and Porter, three of the most important challenges impacting contemporary managers are \_\_\_\_\_. 31) \_\_\_\_\_  
A) competition, change, and technology B) change, globalism, and employee morale  
C) change, technology, and globalism D) competition, technology, and globalism
- 32) Which of the following statements about globalism is NOT true? 32) \_\_\_\_\_  
A) Globalism affects larger businesses to a greater degree; smaller businesses are seldom impacted.  
B) Globalism includes the increasing international and cross-national nature of everything from politics to business.  
C) Global developments almost certainly come from outside into your organization.  
D) No longer can a manager say that "what happens in the rest of the world does not affect me."
- 33) Which of the following statements about globalism and the use of technology is true? 33) \_\_\_\_\_  
A) Globalism and the use of technology are likely to create less value for customers as managers attempt to offset global competition.  
B) Globalism and the use of technology have contributed to greater changes within organizations.  
C) Globalism and the use of technology may enhance an organization's capabilities and urge managers to design new competitive strategies.  
D) B and C
- 34) The term "manager" refers to \_\_\_\_\_. 34) \_\_\_\_\_  
A) anyone in the organization involved in specific managerial actions  
B) top managers within the firm  
C) non-union members  
D) anyone involved in formulating the firm's strategic plan

- 35) The managerial perspectives in the textbook are based on \_\_\_\_\_. 35) \_\_\_\_\_  
A) experiences and observations of educators, managers, and consultants  
B) research findings from scholarly literature and the authors' perceptions of management based on a broad definition of management  
C) A and D  
D) hundreds of conversations and interviews with practicing managers over the years
- 36) If Mrs. Smith manages a small firm with 110 employees and Miss Jones manages a larger firm with 500 employees, which of the following assumptions can be made? 36) \_\_\_\_\_  
A) Some dimensions of effective management may be affected by the size of the organization, but the fundamental substance of management will not change.  
B) Some dimensions of effective management will only differ if one firm is for profit and the other firm is non-profit.  
C) The management philosophies of both managers will be the same.  
D) Dimensions of effective management will not be affected by the type of organization, but the fundamental substance of management will likely change.
- 37) Developing a degree of shared cooperation and gaining the acceptance of existing ways of working together become essential in influencing effective management. Which of the following statements is NOT true? 37) \_\_\_\_\_  
A) Common organizational objectives are less likely to exist among employees of varied cultural, technical, and socioeconomic backgrounds.  
B) Shared cooperation among employees can be accomplished by using new structures and processes.  
C) Shared cooperation among employees can be accomplished by using existing structures and processes.  
D) Behaviors, structures, and processes over time help constitute the organization's personality, or culture.
- 38) Being adept at assessing other people's capabilities will NOT allow managers to \_\_\_\_\_. 38) \_\_\_\_\_  
A) set expectations for employee performance  
B) determine definite gender differences between males and female employees  
C) develop more effective motivation tools  
D) determine additional instruction and training needs
- 39) Which of the following resources is likely to be the LEAST limited in effective organizations? 39) \_\_\_\_\_  
A) time  
B) entrepreneurial mindset  
C) money  
D) equipment and people
- 40) In addressing the global/local paradox, effective managers need to \_\_\_\_\_. 40) \_\_\_\_\_  
A) have only a local perspective  
B) develop both a local and global perspective  
C) standardize product features, regardless of local preferences  
D) have a broad global perspective in order to understand their local situation
- 41) When a sales manager of the Eastern Canada region meets with other regional managers and presents his or her views on pending sales opportunities, he or she is functioning in a(n) \_\_\_\_\_ role. 41) \_\_\_\_\_  
A) liaison  
B) entrepreneurial  
C) monitor  
D) spokesperson

- 42) The lack of \_\_\_\_\_ skills was shown to limit managerial advancement even when other skills were present. 42) \_\_\_\_\_  
A) conceptual B) technical C) administrative D) interpersonal
- 43) In utilizing scarce resources in the organization, managers may consider \_\_\_\_\_. 43) \_\_\_\_\_  
A) current resource demands to be less important than future resource demands  
B) placing more importance on understanding employees' capabilities, as well as on tasks at hand and jobs to be done  
C) placing less importance on using human resources in teams  
D) matching resources to tasks, placing more emphasis on conserving available resources than on what additional resources may be needed
- 44) An entrepreneurial mindset \_\_\_\_\_. 44) \_\_\_\_\_  
A) is less critical among managers of small firms than among managers of larger firms  
B) prevents a manager from sensing market opportunities through uncertainty  
C) requires a managerial commitment to constantly learn new skills  
D) none of the above
- 45) According to Hitt, Black, and Porter, the term "member" is referred to as \_\_\_\_\_. 45) \_\_\_\_\_  
A) a unionized employee only  
B) any employee in the organization who works in a non-managerial capacity  
C) any employee in the organization, regardless of position in the organization  
D) anyone employed in a managerial capacity
- 46) Which of the following statements is NOT true regarding change in an organization? 46) \_\_\_\_\_  
A) All managers are faced with change, regardless of how new or experienced the manager may be.  
B) Managing technology is more important than change to a manager.  
C) Change is the most persistent and powerful area of challenge facing a manager.  
D) Not making any changes is unlikely to be an option.
- 47) Effective managers must be able to \_\_\_\_\_. 47) \_\_\_\_\_  
A) be adept at motivating people  
B) be adept at assessing other people's capabilities  
C) be adept at matching people's capabilities with appropriate responsibilities  
D) all of the above
- 48) Managers will likely \_\_\_\_\_. 48) \_\_\_\_\_  
A) tend to be more flexible than consistent  
B) not make a choice to be either constant or flexible all the time  
C) make a choice to be either constant or flexible all the time  
D) none of the above
- 49) Directing involves \_\_\_\_\_. 49) \_\_\_\_\_  
A) motivating others  
B) more of the liaison role than the leader role  
C) the regulation of the subordinates' work  
D) leading others to lead themselves, allowing the manager to avoid interaction

- 50) Which of the following is NOT an informational role? 50) \_\_\_\_\_  
A) monitor B) spokesperson C) disseminator D) negotiator

**TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.**

- 51) Managerial activities include planning and organizing. Therefore, when you sit down with a cup of coffee at the breakfast table, write a "to do" list, and prioritize your day's activities, you are engaging in the most basic form of "management." 51) \_\_\_\_\_
- 52) While any specific organization affects the way managers apply management principles, the basic principles of effective management are relevant to all organizations. 52) \_\_\_\_\_
- 53) Effective managers involve other people in accomplishing tasks only after doing as much as possible by themselves. 53) \_\_\_\_\_
- 54) Whereas managers used to rely heavily on their workers' respect for authority to motivate people, managers today must find other motivating factors based on what the people who work for them really value. 54) \_\_\_\_\_
- 55) Effective managers balance consistency and flexibility by communicating their ideas clearly and listening carefully to alternative ideas. 55) \_\_\_\_\_
- 56) Given the pace of daily activity in competitive marketplaces, successful managers cannot afford to take time to reflect on their actions. 56) \_\_\_\_\_
- 57) "Hubris" is a managerial quality that managers should strive to develop. 57) \_\_\_\_\_
- 58) An organization is best defined as a collection of people with similar functions put together for the long term to accomplish a variety of tasks. 58) \_\_\_\_\_
- 59) A recent college graduate applies for a position with a firm for whom she desires to work. She is offered two quite different positions with that firm. To help her compare the two positions, Stewart's categories of managerial job dimensions would be useful. 59) \_\_\_\_\_
- 60) The functional approach to analyzing managers' work is no longer considered a useful typology because it fails to address the reality of what most managers actually do. 60) \_\_\_\_\_
- 61) When acting as leaders or figureheads, managers engage in vertical interpersonal interactions. 61) \_\_\_\_\_
- 62) In Mintzberg's management model, the negotiator role is primarily an interpersonal role in which managers mediate subordinates' personality conflicts. 62) \_\_\_\_\_
- 63) In their text, Hitt, Black, and Porter emphasize analysis rather than implementation because they realize students can only learn to implement management principles through experience. 63) \_\_\_\_\_
- 64) Technical skills might be necessary for managing effectively, but they are usually not sufficient; an over-reliance on technical skills may lower overall managerial effectiveness. 64) \_\_\_\_\_

- 65) Interpersonal skills have been shown to be important at all levels of management, particularly at lower and middle levels. 65) \_\_\_\_\_
- 66) Because managers are constantly confronted with rapidly changing activities and bits of information, it is impractical that managers attempt to integrate them all. 66) \_\_\_\_\_
- 67) The controlling function may involve: setting performance standards, monitoring ongoing performance, and assessing a completed performance. 67) \_\_\_\_\_
- 68) Though the extent to which any of Mintzberg's roles is important varies from one managerial job to another, Mintzberg maintains that to understand the total nature of any managerial job requires an understanding of all 10 roles. 68) \_\_\_\_\_
- 69) A firm's reputation and its employees are both tangible resources. 69) \_\_\_\_\_
- 70) Compared to small firms, large firms have a harder time being entrepreneurial. 70) \_\_\_\_\_
- 71) Though managers are confronted with the need and opportunity to change, not making any changes over time is likely to be an option. 71) \_\_\_\_\_
- 72) Any type of organization that employs people can serve as the context for management. 72) \_\_\_\_\_
- 73) The basic principles of effective management are relevant in all organizations, but the specific characteristics of an organization affect how those principles are applied. 73) \_\_\_\_\_
- 74) Maintaining consistency along with flexibility in the organization is strategically impossible. 74) \_\_\_\_\_
- 75) Many global companies, such as McDonald's, work to standardize both products and services; however, standardizing managerial styles is seldom attempted since cultural differences among people make it difficult. 75) \_\_\_\_\_
- 76) An entrepreneurial mindset allows a manager to assess uncertainty and take action to exploit any possible opportunities. 76) \_\_\_\_\_
- 77) An entrepreneurial mindset requires a greater commitment to adding value to employees' efforts than to adding a sense of obligation to customers. 77) \_\_\_\_\_
- 78) Strategic planning is critical in all organizations; whereas, tactical planning is more predominant in larger organizations in which operational plans are most often implemented by top managers. 78) \_\_\_\_\_
- 79) According to Rosemary Stewart's proposed job dimensions, "demands" include what duties must be performed as well as how those duties must be performed. 79) \_\_\_\_\_
- 80) Conceptual skills—such as logical reasoning, judgment, and analytical abilities—are a strong predictor of managerial effectiveness. 80) \_\_\_\_\_



**SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.**

- 81) Explain how managers must be able to adapt basic management principles to meet the needs of specific organizations. 81) \_\_\_\_\_
- 82) Explain how Henry Mintzberg's three major managerial roles build upon each other or are connected to each other. 82) \_\_\_\_\_
- 83) Identify and explain the four managerial functions. 83) \_\_\_\_\_
- 84) Explain the types of planning that prevail within organizations. 84) \_\_\_\_\_
- 85) What types of elements comprise an organization's personality? 85) \_\_\_\_\_
- 86) Why must managers be able to recognize and manage paradoxes? 86) \_\_\_\_\_
- 87) Identify and explain the three types of skills that are critical for managerial tasks. 87) \_\_\_\_\_
- 88) Define management. 88) \_\_\_\_\_
- 89) Explain how a manager's life is both fragmented and integrated. 89) \_\_\_\_\_
- 90) Why must managers have an entrepreneurial mindset? 90) \_\_\_\_\_

**Scenario:**

Liz Sanders saw a tremendous opportunity in her new position at Elco Enterprises. As operations manager, she is now responsible for the entire production team on three assembly lines. Productivity had remained at an acceptable level for several months. But, after a critical shipment of rubber seals failed to arrive from a supplier last Friday, Elco missed a large shipment to a customer on Monday. Between frantic phone calls in an attempt to locate the lost shipment, Liz phoned the customer to explain Elco's dilemma. Finally, late in the afternoon on Tuesday the shipment of rubber seals arrived. Liz had to react quickly.

A minimum shipment of 1,000 finished parts would have to ship via truck from Elco Enterprises by Tuesday evening in order to avoid disrupting the customer's production schedule on Wednesday morning. Because the production process involves a number of intricate steps, Liz scrambled to round up eight experienced workers who were both familiar with producing the part and willing to work overtime at the last minute. After being promised a ten percent pay differential for the overtime hours, eight disgruntled workers gathered at the assembly line to help Elco out of its dilemma.

- 91) What key parts of management, based on its definition in the textbook, did Liz Sanders carry out during Elco's crisis? 91) \_\_\_\_\_
- 92) What apparent obstacles or constraints did Liz face during Elco's crisis? 92) \_\_\_\_\_
- 93) In your opinion, is Liz Sanders adept at matching people's capabilities with appropriate responsibilities? 93) \_\_\_\_\_
- 94) Assuming that Liz Sanders is relatively new at Elco Enterprises, what may trouble her the most as she reflects on this crisis? 94) \_\_\_\_\_

- 95) What type of planning did Liz Sanders carry out in this scenario? 95) \_\_\_\_\_
- 96) How might the failure of Liz's plan impact Elco's strategic plan? 96) \_\_\_\_\_
- 97) In considering Mintzberg's typology of managerial roles, what role(s) did Liz Sanders play in this scenario? 97) \_\_\_\_\_
- 98) According to Rosemary Stewart's job dimensions, what choices was Liz permitted in this scenario? 98) \_\_\_\_\_
- 99) What types of managerial skills did Liz exercise in this scenario? 99) \_\_\_\_\_
- 100) If you were the operations manager at Elco Enterprises, what would you have done differently in order to maintain consistency and flexibility? 100) \_\_\_\_\_

## Answer Key

Testname: UNTITLED1

- 1) C  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 2) C  
Topic: What Do Managers Do?  
Skill: Recall
- 3) D  
Topic: What Skills Do Managers Need?  
Skill: Recall
- 4) D  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 5) A  
Topic: Managing Effectively in Today's World  
Skill: Application
- 6) A  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 7) B  
Topic: What is Management?  
Skill: Recall
- 8) B  
Topic: What is Management?  
Skill: Recall
- 9) D  
Topic: What is Management?  
Skill: Recall
- 10) C  
Topic: What is Management?  
Skill: Application
- 11) A  
Topic: What is Management?  
Skill: Recall
- 12) C  
Topic: What Do Managers Do?  
Skill: Recall
- 13) D  
Topic: What Do Managers Do?  
Skill: Application
- 14) A  
Topic: What Do Managers Do?  
Skill: Integration
- 15) C  
Topic: What is Management?  
Skill: Recall
- 16) C  
Topic: What Do Managers Do?  
Skill: Application

## Answer Key

Testname: UNTITLED1

- 17) A  
Topic: What Do Managers Do?  
Skill: Recall
- 18) A  
Topic: What Do Managers Do?  
Skill: Application
- 19) B  
Topic: What Skills Do Managers Need?  
Skill: Integration
- 20) D  
Topic: What is Management?  
Skill: Recall
- 21) D  
Topic: What Do Managers Do?  
Skill: Recall
- 22) A  
Topic: What Do Managers Do?  
Skill: Application
- 23) B  
Topic: What Do Managers Do?  
Skill: Application
- 24) D  
Topic: What Do Managers Do?  
Skill: Recall
- 25) D  
Topic: What Do Managers Do?  
Skill: Integration
- 26) B  
Topic: What Skills Do Managers Need?  
Skill: Recall
- 27) C  
Topic: Managing Effectively in Today's World  
Skill: Integration
- 28) D  
Topic: Managing Effectively in Today's World  
Skill: Application
- 29) B  
Topic: What is Management?  
Skill: Recall
- 30) A  
Topic: What Do Managers Do?  
Skill: Application
- 31) C  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 32) A  
Topic: Managing Effectively in Today's World  
Skill: Recall

## Answer Key

Testname: UNTITLED1

- 33) D  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 34) A  
Topic: What Do Managers Do?  
Skill: Recall
- 35) C  
Topic: What is Management?  
Skill: Recall
- 36) A  
Topic: What is Management?  
Skill: Application
- 37) A  
Topic: What is Management?  
Skill: Application
- 38) B  
Topic: What Do Managers Do?  
Skill: Integration
- 39) B  
Topic: What Do Managers Do?  
Skill: Integration
- 40) B  
Topic: What is Management?  
Skill: Integration
- 41) D  
Topic: What Do Managers Do?  
Skill: Application
- 42) D  
Topic: What Skills Do Managers Need?  
Skill: Recall
- 43) B  
Topic: What Do Managers Do?  
Skill: Integration
- 44) C  
Topic: What is Management?  
Skill: Recall
- 45) C  
Topic: What is Management?  
Skill: Recall
- 46) B  
Topic: Managing Effectively in Today's World  
Skill: Integration
- 47) D  
Topic: What Do Managers Do?  
Skill: Recall
- 48) B  
Topic: What Do Managers Do?  
Skill: Recall

## Answer Key

Testname: UNTITLED1

- 49) A  
Topic: What Do Managers Do?  
Skill: Recall
- 50) D  
Topic: What Do Managers Do?  
Skill: Recall
- 51) FALSE  
Topic: What Do Managers Do?  
Skill: Application
- 52) TRUE  
Topic: What is Management?  
Skill: Recall
- 53) FALSE  
Topic: What Do Managers Do?  
Skill: Integration
- 54) TRUE  
Topic: What is Management?  
Skill: Recall
- 55) TRUE  
Topic: What Do Managers Do?  
Skill: Application
- 56) FALSE  
Topic: What is Management?  
Skill: Recall
- 57) FALSE  
Topic: What is Management?  
Skill: Integration
- 58) FALSE  
Topic: What is Management?  
Skill: Recall
- 59) TRUE  
Topic: What is Management?  
Skill: Application
- 60) FALSE  
Topic: What is Management?  
Skill: Integration
- 61) FALSE  
Topic: What Do Managers Do?  
Skill: Integration
- 62) FALSE  
Topic: What Do Managers Do?  
Skill: Recall
- 63) FALSE  
Topic: Managing Effectively in Today's World  
Skill: Integration
- 64) TRUE  
Topic: What Skills Do Managers Need?  
Skill: Integration

## Answer Key

Testname: UNTITLED1

- 65) TRUE  
Topic: What Skills Do Managers Need?  
Skill: Recall
- 66) FALSE  
Topic: What Do Managers Do?  
Skill: Integration
- 67) TRUE  
Topic: What Do Managers Do?  
Skill: Recall
- 68) TRUE  
Topic: What Do Managers Do?  
Skill: Recall
- 69) FALSE  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 70) TRUE  
Topic: What is Management?  
Skill: Integration
- 71) FALSE  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 72) TRUE  
Topic: What is Management?  
Skill: Recall
- 73) TRUE  
Topic: What is Management?  
Skill: Integration
- 74) FALSE  
Topic: Managing Effectively in Today's World  
Skill: Recall
- 75) FALSE  
Topic: What is Management?  
Skill: Integration
- 76) TRUE  
Topic: What is Management?  
Skill: Integration
- 77) FALSE  
Topic: What is Management?  
Skill: Integration
- 78) FALSE  
Topic: What Do Managers Do?  
Skill: Integration
- 79) TRUE  
Topic: What Do Managers Do?  
Skill: Recall
- 80) TRUE  
Topic: What Skills Do Managers Need?  
Skill: Integration

## Answer Key

Testname: UNTITLED1

- 81) Managers must educate themselves about basic management principles relevant to any organizational setting. These principles may include the understanding that management occurs in organizations and requires getting things done through people. In addition, managers must understand that organizations differ in their environments, resources, and goals, and that management principles are not hard and fast rules that tell managers what to do in all situations.  
Topic: What is Management?  
Skill: Recall
- 82) Interpersonal roles, the most fundamental, enable managers to establish contacts with people inside and outside the organization and position themselves in vertical and lateral networks. Informational roles build upon the interpersonal contacts managers establish in their interpersonal roles. Subcategories include: monitors, disseminators, and spokespeople. Decisional roles build upon the information managers generate and the skills they develop as disseminators and spokespeople to make decisions to achieve organizational goals.  
Topic: What Do Managers Do?  
Skill: Integration
- 83) The four managerial functions include: planning, which involves estimating future conditions to make decisions; organizing, which primarily focuses on the physical structure of the organization and the structure of relationships among positions; directing, which is the process of influencing other people to attain organizational objectives; and controlling, which involves setting performance standards and monitoring employee performance.  
Topic: What Do Managers Do?  
Skill: Recall
- 84) Strategic planning, most commonly occurring among top managers, addresses strategic actions designed to achieve long-range goals. Tactical planning, typically carried out by middle managers, translates strategic plans into actions designed to achieve specific and shorter-term goals. Operational planning, likely occurring among lower or supervisory managers, identifies actions needed to accomplish goals of particular units of the organization.  
Topic: What Do Managers Do?  
Skill: Recall
- 85) An organization's personality is represented in its culture. Obviously, the physical traits of an organization, such as its size, types of employees, types of products or services produced, and complexity, make up the organization's personality. In addition, an organization's personality is impacted by its internal strengths and weaknesses, as well as its external opportunities and threats.  
Topic: What is Management?  
Skill: Recall
- 86) Managers must have the ability to cope with forces that pull managers in opposite directions. These forces may include technological factors, sociocultural factors among people, or the local/global dilemma.  
Topic: What is Management?  
Skill: Recall
- 87) Conceptual skills, such as logic and judgment, allow managers to see "the big picture." These skills, closely associated with top managers, allow managers to see where the firm is now, for example, compared to where it was five years ago and where the managers would like to see it five years from now. Technical skills, especially critical for lower or supervisory managers, involve specialized knowledge about procedures, processes, and equipment. Managers with keen technical skills, for example, might be especially adept at identifying ways to maintain operational efficiency in the event of an equipment failure in the manufacturing facility. Interpersonal skills, necessary for effective management at all managerial levels, include such "people skills" as sensitivity, persuasiveness, and empathy.  
Topic: What Skills Do Managers Need?  
Skill: Recall
- 88) Management is the process of assembling and using sets of resources in a goal-directed manner to accomplish tasks in an organizational setting.  
Topic: What is Management?  
Skill: Recall



## Answer Key

Testname: UNTITLED1

- 89) Management requires the integration of a variety of activities, yet a manager's day is typically fragmented with interruptions, breaks in sequence, and other distractions.  
Topic: What is Management?  
Skill: Recall
- 90) An entrepreneurial mindset allows managers to be committed to continuous learning, identifying new opportunities and exploiting them. This involves taking advantage of uncertainty to enhance the firm's competitive advantage.  
Topic: What is Management?  
Skill: Recall
- 91) Liz aimed all activities toward achieving the common purpose of producing 1,000 parts for Elco's customer. Liz used the process of planning and deciding to determine how many employees were needed, the skills level required of the workers, and the time frame in which the parts could be produced and transported.  
Topic: What is Management?  
Skill: Application
- 92) A major constraint guiding all of Liz's decisions was that Elco's customer obviously needed the parts before Wednesday morning. In addition, Liz had to locate a minimum of eight employees who had the required skills to produce the parts. After locating the right people for the job, Liz was further faced with an unwillingness among those workers to work overtime. Finally, Liz will need to contact her rubber seal supplier to discuss and plan what will guarantee on-time arrivals of seals in the future.  
Topic: What Do Managers Do?  
Skill: Application
- 93) Yes. Liz needed to make an accurate assessment of her workers' skill levels in order to find the most efficient workers to complete the task. Any prior experience in working with her employees at Elco would have been beneficial at this point. If Liz had been new on the job, for example, making that assessment could have been difficult or impossible.  
Topic: What is Management?  
Skill: Application
- 94) First of all, Liz may be concerned about her supplier's ability to fill orders in a timely way. Though we are not sure what caused the delay, a study of the supplier's past performance may allow Liz to cautiously overlook this glitch this time. Perhaps most disconcerting, however, is the unwillingness of Liz's employees to help out during this emergency. In addition, the workers were apparently disgruntled even after receiving the pay differential. Her workers' behavior will, no doubt, press Liz to examine the situation further.  
Topic: What is Management?  
Skill: Application
- 95) Liz Sanders very successfully carried out an operational plan, which identifies actions needed to accomplish the goal of filling the customer's order. It was a short-term plan that hopefully will not have to be repeated.  
Topic: What Do Managers Do?  
Skill: Application
- 96) If Elco failed to ship the 1,000 parts, the mistake could have been costly. Elco could lose credibility with its customer or, worse, lose the customer entirely. Further, if the parts do not ship via truck on Tuesday evening, Elco might possibly be required to pay additional charges to fly the parts to the customer. In the end, unexpected expenditures come off a firm's bottom line, which impacts profitability. Elco's reputation could be tarnished. Together, profitability and reputation are often tied directly to a firm's long-term, strategic plan.  
Topic: What Do Managers Do?  
Skill: Application
- 97) Liz played a leader role in that she gathered eight skilled workers together and directed them through the production goal. She also played the liaison role, coordinating Elco's capabilities with the customer's demand for 1,000 parts. Liz may have also played the negotiator role in accommodating the disgruntled employees with a pay differential.  
Topic: What Do Managers Do?  
Skill: Integration

## Answer Key

Testname: UNTITLED1

- 98) Her choices were limited. However, Liz could have chosen to require the overtime without extra pay for her workers. Either way, the parts would be shipped—but Liz obviously cares about her workers and wants to avoid an autocratic image of herself. Liz could have also chosen to expedite the parts via airplane and pass the cost on to her rubber seal supplier, who apparently caused the upheaval in the first place. However, the choices she made may have been the best in the long run, rendering few bad feelings among her workers or supplier.  
Topic: What Do Managers Do?  
Skill: Integration
- 99) Her technical skill allowed her to assess the difficulty in producing these particular parts, which was critical in aligning the properly skilled employees to produce them. In addition, Liz's ability to accurately time the production and shipping activities indicates her superb technical skill. Furthermore, Liz exercised interpersonal skill in convincing and motivating the eight disgruntled workers to help Elco out of its crisis.  
Topic: What Skills Do Managers Need?  
Skill: Application
- 100) Answers will vary.  
Topic: What is Management?  
Skill: Application