

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

- 1) In order to be considered a manager, an individual must coordinate the work of others. 1) _____
- 2) Managers may have other work duties not related to coordinating the work of others. 2) _____
- 3) Supervisors and foremen may both be considered first-line managers. 3) _____
- 4) Middle managers coordinate the work of nonmanagerial employees who are directly involved with the production or creation of the organization's products. 4) _____
- 5) Top managers typically have titles such as regional manager, plant manager, or division manager. 5) _____
- 6) Effectiveness refers to getting the most amount of output from the least amount of inputs. 6) _____
- 7) Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals. 7) _____
- 8) According to the textbook, the goal of efficiency is to minimize resource costs. 8) _____
- 9) Efficiency is often referred to as "doing things right." 9) _____
- 10) An organization that achieves its goals but at a very high cost would be considered efficient but not very effective. 10) _____
- 11) The four contemporary functions of management are planning, organizing, leading, and delegating. 11) _____
- 12) Determining who reports to whom is part of the planning function of management. 12) _____
- 13) Directing and motivating are part of the organizing function. 13) _____
- 14) According to Mintzberg, the roles of figurehead, leader, and liaison are all interpersonal roles. 14) _____
- 15) Typical activities for the role of spokesperson include greeting visitors and signing legal documents. 15) _____
- 16) The Associate Dean of Business Management is responsible for preparing the schedule of classes at a large Canadian university. As she schedules each instructor's classes at specific times she is performing Mintzberg's role of resource allocator. 16) _____
- 17) A finance manager who reviews reports and reads *Canadian Business* on a regular basis is performing the role of liaison. 17) _____
- 18) Disturbance handler is one of Mintzberg's interpersonal roles. 18) _____

- 19) According to Mintzberg's management roles, the informational role involves receiving, collecting, and disseminating information. 19) _____
- 20) All three of Mintzberg's interpersonal roles are part of the leading function. 20) _____
- 21) Resource allocation and negotiating are both considered decisional roles. 21) _____
- 22) Fayol's management functions and Mintzberg's management roles are basically the same. 22) _____
- 23) According to Mintzberg, the roles of disseminator and figurehead are more important at lower levels of the organization, while the role of leader is most important for top managers. 23) _____
- 24) Katz found that managers needed three essential skills: technical, human, and conceptual. 24) _____
- 25) Human skills are equally important at all levels of management. 25) _____
- 26) Technical skills are critical in dealing with abstract and complex situations. 26) _____
- 27) Technical skills become less important as a manager moves into higher levels of management. 27) _____
- 28) Human skills become less important as a manager moves into top management. 28) _____
- 29) The three common characteristics of all organizations are distinct purpose, deliberate structure, and material resources. 29) _____
- 30) A distinct purpose is important in defining an organization. 30) _____
- 31) Today's new organizations tend to be more stable and job -focused than traditional organizations. 31) _____
- 32) Today's new organizations tend to be more flexible and customer -oriented than traditional organizations. 32) _____
- 33) Managers who work in nonprofit organizations are called civil servants. 33) _____
- 34) Managers of government-owned Crown corporations are not considered civil servants. 34) _____
- 35) Few companies today require codes of ethics to help maintain high ethical standards. 35) _____
- 36) Workforce diversity refers to a workforce that is more homogeneous in terms of gender, race, ethnicity, and age. 36) _____
- 37) Innovation is only important in high-tech firms. 37) _____
- 38) Innovation is everyone's responsibility in a learning organization. 38) _____
- 39) According to our textbook, some types and sizes of organizations do not require management. 39) _____

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

- 40) According to a Gallup study, the single most important variable in employee productivity and loyalty is _____. 40) _____
- A) workplace environment
 - B) relationship with their direct supervisors
 - C) relationship with their coworkers
 - D) pay
 - E) benefits
- 41) A recent KPMG/Ipsos-Reid study of Canadian companies found that those that made the Top 10 List for great human resources practices also scored high on _____. 41) _____
- A) workplace health and safety.
 - B) management productivity.
 - C) long-term financial performance.
 - D) management salaries.
 - E) employee pay and benefits.
- 42) Someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals is _____. 42) _____
- A) an operative
 - B) an agent
 - C) a subordinate
 - D) a coordinator
 - E) a manager
- 43) Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are _____. 43) _____
- A) middle managers
 - B) regional managers
 - C) top managers
 - D) division managers
 - E) first-line managers
- 44) All levels of management between the first-line level and the top level of the organization are termed _____. 44) _____
- A) general managers
 - B) associate managers
 - C) middle managers
 - D) supervisors
 - E) foremen
- 45) *Executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board* are positions associated with which level of management? 45) _____
- A) middle managers
 - B) general managers
 - C) first-line managers
 - D) associate managers
 - E) top managers

- 46) *Division managers* and *plant managers* are most likely at which level of management? 46) _____
A) regional
B) middle
C) supervisor
D) top
E) first-line
- 47) The lowest level of management is _____. 47) _____
A) a vice president
B) a first-line manager
C) a plant manager
D) a general manager
E) a nonmanagerial employee
- 48) Supervisor is a common title for whom? 48) _____
A) plant managers
B) middle managers
C) project leaders
D) first-line managers
E) top managers
- 49) Managers with titles such as *project leader*, *plant manager*, or *regional manager* are _____. 49) _____
A) top managers
B) first-line managers
C) managing directors
D) chief operating officers
E) middle managers
- 50) *Division manager* is associated with which of the following levels of management? 50) _____
A) middle managers
B) team leaders
C) first-line managers
D) associate managers
E) top managers
- 51) _____ is the process of coordinating work activities so that they are completed efficiently and effectively with and through other people. 51) _____
A) Supervision
B) Leading
C) Production
D) Management
E) Controlling
- 52) A key distinction between managerial and nonmanagerial positions is that managers _____. 52) _____
A) combine the work of others
B) prevent the work of others
C) coordinate the work of others
D) prepare the work of others
E) perform the work of others

- 53) Effectiveness refers to _____. 53) _____
A) resource control
B) goal attainment
C) efficiency
D) cost minimization
E) doing things right
- 54) Efficiency refers to _____. 54) _____
A) the exponential nature of costs and outputs
B) doing the right things
C) increasing outputs regardless of cost
D) the additive relationship between costs and benefits
E) the relationship between inputs and outputs
- 55) If you achieve a higher level of output for a given input, you have 55) _____
A) increased effectiveness.
B) decreased efficiency.
C) increased both effectiveness and efficiency.
D) increased efficiency.
E) decreased effectiveness.
- 56) An automobile manufacturer that increased the total number of cars produced at the same cost, 56) _____
but with many defects, would be
A) doing the right things.
B) efficient and effective.
C) effective but not efficient.
D) neither efficient nor effective.
E) efficient but not effective.
- 57) If a college cuts the cost of an education by using mostly unskilled instructors, and at the same time 57) _____
fails to adequately educate its students, it can be said to be doing the wrong things well. In other
words, the college is
A) doing the right things.
B) effective but not efficient.
C) neither efficient nor effective.
D) efficient but not effective.
E) efficient and effective.
- 58) The goal of Dempsey's Dumpsters is to provide trash services to the city of Apex, whose motto is 58) _____
"The peak of good living." The customers are satisfied with the level of service, but costs at
Dempsey's Dumpsters are double that of their competition. Dempsey's is
A) efficient and effective.
B) neither efficient nor effective.
C) efficient but not effective.
D) not achieving its goals.
E) effective but not efficient.

- 59) Pierre's Auto Repair Shop is mostly concerned with using the least amount of paint, labour, and other materials required to repair its customers' cars. Its primary goal is _____
- A) customer satisfaction.
 - B) effectiveness.
 - C) goal attainment.
 - D) efficiency.
 - E) doing the right things.
- 60) Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals. _____
- A) goal attainment; resource usage
 - B) effectiveness; goal attainment
 - C) efficiency; effectiveness
 - D) resource usage; efficiency
 - E) effectiveness; efficiency
- 61) The four functions of management are _____. _____
- A) planning, organizing, leading, and staffing
 - B) planning, organizing, leading, and directing
 - C) planning, organizing, leading, and delegating
 - D) planning, organizing, leading, and controlling
 - E) planning, organizing, staffing, and directing
- 62) _____ first proposed that all managers perform five functions: planning, organizing, commanding, coordinating, and controlling. _____
- A) Henry Mintzberg
 - B) Henry Ford
 - C) Henri Fayol
 - D) Frederick W. Taylor
 - E) Chester Barnard
- 63) _____ was a French industrialist who first identified the basic management functions. _____
- A) Taylor B) Herzberg C) Fayol D) Weber E) Mintzberg
- 64) Writing an organizational strategic plan is an example of which management function? _____
- A) leading
 - B) planning
 - C) coordinating
 - D) delegating
 - E) organizing
- 65) Organizing includes _____. _____
- A) comparing actual performance to previously set goals
 - B) defining organizational goals
 - C) motivating organizational members
 - D) determining who performs which tasks
 - E) monitoring organizational performance

- 66) A manager resolving conflict among organizational members is performing what function? 66) _____
A) controlling
B) planning
C) organizing
D) coordinating
E) leading
- 67) The process of monitoring, comparing, and correcting is called _____. 67) _____
A) coordinating
B) leading
C) organizing
D) planning
E) controlling
- 68) Amy is a supervisor at a large manufacturing plant. She has spent her day trying to ensure that the light bulbs coming off the assembly line light-up 99.5 percent of the time. She has spent her day performing the management activity of _____. 68) _____
A) coordinating
B) controlling.
C) organizing.
D) leading.
E) planning.
- 69) Richard is a manager at a large hospital. He has spent his day arranging the work schedules of employees for the next month. He had to ensure that there was a registered nurse on every shift, and that each was assigned to the area that best suited their qualifications. He spent his day _____ 69) _____
A) delegating
B) leading
C) controlling
D) organizing
E) planning
- 70) Sylvia has spent the day in a meeting that focused on her company's future. Managers were trying to predict how the how the role of their company might change over the next ten years. Goals were then developed based upon their vision of the company's mission. Sylvia spent her day performing the management activity of _____. 70) _____
A) organizing
B) coordinating
C) planning
D) controlling
E) leading
- 71) Mintzberg's 10 management roles are grouped into _____. 71) _____
A) interpersonal relationships, decision making, and resource allocation
B) interpersonal relationships, information transfer, and decision making
C) interpersonal relationships, leadership, and decision making
D) leadership, decision making, and planning
E) information transfer, decision making, and resource allocation

- 72) _____ studied actual managers at work, and concluded that they perform 10 different but highly interrelated management roles. 72) _____
- A) Henry Ford
 - B) Henry Fonda
 - C) Henri Fayol
 - D) Henry Mintzberg
 - E) Henry Morris
- 73) According to Mintzberg's management roles, the _____ roles are those that involve people and other duties that are ceremonial and symbolic in nature. 73) _____
- A) decisional
 - B) informational
 - C) conceptual
 - D) interpersonal
 - E) technical
- 74) The roles of disseminator, figurehead, negotiator, liaison, and spokesperson are more important at the _____ levels of the organization. 74) _____
- A) middle
 - B) higher
 - C) lower
 - D) supervisory
 - E) operational
- 75) Which of the following is a decisional role according to Mintzberg? 75) _____
- A) disseminator
 - B) entrepreneur
 - C) spokesperson
 - D) liaison
 - E) monitor
- 76) A human resource manager attending a meeting of the local chapter of the Human Resource Management Association of Canada would be functioning in which role? 76) _____
- A) entrepreneur
 - B) leader
 - C) informational
 - D) liaison
 - E) disseminator
- 77) A finance manager who reads the *Journal of Applied Corporate Finance* on a regular basis would be performing which role? 77) _____
- A) entrepreneur
 - B) monitor
 - C) figurehead
 - D) disseminator
 - E) negotiator

- 78) Ed is involved in discussions between management and the employees' union. They are discussing wage issues. Management wants to keep wages at the legal minimum wage. The union wants minimum wage plus \$1.00. Ed is performing which managerial role? 78) _____
- A) entrepreneur
 - B) monitor
 - C) spokesperson
 - D) negotiator
 - E) disseminator
- 79) Rachel is Marketing Manager of a product division at New Tech Corporation. She is presenting a new product idea to the Director of Research and Development which could lead to a profitable new opportunity for the company. Rachel is performing the role of 79) _____
- A) figurehead
 - B) monitor
 - C) entrepreneur
 - D) negotiator
 - E) disseminator
- 80) Richard spends a half hour every morning reading the current periodicals concerned with his business. He is performing which managerial role? 80) _____
- A) figurehead
 - B) disseminator
 - C) negotiator
 - D) liaison
 - E) monitor
- 81) Which role is more important for lower-level managers than it is for either middle- or top-level managers? 81) _____
- A) disseminator
 - B) entrepreneur
 - C) leader
 - D) spokesperson
 - E) liaison
- 82) Many of Mintzberg's roles align with the basic functions of management. For example, the role of _____ is part of the planning function. 82) _____
- A) leader
 - B) resource allocator
 - C) liaison
 - D) monitor
 - E) figurehead
- 83) The emphasis that managers give to the various management roles seems to change based on their _____. 83) _____
- A) experience in their field
 - B) tenure with the organization
 - C) leadership style
 - D) organizational level
 - E) personality

- 84) Which of the following is an interpersonal role according to Mintzberg? 84) _____
- A) spokesperson
 - B) figurehead
 - C) negotiator
 - D) disseminator
 - E) disturbance handler
- 85) Which of Mintzberg's management roles involves receiving, collecting, and disseminating information? 85) _____
- A) interpersonal
 - B) technical
 - C) conceptual
 - D) decisional
 - E) informational
- 86) Which of the following is an informational role according to Mintzberg? 86) _____
- A) resource allocator
 - B) liaison
 - C) negotiator
 - D) monitor
 - E) spokesperson
- 87) Many of Mintzberg's roles align with the basic functions of management. For example, all three interpersonal roles are part of the _____ function. 87) _____
- A) organizing
 - B) controlling
 - C) coordinating
 - D) planning
 - E) leading
- 88) According to the textbook, which of the following managerial roles is more important at the higher levels of an organization? 88) _____
- A) leader
 - B) monitor
 - C) disturbance handler
 - D) resource allocator
 - E) disseminator
- 89) According to research by Robert Katz, what three essential skills do managers need? 89) _____
- A) technical, interpersonal, and controlling
 - B) technical, human, and conceptual
 - C) human, empirical, and conceptual
 - D) technical, human, and empirical
 - E) technical, human, and functional
- 90) Understanding building codes would be considered a _____ skill for a building contractor. 90) _____
- A) technical
 - B) empirical
 - C) functional
 - D) conceptual
 - E) human

- 91) As managers move to higher organizational levels, the need for _____ skills decreases, but the need for _____ skills continues to be equally important. 91) _____
- A) human; technical
 - B) conceptual; technical
 - C) technical; conceptual
 - D) technical; human
 - E) human; conceptual
- 92) Managers with good _____ are able to get the best out of their people. 92) _____
- A) human skills
 - B) technical skills
 - C) empirical
 - D) conceptual skills
 - E) functional
- 93) Which of the following phrases best describes technical skills? 93) _____
- A) motivating subordinates
 - B) thinking about abstract and complex problems
 - C) communicating with managers
 - D) applying expertise in a certain specialized field
 - E) understanding the relationships among organizational subunits
- 94) Which of the following phrases best describes conceptual skills? 94) _____
- A) motivating subordinates
 - B) communicating with managers
 - C) inspiring enthusiasm and trust
 - D) applying expertise in a certain specialized field
 - E) thinking about abstract and complex problems
- 95) The ability to work well with other people, both individually and in a group, requires _____ skills. 95) _____
- A) technical
 - B) human
 - C) functional
 - D) behavioural
 - E) conceptual
- 96) Which of the following skills is most likely to be defined using terms such as *abstract situations* and *visualization*? 96) _____
- A) human
 - B) conceptual
 - C) functional
 - D) interpersonal
 - E) technical

- 97) Which of the following skills are more important at lower levels of management since these managers are dealing directly with employees doing the organization's work? 97) _____
- A) human
 - B) empirical
 - C) functional
 - D) conceptual
 - E) technical
- 98) Michael's strength as a manager lies in his ability to work with people. He is very good at motivating and leading his subordinates. Michael is demonstrating which managerial skill? 98) _____
- A) human
 - B) functional
 - C) political
 - D) technical
 - E) conceptual
- 99) Angelo is well-known for his skills in using the advanced programming software of the engineering field. In fact, it was his specialized knowledge that led to his promotion to supervising manager. Which managerial skill is Angelo demonstrating? 99) _____
- A) technical
 - B) human
 - C) conceptual
 - D) political
 - E) functional
- 100) Maureen has left the automotive industry to become CEO at a troubled software company. In her first few meetings with management, she provides a new vision for the company and presents several ideas about restructuring departments to build on the firm's strengths and improve its market position. She also asks the other managers to be patient while she learns more about the company's products and manufacturing processes. Maureen displays 100) _____
- A) good human but weak conceptual skills
 - B) good political but weak human skills
 - C) good conceptual but weak technical skills
 - D) good political but weak conceptual skills
 - E) good technical but weak conceptual skills
- 101) An organization is best defined as _____. 101) _____
- A) a group of individuals who work in the nonprofit sector
 - B) the physical location where people work
 - C) a collection of individuals working for the same company
 - D) a group of individuals focused on profit-making activities
 - E) a deliberate arrangement of people to accomplish some specific purpose
- 102) Which common characteristic of all organizations is typically expressed in terms of a goal or a set of goals? 102) _____
- A) business strategy
 - B) competitive advantage
 - C) people
 - D) distinct purpose
 - E) deliberate structure

- 103) Which common characteristic of all organizations defines members' work relationships? 103) _____
A) deliberate structure
B) people
C) competitive advantage
D) distinct purpose
E) business strategy
- 104) A deliberate arrangement of people to accomplish some specific purpose is called a(n) _____. 104) _____
A) structure.
B) organization.
C) operation.
D) process.
E) business.
- 105) New organizations tend to be more _____ than traditional organizations. 105) _____
A) command-oriented
B) rule-oriented
C) job-focused
D) customer-oriented
E) individual-oriented
- 106) Traditional organizations tend to be more _____ than new organizations. 106) _____
A) dynamic
B) skills-focused
C) individual-oriented
D) customer-oriented
E) flexible
- 107) New organizations tend to be _____. 107) _____
A) dynamic, team-oriented, and rule-oriented.
B) dynamic, team-oriented, and job-focused.
C) dynamic, skills-focused, and rule-oriented.
D) dynamic, individual-oriented, and skills-focused.
E) dynamic, customer-oriented, and skills-focused.
- 108) New organizations tend to be dynamic, flexible, and _____. 108) _____
A) individual-oriented.
B) job-focused.
C) stable.
D) rule-oriented.
E) team-oriented.
- 109) _____ are businesses that are structured like private sector companies but are owned by governments rather than shareholders. 109) _____
A) Government agencies
B) Public sector organizations
C) Crown corporations
D) Publicly held corporations
E) Subsidiaries

- 110) The sales and marketing component of e-business is called _____. 110) _____
 A) e-distribution.
 B) e-merchandising.
 C) e-marketing.
 D) e-business enabled.
 E) e-commerce.
- 111) _____ involves cultivating a learning culture in which organization members systematically gather knowledge and share it with others in the organization to achieve better performance. 111) _____
 A) Knowledge management
 B) Information management
 C) Learning management
 D) E-business enhanced organization
 E) Learning organization
- 112) Which of the following best describes the attitude toward change in a learning organization? 112) _____
 A) if you are changing, it won't be working for long
 B) if you are not changing, it won't be working for long
 C) if it's not working, don't change it
 D) if it's working, it should work for a long time
 E) if it's working, don't change it
- 113) Which of the following best describes the attitude toward new ideas in a learning organization? 113) _____
 A) if it was invented or reinvented here, accept it
 B) if it wasn't invented here, reinvent it
 C) if it wasn't invented here, reject it
 D) if it wasn't invented here, change it
 E) if it was invented or reinvented here, reject it
- 114) In a learning organization, the main fear is _____. 114) _____
 A) inefficiency.
 B) making mistakes.
 C) losing profit.
 D) not adapting.
 E) changing too quickly.
- 115) In a learning organization, the manager's job is to _____ others. 115) _____
 A) teach B) direct C) enable D) control E) monitor
- 116) Universality of management means that _____. 116) _____
 A) all managers in all organizations perform the four management functions
 B) all managers in all organizations can perform their job the same way
 C) any manager can work in any organization and perform any management job
 D) all managers in all organizations have the same basic skills
 E) all organizations can hire any manager to perform the management jobs

- 117) Which of the following best describes the concept that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational work areas, and in organizations in all countries around the globe? 117) _____
- A) the segmentation of management
 - B) the diversity of management
 - C) the management revolution
 - D) the evolution of management
 - E) the universality of management

Refer to the Scenario below to answer the questions that follow.

The Customer Meeting (Scenario)

Kelly, a production supervisor, is responsible for 10 employees who assemble components into a finished product that is sold to distributors. Kelly reports to Sam, a production manager, who in turn reports to Pat, a general manager, who reports to Chris, a vice president of operations. Recently, Chris asked Pat to have a meeting with Kelly and Sam regarding some recent customer concerns in the production area. The focus of the meeting was to judge the validity of the customer concerns, and to develop a specific plan to address these concerns.

- 118) What do Kelly, Sam, Pat, and Chris all have in common? 118) _____
- A) they all are managers
 - B) they all produce the same product
 - C) they all have the same job content
 - D) they all have the same vision
 - E) they all report to top management
- 119) Kelly is at what level of management? 119) _____
- A) managing director
 - B) top manager
 - C) middle manager
 - D) division manager
 - E) first-line manager
- 120) Sam and Pat are both at what level of management? 120) _____
- A) first-line manager
 - B) middle manager
 - C) supervisor
 - D) top manager
 - E) managing director
- 121) Chris is most likely at what level of management? 121) _____
- A) top manager
 - B) first-line manager
 - C) middle manager
 - D) regional manager
 - E) supervisor

- 122) The meeting that Chris has asked Pat to have with Sam and Kelly reflects the growing recognition that _____. 122) _____
- A) focusing on the customer is the sole responsibility of the marketing department
 - B) customer responsiveness must be effectively delegated in order to succeed in today's competitive marketplace
 - C) employee attitudes and behaviours do not significantly impact customer responsiveness
 - D) customer responsiveness is important throughout the organization, not only in the marketing department
 - E) customer concerns are important only to first-line managers

Refer to the Scenario below to answer the questions that follow.

The Perfect Manager (Scenario)

Amy Kwon has proven herself to be an able manager. Her department has a high project completion rate with the highest-quality product and the lowest defects in her division. In addition, she accomplishes this with fewer full-time people than other managers. She performs all the required functions of a manager, but some say that the "secret" of her success is her ability to direct and motivate others.

- 123) Amy's ability to get activities completed efficiently and effectively with and through other people is known as _____. 123) _____
- A) delegation
 - B) management
 - C) supervision
 - D) coordination
 - E) coercion
- 124) Amy's ability to get the same amount of product completed with fewer people is a reflection of her _____. 124) _____
- A) efficiency
 - B) entrepreneurship
 - C) process skills
 - D) leadership
 - E) effectiveness
- 125) Getting her projects completed with a high quality rating is an indication of Amy's _____ as a manager. 125) _____
- A) leadership
 - B) effectiveness
 - C) efficiency
 - D) attention to detail
 - E) entrepreneurship
- 126) If Amy accomplished her project on time with high-quality results, but she took more time than other managers to complete this, you could say that as a manager she was _____. 126) _____
- A) entrepreneurial but not efficient
 - B) effective but not entrepreneurial
 - C) efficient but not effective
 - D) effective but not efficient
 - E) entrepreneurial but not effective

127) The "secret" of Amy's success involves which management function?

127) _____

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

Refer to the Scenario below to answer the questions that follow.

Management Skills (Scenario)

Garvin Clayton is vice president of Product Development at Canadian Aircraft Manufacturing (CAM). The company specializes in smaller civilian aircraft for commuter airlines and corporate executives. Gavin is trying to decide if the company should proceed in its plans to produce a new larger scale aircraft. He knows that the new aircraft supports the corporate strategy and will enhance their competitive position in the industry. As a former engineer with years of experience in aircraft design and production, he also knows that his company has the skills and capability to produce the new aircraft. In fact, he believes that the new larger aircraft will result in scale economies for CAM -- allowing it to produce more profitable aircraft with roughly the same labour resources. Unfortunately, this could be a sore point with the labour union that represents the aircraft assembly workers. While Gavin has always maintained a good relationship with these workers, he knows they are suspicious of management's motives. If the workers perceive the new larger aircraft as a management ploy to increase worker productivity, they will resist the change. Management will definitely have to get the support of the union before they implement the new production plans. Garvin gazes out his window and ponders how best to proceed with the situation.

128) When Garvin knew that the new aircraft would support the corporate strategy, he was utilizing which managerial skill?

128) _____

- A) technical
- B) leadership
- C) human
- D) conceptual
- E) planning

129) Garvin's reliance on his previous engineering and design experience to assess their production capabilities best demonstrates which managerial skill?

129) _____

- A) conceptual
- B) planning
- C) technical
- D) human
- E) leadership

130) The fact that Garvin has always maintained a good relationship with the assembly workers is evidence of which managerial skill?

130) _____

- A) technical
- B) human
- C) conceptual
- D) monitor
- E) planning

- 131) Assuming the goal of CAM is to be profitable, producing the new larger aircraft should make the company _____. 131) _____
- A) more efficient but less effective
 - B) more effective but less efficient
 - C) equally efficient and effective
 - D) equally efficient but more effective
 - E) equally effective but more efficient
- 132) If Garvin joins the management team in discussions with the union about producing the new aircraft, he will be performing the management role of _____. 132) _____
- A) liaison
 - B) figurehead
 - C) disseminator
 - D) spokesperson
 - E) negotiator

Refer to the Scenario below to answer the questions that follow.

The Busy Day (Scenario)

Don Martin, plant manager at Control Systems, Inc., sighed as he sipped his cup of coffee and reviewed his hectic schedule for the day. He has to escort two company tours in the morning: the first to a newspaper reporter who is writing a story on the new plant expansion, and the second to a group of Control Systems managers from the east coast. Then he has a meeting with the unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he does not enjoy). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division vice-president. Finally, in the late afternoon, he will be reviewing a recent equipment malfunction and deciding whether to bring in extra technicians to get the equipment operating again as soon as possible. Whew! It was just another busy day in the life of a manager.

- 133) When Don conducts the tour for the visiting east coast managers, he will be performing which management role? 133) _____
- A) figurehead
 - B) spokesperson
 - C) monitor
 - D) leader
 - E) liaison
- 134) When Don meets with Phil to discuss his performance concerns, he will be performing which management role? 134) _____
- A) negotiator
 - B) spokesperson
 - C) leader
 - D) liaison
 - E) figurehead
- 135) What role will Don be performing when he reviews his trade journals? 135) _____
- A) disseminator
 - B) liaison
 - C) leader
 - D) monitor
 - E) figurehead

136) What role will Don perform when he gives the plant tour to the newspaper reporter? 136) _____
A) entrepreneur
B) disseminator
C) spokesperson
D) leader
E) monitor

137) When Don reviews the new equipment malfunction, what management role will he perform when deciding whether to bring in extra people? 137) _____
A) resource allocator
B) negotiator
C) figurehead
D) monitor
E) disseminator

Refer to the Scenario below to answer the questions that follow.

Joe the Manager (Scenario)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce next week, as well as which products will be produced on which days in the department. He also decides which employees are going to be responsible for operating which machines, since all his subordinates are multi-skilled assemblers. On Monday, he hands out work assignment sheets to inform the employees about which machines each will operate for the week. Joe also announces that the schedule will be challenging because of an increase in the targeted number of output units. He encourages his subordinates by telling them that he is confident they will achieve the production targets because they are such hard-working and skilled employees. Then, during the week, he monitors the daily production output and records the number of units that successfully achieved the company's quality standards, as well as the number that were unsatisfactory and had to be scrapped.

138) When Joe decides which employees will be responsible for operating which machines, he is performing the management function of 138) _____
A) organizing.
B) planning.
C) directing.
D) controlling.
E) leading.

139) When Joe decides how many units of output his employees should produce next week and on which days certain products will be run, he is performing which management function? 139) _____
A) leading
B) organizing
C) planning
D) controlling
E) delegating

- 140) When Joe monitors amount of output that the employees have successfully completed, as well as number of units that have been scrapped, he is performing which management function? 140) _____
- A) controlling
 - B) leading
 - C) planning
 - D) delegating
 - E) organizing
- 141) When Joe tells the employees that he is confident they can achieve the production targets because they are such hard-working and skilled employees, he is performing which management function? 141) _____
- A) controlling
 - B) planning
 - C) delegating
 - D) leading
 - E) organizing
- 142) Joe's position is at which managerial level? 142) _____
- A) top manager
 - B) first-line manager
 - C) middle manager
 - D) general manager
 - E) managing director

Refer to the Scenario below to answer the questions that follow.

A Day in the Life of a CEO (Scenario)

Carly spent the day "shadowing" her uncle Dave, who is the CEO of a large consumer electronics company. Carly is a business management major at a local college, and one of her class assignments was to interview a business manager. When she approached her uncle about the assignment, he invited her to follow him around for a day to observe the typical business activities of a top manager. She noted that he spent the day dealing with a variety of issues. First he met with a division manager who was having difficulty achieving production targets due to his inability to motivate the employees. Then they visited the assembly line to inspect a new machine designed to increase production output. Uncle Dave had once been a production engineer, and the department supervisor and assembly workers were impressed by his knowledge of the new machine's operating specifications. At lunch they met with a group of local CEOs from other companies where everything from the new hiring laws to the latest economic reports were discussed. After lunch, Carly attended a meeting where the five-year strategic plan for the entire company was being evaluated. For her uncle it was a typical day in the life of a CEO, but for Carly it had been a day full of information that she could use for her class assignment.

- 143) The division manager's inability to motivate his employees may be a sign of weak _____ skills. 143) _____
- A) human
 - B) organizational
 - C) conceptual
 - D) technical
 - E) political

- 144) As a former production engineer, Uncle Dave was able to use his _____ skills to examine the operating specifications of the new machine. 144) _____
A) conceptual
B) technical
C) human
D) political
E) organizational
- 145) In evaluating the strategic plan for the entire company, Uncle Dave would need to use his _____ skills. 145) _____
A) organizational
B) human
C) technical
D) political
E) conceptual
- 146) If the new machine increased production output at the same cost, but also caused many more product defects, it would be _____. 146) _____
A) efficient and effective.
B) effective but not efficient.
C) neither efficient nor effective.
D) entrepreneurial but not efficient.
E) efficient but not effective.
- 147) At the lunch meeting with other CEOs, Uncle Dave was performing the management role of _____. 147) _____
A) resource allocator
B) negotiator
C) entrepreneur
D) disseminator
E) liaison

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 148) In a short essay, describe and provide examples of first-line, middle, and top managers.
- 149) In a short essay, discuss the difference between efficiency and effectiveness and include a specific example to support each concept.
- 150) In a short essay, list and explain the four basic functions of management.
- 151) In a short essay, list and discuss 7 of the 10 managerial roles developed by Mintzberg. Include specific examples of each role and group each according to interpersonal, informational, and decisional roles.
- 152) In a short essay, explain what a learning organization is and provide four examples of how it differs from a traditional organization.

Answer Key

Testname: UNTITLED1

- 1) TRUE
Topic: What makes someone a manager?
Skill: Recall
- 2) TRUE
Topic: What makes someone a manager?
Skill: Applied
- 3) TRUE
Topic: What makes someone a manager?
Skill: Applied
- 4) FALSE
Topic: What makes someone a manager?
Skill: Recall
- 5) FALSE
Topic: What makes someone a manager?
Skill: Applied
- 6) FALSE
Topic: What is management and what do managers do?
Skill: Recall
- 7) FALSE
Topic: What is management and what do managers do?
Skill: Recall
- 8) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 9) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 10) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 11) FALSE
Topic: What is management and what do managers do?
Skill: Recall
- 12) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 13) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 14) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 15) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 16) TRUE
Topic: What is management and what do managers do?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 17) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 18) FALSE
Topic: What is management and what do managers do?
Skill: Recall
- 19) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 20) TRUE
Topic: What is management and what do managers do?
Skill: Applied
- 21) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 22) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 23) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 24) TRUE
Topic: What is management and what do managers do?
Skill: Recall
- 25) TRUE
Topic: What is management and what do managers do?
Skill: Applied
- 26) FALSE
Topic: What is management and what do managers do?
Skill: Recall
- 27) TRUE
Topic: What is management and what do managers do?
Skill: Applied
- 28) FALSE
Topic: What is management and what do managers do?
Skill: Applied
- 29) FALSE
Topic: What characteristics define an organization?
Skill: Recall
- 30) TRUE
Topic: What characteristics define an organization?
Skill: Recall
- 31) FALSE
Topic: What characteristics define an organization?
Skill: Recall
- 32) TRUE
Topic: What characteristics define an organization?
Skill: Recall

Answer Key

Testname: UNTITLED1

- 33) FALSE
Topic: What characteristics define an organization?
Skill: Recall
- 34) TRUE
Topic: What characteristics define an organization?
Skill: Applied
- 35) FALSE
Topic: What are the challenges to managing?
Skill: Recall
- 36) FALSE
Topic: What are the challenges to managing?
Skill: Recall
- 37) FALSE
Topic: What are the challenges to managing?
Skill: Recall
- 38) TRUE
Topic: What are the challenges to managing?
Skill: Recall
- 39) FALSE
Topic: Does studying management make a difference?
Skill: Recall
- 40) B
Topic: Introduction
Skill: Recall
- 41) C
Topic: Introduction
Skill: Recall
- 42) E
Topic: What makes someone a manager?
Skill: Recall
- 43) C
Topic: What makes someone a manager?
Skill: Recall
- 44) C
Topic: What makes someone a manager?
Skill: Recall
- 45) E
Topic: What makes someone a manager?
Skill: Applied
- 46) B
Topic: What makes someone a manager?
Skill: Applied
- 47) B
Topic: What makes someone a manager?
Skill: Recall
- 48) D
Topic: What makes someone a manager?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 49) E
Topic: What makes someone a manager?
Skill: Applied
- 50) A
Topic: What makes someone a manager?
Skill: Applied
- 51) D
Topic: What is management and what do managers do?
Skill: Recall
- 52) C
Topic: What is management and what do managers do?
Skill: Recall
- 53) B
Topic: What is management and what do managers do?
Skill: Recall
- 54) E
Topic: What is management and what do managers do?
Skill: Recall
- 55) D
Topic: What is management and what do managers do?
Skill: Applied
- 56) E
Topic: What is management and what do managers do?
Skill: Applied
- 57) D
Topic: What is management and what do managers do?
Skill: Applied
- 58) E
Topic: What is management and what do managers do?
Skill: Applied
- 59) D
Topic: What is management and what do managers do?
Skill: Applied
- 60) C
Topic: What is management and what do managers do?
Skill: Recall
- 61) D
Topic: What is management and what do managers do?
Skill: Recall
- 62) C
Topic: What is management and what do managers do?
Skill: Recall
- 63) C
Topic: What is management and what do managers do?
Skill: Recall
- 64) B
Topic: What is management and what do managers do?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 65) D
Topic: What is management and what do managers do?
Skill: Recall
- 66) E
Topic: What is management and what do managers do?
Skill: Applied
- 67) E
Topic: What is management and what do managers do?
Skill: Recall
- 68) B
Topic: What is management and what do managers do?
Skill: Applied
- 69) D
Topic: What is management and what do managers do?
Skill: Applied
- 70) C
Topic: What is management and what do managers do?
Skill: Applied
- 71) B
Topic: What is management and what do managers do?
Skill: Recall
- 72) D
Topic: What is management and what do managers do?
Skill: Recall
- 73) D
Topic: What is management and what do managers do?
Skill: Recall
- 74) B
Topic: What is management and what do managers do?
Skill: Applied
- 75) B
Topic: What is management and what do managers do?
Skill: Recall
- 76) D
Topic: What is management and what do managers do?
Skill: Applied
- 77) B
Topic: What is management and what do managers do?
Skill: Applied
- 78) D
Topic: What is management and what do managers do?
Skill: Applied
- 79) C
Topic: What is management and what do managers do?
Skill: Applied
- 80) E
Topic: What is management and what do managers do?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 81) C
Topic: What is management and what do managers do?
Skill: Applied
- 82) B
Topic: What is management and what do managers do?
Skill: Applied
- 83) D
Topic: What is management and what do managers do?
Skill: Recall
- 84) B
Topic: What is management and what do managers do?
Skill: Recall
- 85) E
Topic: What is management and what do managers do?
Skill: Recall
- 86) E
Topic: What is management and what do managers do?
Skill: Recall
- 87) E
Topic: What is management and what do managers do?
Skill: Applied
- 88) E
Topic: What is management and what do managers do?
Skill: Recall
- 89) B
Topic: What is management and what do managers do?
Skill: Recall
- 90) A
Topic: What is management and what do managers do?
Skill: Applied
- 91) D
Topic: What is management and what do managers do?
Skill: Recall
- 92) A
Topic: What is management and what do managers do?
Skill: Recall
- 93) D
Topic: What is management and what do managers do?
Skill: Recall
- 94) E
Topic: What is management and what do managers do?
Skill: Recall
- 95) B
Topic: What is management and what do managers do?
Skill: Recall
- 96) B
Topic: What is management and what do managers do?
Skill: Recall

Answer Key

Testname: UNTITLED1

- 97) E
Topic: What is management and what do managers do?
Skill: Applied
- 98) A
Topic: What is management and what do managers do?
Skill: Applied
- 99) A
Topic: What is management and what do managers do?
Skill: Applied
- 100) C
Topic: What is management and what do managers do?
Skill: Applied
- 101) E
Topic: What characteristics define an organization?
Skill: Recall
- 102) D
Topic: What characteristics define an organization?
Skill: Recall
- 103) A
Topic: What characteristics define an organization?
Skill: Recall
- 104) B
Topic: What characteristics define an organization?
Skill: Recall
- 105) D
Topic: What characteristics define an organization?
Skill: Recall
- 106) C
Topic: What characteristics define an organization?
Skill: Recall
- 107) E
Topic: What characteristics define an organization?
Skill: Recall
- 108) E
Topic: What characteristics define an organization?
Skill: Recall
- 109) C
Topic: What characteristics define an organization?
Skill: Recall
- 110) E
Topic: What are the challenges to managing?
Skill: Recall
- 111) A
Topic: What are the challenges to managing?
Skill: Recall
- 112) B
Topic: What are the challenges to managing?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 113) E
Topic: What are the challenges to managing?
Skill: Applied
- 114) D
Topic: What are the challenges to managing?
Skill: Recall
- 115) C
Topic: What are the challenges to managing?
Skill: Recall
- 116) A
Topic: Does studying management make a difference?
Skill: Applied
- 117) E
Topic: Does studying management make a difference?
Skill: Recall
- 118) A
Topic: What makes someone a manager?
Skill: Applied
- 119) E
Topic: What makes someone a manager?
Skill: Applied
- 120) B
Topic: What makes someone a manager?
Skill: Applied
- 121) A
Topic: What makes someone a manager?
Skill: Applied
- 122) D
Topic: What are the challenges to managing?
Skill: Applied
- 123) B
Topic: What is management and what do managers do?
Skill: Recall
- 124) A
Topic: What is management and what do managers do?
Skill: Applied
- 125) B
Topic: What is management and what do managers do?
Skill: Applied
- 126) D
Topic: What is management and what do managers do?
Skill: Applied
- 127) C
Topic: What is management and what do managers do?
Skill: Applied
- 128) D
Topic: What is management and what do managers do?
Skill: Applied

Answer Key

Testname: UNTITLED1

- 129) C
Topic: What is management and what do managers do?
Skill: Applied
- 130) B
Topic: What is management and what do managers do?
Skill: Applied
- 131) D
Topic: What is management and what do managers do?
Skill: Applied
- 132) E
Topic: What is management and what do managers do?
Skill: Applied
- 133) A
Topic: What is management and what do managers do?
Skill: Applied
- 134) C
Topic: What is management and what do managers do?
Skill: Applied
- 135) D
Topic: What is management and what do managers do?
Skill: Applied
- 136) C
Topic: What is management and what do managers do?
Skill: Applied
- 137) A
Topic: What is management and what do managers do?
Skill: Applied
- 138) A
Topic: What is management and what do managers do?
Skill: Applied
- 139) C
Topic: What is management and what do managers do?
Skill: Applied
- 140) A
Topic: What is management and what do managers do?
Skill: Applied
- 141) D
Topic: What is management and what do managers do?
Skill: Applied
- 142) B
Topic: What makes someone a manager?
Skill: Applied
- 143) A
Topic: What is management and what do managers do?
Skill: Applied
- 144) B
Topic: What is management and what do managers do?
Skill: Applied

Answer Key

Testname: UNTITLED1

145) E

Topic: What is management and what do managers do?

Skill: Applied

146) E

Topic: What is management and what do managers do?

Skill: Applied

147) E

Topic: What is management and what do managers do?

Skill: Applied

- 148) a. First-line managers are the lowest level of management and manage the work of nonmanagerial individuals who are directly involved with the production or creation of the organization's products. They are often called supervisors, but may also be called shift managers, office managers, or even foremen.
- b. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as regional manager, project leader, plant manager, or division manager.
- c. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board.

Topic: What makes someone a manager?

Skill: Recall

- 149) a. Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs – including resources such as people, money, and equipment – they are concerned with the efficient use of resources. For instance, at the Siemens AG factory in Germany, where employees make X-ray equipment, efficient manufacturing techniques were implemented by doing things such as cutting inventory levels, decreasing the amount of time needed to manufacture products, and lowering product reject rates. From this perspective, efficiency is often referred to as "doing things right" – that is, not wasting resources.

b. Effectiveness is often described as "doing the right things" – that is, those work activities that will help the organization reach its goals. For instance, at the Siemens factory, goals included reducing installation times for customers and cutting costs. Through various work programs, these goals were pursued and achieved. Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with the ends, or attainment of organizational goals.

Topic: What is management and what do managers do?

Skill: Applied

- 150) a. Planning – defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
- b. Organizing – determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
- c. Leading – motivating subordinates, influencing individuals or teams as they work, selecting the most effective communication channels, or dealing in any way with employee behaviour issues.
- d. Controlling – monitoring actual performance, comparing it to a standard, and taking corrective action if necessary.

Topic: What is management and what do managers do?

Skill: Recall

Answer Key

Testname: UNTITLED1

151) Interpersonal Roles

- a. Figurehead — symbolic head; obliged to perform a number of routine duties of a legal or social nature. Examples include greeting visitors and signing legal documents.
- b. Leader — responsible for the motivation and activation of subordinates; responsible for staffing, training, and associated duties. Examples include performing virtually all activities that involve subordinates.
- c. Liaison — maintains self-developed network of outside contacts and informers who provide favours and information. Examples include acknowledging mail, doing external board work, and performing other activities that involve outsiders.

Informational Roles

- a. Monitor — seeks and receives wide variety of internal and external information to develop thorough understanding of organization and environment. Examples include reading periodicals and reports, and maintaining personal contacts.
- b. Disseminator — transmits information received from outsiders or from subordinates to members of the organization. Examples include holding informational meetings and making phone calls to relay information.
- c. Spokesperson — transmits information to outsiders on organization's plans, policies, actions, results, and so on. Examples include holding board meetings and giving information to the media.

Decisional Roles

- a. Entrepreneur — searches organization and its environment for opportunities and initiates "improvement projects" to bring about changes. Examples include organizing strategy and review sessions to develop new programs.
- b. Disturbance handler — responsible for corrective action when organization faces important, unexpected disturbances. Examples include organizing strategy and review sessions that involve disturbances and crises.
- c. Resource allocator — responsible for the allocation of organizational resources of all kinds — making or approving all significant organizational decisions. Examples include scheduling, requesting authorization, performing any activity that involves budgeting, and the programming of subordinates' work.
- d. Negotiator — responsible for representing the organization at major negotiations. Examples include participating in union contract negotiations.

The interpersonal roles are roles that involve people and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include being a figurehead, leader, and liaison. The informational roles involve receiving, collecting, and disseminating information. The three informational roles include a monitor, disseminator, and spokesperson. Finally, the decisional roles involve making choices. The four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

Topic: What is management and what do managers do?

Skill: Recall

Answer Key

Testname: UNTITLED1

- 152) A learning organization is one that has developed the capacity to continuously learn, adapt, and change. Learning organizations differ from traditional ones in several areas:

Attitude Toward Change

Traditional Organization: If it's working, don't change it.

Learning Organization: If you aren't changing, it won't be working for long.

Attitude Toward New Ideas

Traditional Organization: If it wasn't invented here, reject it.

Learning Organization: If it was invented or reinvented here, reject it.

Who's Responsible for Innovation?

Traditional Organization: Traditional areas such as R&D.

Learning Organization: Everyone in the organization.

Main Fear

Traditional Organization: Making mistakes.

Learning Organization: Not learning and adapting.

Competitive Advantage

Traditional Organization: Products and service.

Learning Organization: Ability to learn; knowledge and expertise.

Manager's Job

Traditional Organization: Control others.

Learning Organization: Enable others.

Topic: What are the challenges to managing?

Skill: Recall